

For  
Cascais,

I DO IT

TECHNICAL CREDITS

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## A Word from the Mayor

### *Reports of an unfinished journey*

It is with special pleasure that I welcome you to the pages of this great, small booklet. Small, but only in the literal sense. Great, because it tackles really important deeds done by those who matter: the people of Cascais.

Allow me to begin by sharing a small story. Some years ago when I first started to introduce the concept of Participatory Democracy in public speeches, I noticed that this idea caused some unease to the majority of people. And when speaking of a Participatory Budget (PB) then, everyone frowned. I later realized that this attitude did not arise from fear of the unknown - here in Cascais we are not afraid to take chances. It was more symbolic than this: in a country like Portugal, where the state plays a centralizing role and the general feeling is to wait for someone else to solve the issues, what I was proposing was a dramatic change in attitude at our level, at a local scale.

Suddenly, and without warning, the power to decide, evaluate, judge, changed hands. All of a sudden, the decentralization of powers was accompanied by the decentralization of responsibility, which became shared. There was no one for whom to wait

for - because everyone, both citizens and administration, would have to act together. Suddenly, we all realized that we can make a difference as a team, and that we risk succeeding collectively, or failing as isolated individuals.

The first edition of the Participatory Budget took place. Then, the second. This year is the third. And, as Mayor, I cannot help but feel an enormous pride in the all work that has been done. For five reasons: (1) *The Principle of Participation*. Citizen participation has been remarkable and, from the outset, the people of Cascais were present. This shows the vitality of civil society in Cascais, and the success that initiatives of decentralization can have in our region, which has over recent years given a clear sign of democratic maturity. (2) *The Principle of Action*. The quality of the presented projects is fascinating. The first step to address the crisis is to recognize that there are no omnipresent or omnipotent entities: we need everyone to create a lasting and sustainable change. The projects presented show us that, in a decentralized manner, it is possible to use resources to rationally meet the needs of the population. It is the management of resources according to people's real needs, rather than to the theoretical needs of departments. (3) *The*

*Principle of Accountability.* The PB has allowed for interactive and demanding scrutiny over political power that must be maintained and stimulated. (4) *The Principle of Citizenship.* I have strived for Cascais to become a more prosperous and supportive municipality. This also comes from a greater degree of free initiative by citizens. We want citizens to be as free as possible, to decide their own future and their own project for happiness. Projects like the PB are tools working towards the ideal of a society free from constraints. (5) *The Principle of Democracy.* Churchill said that democracy is the worst of all regimes... Except for all the others. The reality, however, is that in a globalised world that spins too quickly, democracy begins to show signs of wearing. By involving people, the PB shows citizens that, despite

all its problems, Democracy is really the best form of government ever invented. As we construed the PB this way, both in body and spirit, the IOPD has made us the International Capital for Citizenship and Participatory Democracy in 2013. However, because honors are not to be enjoyed but they are to be justified, I believe that in 2013 we were able to set up an even better and stronger PB. And if in matters of citizenship it is not legitimate to empower people and to then take away those same powers, I do believe we have fortunately walked down a path of no return. It's this adventure down this new path in the world of Participatory Democracy that we are now sharing with you.

Carlos Carreiras,  
Mayor of Cascais

## Introduction

Participatory Budgets have benefitted from a well deserved attention from international organizations, politicians from many countries, scholars, civil society groups, as well as from millions of Citizens that participate in the experiments carried out in their regions. Aware of this successful momentum, Cascais decided to implement this type of democratic innovation for the first time in 2011. After two editions, one can say without a doubt that the results obtained far exceed the Municipality's initial expectations and justify the interest that this experiment has raised in Cascais, Portugal and abroad. This is one of the reasons why the Municipality of Cascais decided to publish this booklet. Its main objective is to ensure a methodological presentation of the Participatory Budget (PB) process, of the projects decided upon by participants and on overall results achieved.

This work includes interviews with staff of the Municipality and with participants of both editions of the Participatory Budget. Their statements show a high level of satisfaction with the process, but also a renewed demand for higher standards with regard to the role of the Municipality in making Cascais more participative, socially aware and valuing people more. In the following pages, some of the more interesting stories associated with the project are told. The promoters that were interviewed recount, first-hand, the way in which their investment proposals originated, the debates that took place during the Public Sessions so as to get these proposals approved, their contribution towards the technical analysis of the projects, the communication strategies during public voting, among many other details. These are extremely rich narratives that make us believe in the power of citizenship.



1. Brief presentation of Cascais

Located west of the Tagus estuary, between the Sintra Mountains and the Atlantic Ocean, to the north, Cascais is bordered by the Municipality of Sintra, to the south and west by the Atlantic Ocean and to the east by the Municipality of Oeiras. On the second half of the 12th century, Cascais was a small village of fishermen and farmers. The name of the municipality seems to derive from the plural of the word ‘cascal’, which means a heap of shells (‘cascas’), which must be related to the abundance of shellfish in the area. The name Cascais officially appears in 1370, a few years after the expansion that had started outside the Castle walls. The Municipality is located in the Lisbon Metropolitan Area and its strategic location is what gives it privileged conditions and a group of unique opportunities for the development of the area. The Municipality of Cascais has an area of 97.1 sq. km and is formed by six local councils:

Alcabideche, Carcavelos, Cascais, Estoril, Parede and São Domingos de Rana. In 1970, the municipality had around 92,000 inhabitants<sup>1</sup>. By 2011 this figure had more than doubled, with INE (Statistics Portugal) recording 206,000 residents<sup>2</sup>. In this 40-year period, the country and the Lisbon Metropolitan Area went through significant transformations. The Revolution on 25th April 1974, the flux of migrants from the hinterland, the building of a vast road network and the development of public transport, the uncontrolled growth of residential areas, the concentration of investments and economic activity in the whole Lisbon Metropolitan Area help to understand in part this profound demographic change in Cascais. The more densely populated areas of the municipality coincide with the urban centers of the main towns and villages, especially between the Southern coast and the Motorway.

1 INE, 1970 Census.  
2 INE, 2011 Census.



## 2. The Concept of Participatory Budget

The considerable international expansion of Participatory Budgets over the last 25 years has caused the original idea and model to be adapted to different social, political and administrative cultures, with the corresponding implementation of sometimes very significant transformations in practices and goals.

This reality, both surprising and challenging, makes it difficult to reach a single and consensual definition of Participatory Budget. Various authors have contributed to this, but they have often done so in connection with specific experiments, not allowing for a generalization.

UN-Habitat (2004) defines a Participatory Budget as a process through which the population takes decisions or contributes to decision-making on the future of part or of the whole of the available public resources.

Ubiratan de Souza, who is one of key people involved in the Participatory Budget in Porto Alegre (Brazil), defines this practice as a direct, voluntary and universal democratic process, whereby people may discuss and decide on public policies and budgets. The citizen's participation is not limited to elections, but also involves the definition of priorities in terms of public spending. He therefore becomes a permanent protagonist in the Administration. The Participatory Budget combines direct democracy with representative democracy, a conquest that must be preserved and valued (Cabannes, 2009).

Given these conceptual difficulties, Yves Sintomer

(2005) proposes a methodological definition based on five criteria: I) the PB must include a clear debate on budget and finance; II) the PB must be organized by local government; III) It must be a process that is ongoing and repeated; IV) It must include some form of public deliberation on the budget; V) It must promote public accountability regarding the results of the process.

In an attempt to give a universal scope to some of the common principles in Participatory Budgets, Nelson Dias (2013) proposes that these be understood as a new type of public governance, regardless of their scale and based upon the direct participation of Citizens in the definition of policies and priorities for each region/area. This implies a more systematic approach to the participation, when comparing the PB to other processes, which requires the direct involvement of Citizens at four essential stages: i) when identifying the problems and needs that society faces; ii) at the annual and specific decision on priorities; iii) in the implementation of the projects; iv) in monitoring and evaluating the works. This must be accompanied by a clarification on the financial situation of the governing structure that is promoting the process, ensuring a debate on income and expenses. The participatory process is based on various mechanisms, most importantly the public meetings and assemblies, territorial or thematic, Internet pages and forums, or even phone messaging systems (SMS and MMS).





**3. Background**

Over the last few years, the Municipality of Cascais has been carrying out initiatives where the participation of the residents in municipal decision-making and territorial management has gained an important role, as can be seen in the re-housing and reconversion programs of illegal genesis neighborhoods; in the support given to Residents' Associations in implementing projects of common interest; in the work carried out based on the 'Agenda Cascais 21' program and in the different projects originated from it.



These and other initiatives aimed at Citizen empowerment and participation in the management of their area of residence, which increasingly function as ongoing projects, where changes are continuous and sustainable and force the Municipality to play the role of facilitator among the various agents.

Having decided to congregate in a single planning tool all of the best practices developed, the Municipality of Cascais has defined a municipal strategy for sustainable development based on four fundamental principles, aiming to improve the quality of life of all those that live, work or simply visit Cascais.

One of these principles, 'Boosting Citizenship', covers a group of focus areas and projects whose principal aim is to favor a wide participation of all citizens in the planning of the municipality. This is the level at which the Participatory Budget exists, as well as other forms of Citizen involvement in local life.

The implementation of the Cascais Participatory Budget was first discussed in 2008, following other participatory initiatives promoted by the

Municipality and by self-organized Citizen groups. Internally, the process reached a point of maturity, having achieved the conditions needed for implementation at the end of 2009. The following year was dedicated to preparing it internally by defining the methodology and the working team. The PB was then assigned to the 'Agenda Cascais 21' office, with the aim of ensuring the coordination of the different participatory practices and so as to guarantee that the process would not be carried out by sectors, hence allowing for an easier relationship and communication among the various municipal departments. Thus, two internal training sessions were organized during the preparation stage. The first of these was focused on establishing a conceptual and methodological framework, as a way to ensure a common understanding and language in the process by the different municipal departments, represented by heads of department, division chiefs and specialized staff. The second session focused especially on the training of the moderators of Public Sessions, with the participation of several municipal departments.

4. Participatory Budget process in Cascais

As established in the Charter of the Cascais Participatory Budget, its aims are to:

- a) Promote citizens' informed, active and constructive participation;
- b) Bring citizens closer to decision-making bodies, increasing governmental transparency;
- c) Contribute to administrative modernization;
- d) Foster a cohesive and dynamic civil society;
- e) Be aware and respond to the real needs and aspirations of the population.

These aims give substance to a process based on a deliberative participation model, whereby participants can present proposals and decide on the most important projects, within the annual budget limit and the eligibility criteria defined. The process was conceived under a territorial approach, encompassing the whole municipality and allowing for a debate with no restrictions as to its theme. This means that participants can present proposals related to any issue of local life, so long as this falls within the scope of action of the Municipality.

The Cascais Participatory Budget is based on two cycles of participation. The first corresponds to the budget definition process and the second to the carrying out of decisions made.

Figure 1 refers to the budget definition Cycle, under which 5 major phases can be identified, as analyzed below.



Figure 1



4.1. Preparation

This usually takes place between January and April of each year and corresponds to the preparatory work on the implementation of the Participatory Budget, namely:

a) *Defining the amount to be assigned to the process.* This is a fundamental decision pertaining to the Municipal Executive and that must be made at this preparatory stage as various methodological details associated to the PB depend on it. For the first two editions of the Participatory Budget, the

Municipality decided to attribute the process an annual value of 1.5m euros (one million and five hundred thousand euros). This amount was later increased on both editions, as mentioned below;

b) *Methodology review.* This implies a correct evaluation of the previous edition of the PB, so as to keep the positive achievements and work on items to improve. This work is based on consulting with members of the Municipal Executive and with the specialized staff involved in the various phases, as well as on the opinions gathered through questionnaires.

c) *Team formation and training.* The Municipality of Cascais has a fixed team of specialized staff dedicated to the PB, but every year it involves the participation of volunteers from its various departments. They contribute by moderating public sessions, having previously received in-house training on the methodology to adopt.

d) *Creation of participation tools.* The correct development of the PB requires the preparation of different working tools, which will give support to the scheduled activities, as well as to the system that will monitor the levels of participation. Examples of this are the tools created for the participatory sessions, such as the attendance sheet, presentation worksheets and proposal scoring,





among others. All of these tools undergo a review process before a new PB, so as to ensure that the required improvements are implemented;

- e) *Review of the Rules of Participation.* Along with the Charter, these constitute the legal document that provides the basis for the decision of the Municipality to implement the PB and that defines its rules of procedure. This is an Executive directive, approved by the Municipal Assembly, hence giving the process greater institutional substance as well as political commitment. Similarly to other tools, the Rules of Procedure are reviewed annually, so as to introduce changes that are deemed necessary. These can originate internally, that is, via the evaluation carried out by the Municipality itself, as well as externally, via the contributions of participants;
- f) *Promotion of institutional cooperation.* A process such as the Participatory Budget implies such a wide territorial action, that corresponding local partnerships must be promoted. At this level the following should be mentioned: Local Councils, for their proximity and privileged contact with the population; local associations as a reflection of organized

civil society that can play a fundamental role in divulging and providing clarifications on the PB; and also other local bodies that may support the process, through, for example, providing a venue where participatory sessions can take place;

- g) *Public dissemination.* This is vital for the success of the Participatory Budget. It is known that a large part of the population is not in the habit of being very participative, as well as being somewhat distrusting with regard to Public Administration initiatives, which is why a process of this nature demands a good information campaign, that ensures proximity and conveys a sense of trust to the people. The Municipality of Cascais has used different and complementary devices for the public dissemination of the Participatory Budget such as, for example: invitation letters to all mailboxes in the municipality, leaflets distributed in busy public spaces, posters, billboards, videos, Municipality websites and Facebook pages, the actual Facebook page of the PB, municipal newsletter and agenda, campaign activities in public venues (seaside promenade, shopping centers, etc...), among several others.



#### 4.2. Receiving Proposals

In Cascais, proposals are solely received via Public Sessions (PS). In each of the editions of the PB to date, nine PS have taken place, spread over various locations in the municipality, so as to ensure the widest possible territorial coverage.



The choice of venue is key, insofar as it must offer favorable conditions for the holding of this type of sessions. Whenever possible, the Municipality of Cascais has chosen venues that can be accessed by people with mobility issues. This is usually mentioned when promoting the PS. The aim of the PS is to promote the presentation of proposals and to favor collective prioritizing through a debate among participants, trying to achieve consensus and selecting the investments that are eligible for subsequent technical analysis.

To ensure this is possible, a specific methodology for the PS was devised. It essentially consists of the following steps:

1. *Welcoming of participants.* People sign an attendance sheet, receive the preliminary information on the session and are led to the tables in the room. These can seat 5-7 participants, as well as a specialist from the Municipality which acts as moderator;



II. *Opening and explanation of the methodology.* After all participants are seated, a representative of the Municipal Executive gives a welcome address, followed by a specialist who presents the various stages of the PB and of the methodology of the PS. In the first edition, participants had the opportunity to choose

the group they wished to join. After evaluating the results, this was deemed more favorable for previously organized participant groups, contributing to less debate and less diversity in proposals at group level. For this reason, in the second edition a draw system was implemented to allocate participants to each table;



III. *Workgroups.* The moderator explains again how the group around the table should work and distributes the working tools among those present. Each participant has the right to present an investment proposal. It must be written on a proper form and the moderator can help anyone with any difficulty doing so. After all proposals are presented, the debate then takes place among the members of each group,

so that doubts can be clarified, arguments can be put forward, and the coordination or merging of investment ideas can occur. Afterwards, the moderator invites the group members to score all proposals presented. The two most voted proposals go through for debate in the Plenary session, and the remaining proposals are kept for future analysis and evaluation by the Municipality;





IV. *Presentation of group results.* At this point a representative of each table presents the two highest scoring proposals in their respective groups at the plenary session. These are written in A3 sheets and fixed on the walls to facilitate the viewing and memorizing by those present. When the presentations are over, participants

have the chance to merge proposals from different tables. This occurs because some of the investments are the same, similar or complementary to each other. This can only take place before the voting session and it involves a negotiation between the promoters of the proposals;

V. *Voting and presentation of the results of the PS.* Each participant is entitled to two votes and can attribute these to the project(s) that he/she considers most important. Voting is done by attaching stickers on A3 sheets with the name of each investment. Once this important step is completed, it is up to the technical team of the

Municipality to count and publicly announce the results to all present. Only the five most voted proposals will pass to the next stage, i.e., the technical analysis by the Municipality of Cascais. The remaining proposals will be collected by the team for analysis and consideration at a later stage.





A final note to refer that in some PS the Municipality has provided a babysitting service, in order to facilitate a more equal participation between men and women. These details are often overlooked but in a procedure of this nature can make all the difference.

### 4.3. Technical Analysis

The proposals approved at the nine PS are passed on to the team responsible for the Participatory Budget for a preliminary analysis, after which they are forwarded to the different departments of the Municipality, especially to those that are responsible for the investment areas.

For the technical analysis, all departments rely on a form that is specifically created for this purpose. It covers a series of items that are essential to check the feasibility of the proposals, which include the following criteria:

- a) They must fit in the framework of responsibilities and duties of the Municipality;
- b) They are sufficiently specific and delimited within the municipal territory;
- c) They can be constituted as an investment;
- d) Must not exceed the estimated amount of EUR 300,000;
- e) Implementation must not exceed 24 months;
- f) Fit within at least one of the guiding principles of the Municipality's Sustainability Strategy;
- g) Are compatible with other projects and municipal plans.

The form also requires, among other things, that the location of the implementation of the project is clearly identified, to understand if it affects

public or privately-owned land, as well as an analysis of sustainability, so that the operating and maintenance costs after the implementation of the project can be estimated.

The Municipality of Cascais has been counting on the increasing involvement of citizens in the technical analysis. This has multiple advantages:

- Ensures complete traceability of bids by citizens from the moment they are submitted and approved for participation in public sessions, to the point of technical analysis and consequent exclusion or conversion into an investment project to be submitted to public vote. This represents an enormous step forward in terms of transparency of the process, in that the participants are active players in the different phases of the proposal;
- Allows keeping coherence between the initial proposal and the project that will be executed. Without the involvement of the participants in this phase of the process, the risk that the final design does not correspond to the original idea increases, resulting in a loss of credibility of the PB. If there are unavoidable changes to the proposal in order for it to become technically feasible, it is better that this work is monitored and understood by Citizens, which justifies once more their involvement;

- Enhances the educational and training weight of the process. Citizens' Participation in the technical analysis of investments allows them to understand work within the Municipality, the existing obligations in matters related to planning, procedures required for the preparation of a project, with clear gains in terms of skills and knowledge.

During the phase of technical analysis, fieldtrips to sites identified by participants are also organized to assess the conditions for project implementation. Both specialists of the Municipality and the promoters participate in this phase.





Proposals that fully meet the criteria are then prepared in view of their future conversion into public investment projects. Once this is completed, the Municipality of Cascais publishes a provisional list of approved and excluded proposals for public consultation. All interested parties are thus able to complain about the results. Understandably, the participants' involvement in the technical analysis allows them to better comprehend the reasons why certain projects are unable to proceed to a public vote, which contributes to the fact that there are no registered complaints to date regarding results. Technical analysis ends when the Municipality of Cascais publishes and discloses the final list of projects that pass on to the next stage, i.e. public voting.

#### 4.4. Voting on Projects

During this phase participants can decide which public investments the Municipality of Cascais should include in the municipal budget of the following year. Each person has one vote.



In the two editions carried out so far, two different voting systems have been tested. The first, in 2011, was based on a mechanism of registration and electronic submission of votes through the website of the Cascais PB. The Municipality provided two points of access for participants with greater difficulties in using computers, including:

- A van with a mobile station that travelled throughout the municipality during the voting period - approximately one month. This was decorated inside with an exhibition of projects and had the help of a team that provided support to those interested in registering and voting. The van was an excellent way to promote the process;
- The public service desks at Loja Cascais and Lojas Geração C.





The second voting system was applied to the finalist projects in the 2012 edition and done through SMS (Short Message Service.) Each investment project was assigned a phone number, participants simply had to type it and submit it through a free phone message. The system was designed to allow only one vote per phone number.

In the first edition of the PB 6,903 votes were received, distributed over 30 projects, while in the second edition 23,198 votes were validated spread across 32 finalists. When comparing this data, it is possible to draw two conclusions:

- The number of participants more than tripled from one year to another;
- The SMS voting system is more accessible than the Internet, which contributed significantly to the increase in votes.



Some of the most interesting moments of the whole process of the Participatory Budget were experienced during the campaign of the final projects.

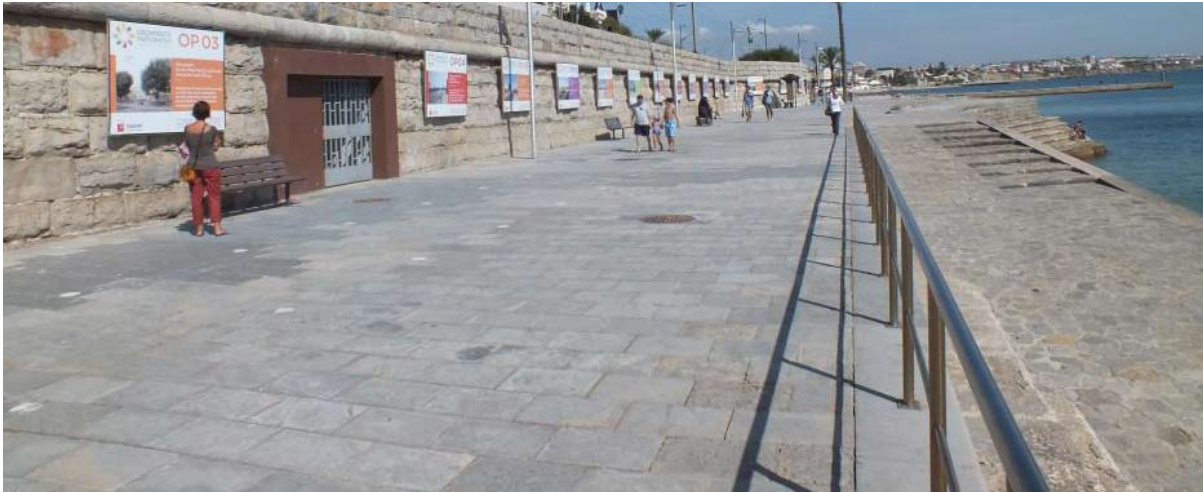
The Municipality of Cascais made use of its different resources to ensure a comprehensive presentation of the projects, with emphasis on:

- The Municipal Newsletter, which ensures a significant focus on its central pages. This has a wide reach as it is distributed to all mailboxes in the municipality;
- A brochure with the projects and their identification numbers;
- Street actions, organized specifically for the purpose;





- Billboards placed in public spaces with the identification of the competing investments;



- The recording of the video “A minute for my project,” with the participation of the projects’ promoters;





- The Cascais Participatory Budget Facebook page, permanently updated by the team, and that includes the involvement of the participants.

The PB's participants also used all their resources to ensure project awareness. They often resort to creating Facebook pages, distribution of posters and leaflets in public places, as well as the organization of campaign sessions with neighbors, family and co-workers. This is a very enriching act of citizenship, completely

managed by participants and without any interference from the Municipality. The means used illustrate the ability for initiative and creativity of the participants. They make use of resources available to them and rely primarily on their personal availability and commitment to the causes they believe in. Project promoters and other participants, largely due to the ability of communication and mobilization assure the success of the PB, particularly in the strong mobilization of voters.



4.5. Announcement of results and budget approval

This is when the Municipality of Cascais publicly presents the voting results and announces the winning projects of each edition of the Participatory Budget. This is a public ceremony, open to all residents. The Municipality takes this opportunity to present the progress on the implementation of public projects of the previous year's PB, as well as the results of the different phases of the current PB. Once this exercise of accountability is completed, the most anticipated moment follows, that is, the announcement of the projects to be included in the budget and be executed by the Municipality. This is when the number of votes obtained by each proposal is made public. The Municipality of Cascais decided to allocate

EUR 1,500,000 to each of the first two editions of the Participatory Budget. This amount was later increased, a decision which was announced as part of the presentation at the ceremony. In 2011 the final value reached EUR 2,100,000, increasing from 6 to 12 approved projects, while the following year the budgetary ceiling of the PB was increased to EUR 2,500,000 which led to the approval of 16 projects. The approved investments are part of the budget proposal that will be submitted to the Council meeting and later presented at the Municipal Assembly. The Participatory Budget fits in well with the calendar legally established for the Municipality to comply with its budgeting obligations. As for projects proposed and chosen by Citizens, the Municipality takes them on as its own, in what concerns the political commitment to the implementation of public investments.





To be strictly accurate, evaluation is not a phase scheduled within the PB, but rather an attitude and an ongoing exercise. This is a requirement imposed by a process of experimentation and with atypical features such as the Participatory Budget. It is this fact that, once the initiative is in motion, has allowed for the correction of unforeseen or less desirable situations.

- from the Members of the Administration and Specialized Staff of the Municipality;
- from the participants of the PB;
- from an external and independent team.

- At the Public Sessions through a questionnaire made to all those present. This aims to collect input in order to better understand the profile of participants, their views on the methodology of the PB and the PS, as well as the performance of the Municipality;
- In the technical analysis of the proposals, particularly in meetings with promoters, to try to match the design of projects as much as possible to the expectations and aspirations of the participants;

- This allows the Municipality of Cascais to review the methodology and tools used at the end of each budget cycle, as well as making all the improvements deemed necessary for the next edition.







## 5. Projects

The first two editions of the Cascais Participatory Budget allowed for the approval of 28 projects, adding up to a total amount of EUR 4,600,000. These investments show a variety of concerns and needs of the population of Cascais. The top rated projects in the 2011 PB were:

- Requalification of S. Brás Square and pavements – Rua da Areia, Cascais, no. 14, 958 votes;
- Generations Park, Estoril, no. 19, 832 votes;
- Construction of a multipurpose space at the Parede 2 Primary School (EB1-P2), Parede, no. 08, 692 votes;
- Carreira Square, no. 20, Estoril, 624 votes;
- Protection and enjoyment of nature and rural roads in Areia and adjacent area to the Sintra-Cascais Natural Park, no. 16, Cascais, 534 votes;
- Children in the Shade, no. 15, Cascais, 483 votes;
- Opening the Cultural Centre at night, no. 05, Parede, 354 votes;
- Inclusive Playground, no. 28, Cascais, 341 votes;
- Creation of a covered multipurpose area at the Jerónimo Usera Association, no. 26, Cascais, 290 votes;
- Requalification of abandoned plots of land Aníbal F. da Silva Avenue (Quinta da Alagoa), no. 29, Carcavelos, 213 votes;
- Requalification of Nossa Sr<sup>a</sup> da Assunção and building of pavements on the Janes-Malveira Road, no. 9, Alcabideche, 150 votes;
- Pedestrian access to CascaiShoppinhg, no. 1, Alcabideche, 144 votes.

In 2012, participants' priorities were placed on the following investments:

- Inclusive Ludic Spaces - Malveira da Serra, no. 26, Alcabideche, 2510 votes;
- Community Space – Faceiras Neighbourhood, no. 12, São Domingos de Rana, 2487 votes;
- DogPark – Park for dogs in São Pedro do Estoril, no. 18, Estoril, 2418 votes;
- Eco-intervention at the Fernando Lopes Graça School, no. 03, Parede, 2204 votes;
- Requalification of SMUP – Parede's Musical Society, no. 22, Parede, 1907 votes;
- Pavements from the Abóboda roundabout to McDonald's, no. 04, São Domingos de Rana, 1722 votes;
- Requalification of the plot of land next to Alexandre Herculano Street, Buzano de Cima, no. 20, São Domingos de Rana, 1346 votes;
- Protected children, no. 15, Estoril, 1153 votes;
- Mountain Bike Skill Park at Outeiro da Vela Urban Park, no. 08, Cascais, 1118 votes;
- Creation of a community farm at Quinta da Bela Vista, no. 14, Carcavelos, 812 votes;
- Fixing the pavement of Homem Cristo Street, no. 28, Estoril, 662 votes;
- Viva... O Paredão, no. 27, Estoril-Cascais, 568 votes;
- Requalification of Quinta do Rato, no. 19, Parede, 478 votes;
- Landscaping at Vale da Amoreira, no. 32, Alcabideche, 427 votes;
- Carrascal de Alvide Roundabout, no. 01, Alcabideche, 377 votes;
- Requalification of Viveiro Street, no. 30, Estoril, 338 votes.

A closer look at this data allows us to draw some conclusions that should be highlighted. In the 2011 edition 6,903 people voted and approved 12 projects that had a total of 5,615 votes, representing 81.34% of voters. The following year 23,198 participants voted, 20,527 of which focused on the 16 winning projects, representing 88.48% of the total. This data is very clear and demonstrates the high percentage of participants that saw their expectations met with regard to the Participatory Budget. In other words, only 18.66% in 2011 and 11.52% in 2012 did not see their projects approved. This greatly contributed to the Municipality of Cascais' decision to increase the funds allocated to the Participatory Budget within two years of its start. This data demonstrates that the effort of participants has been largely rewarded and that the PB's methodology is well suited to an adequate management of the participants' expectations. Other conclusion that can be drawn from the data presented above refers to the manner participants have prioritized investment areas. These include the requalification of public spaces, improved accessibility and social actions. Any of the projects in these areas is aimed at significant groups of the population, highlighting the concern of participants for the more collective aspects of community life. The social projects take this further by raising social awareness towards more vulnerable groups.

Areas	2011	2012	TOTAL
Public Space	3	7	10
Accessibility	3	2	5
Social	1	3	4
Educational	2	2	4
Sports	2	1	3
Cultural	1	1	2
TOTAL	12	16	28

É ainda de salientar a distribuição dos projetos das duas edições do OP pelas freguesias do Concelho.

Local Councils	2011	2012	TOTAL
Cascais	5	2	7
Estoril	2	5	7
Alcabideche	2	3	5
Parede	2	3	5
São Domingos de Rana	0	3	3
Carcavelos	1	1	2
TOTAL			29*

\* One of the projects appears twice because it benefits both the local councils of Cascais and Estoril.

It should be noted that between each edition, changes were observed in the local councils with greater ability to call people to vote. This may mean that people are more aware and begin to understand that they need to act if they want to see their projects approved. They cannot therefore delegate their participation or wait for others to decide for themselves. Participatory budgeting is

a process that rewards those who strive more. The figures are only part of the results and are a limited view of all the potential and richness inherent in this initiative. Behind every project there are people, stories and mobilization efforts that are full of creativity and innovation. It is free citizenship in action.





## Project Generations Park (PB 2011)

The idea for the project came about in 2008, with its promoter having carried out numerous contacts in order to ensure the viability of the investment. Having met the Municipality of Cascais, aimed at persuading the Residents' Association, created a Facebook page and managed to obtain an architect on board working pro bono, to design the project.

The initial aim was to build a Skateboard Park, but this type of space is often wrongly connoted. Aware of this situation, the promoter developed the idea further and devised a "Generation C Park" directed to the Municipality's younger population.

Given the opportunity created by the Participatory Budget, the project was taken without hesitation to a Public Session of the 2011 edition. With all the material the promoter had gathered, the proposal was approved and sent for technical analysis. However, this was enriched by the views of the participants in the session, and other aspects were integrated into the project activities, covering all age groups, which led to changing the name to "Generations Park". As the promoter points out, "the project is now much better than I had imagined. This is due to the Participatory Budgeting process, which favored the debate with other participants. Today I look at its design and I do not see a park, I see four or five parks. It was much better than I could have imagined at the beginning. The Generations Park is a brand built on Cascais' Participatory Budgeting."

When the voting phase started, the Facebook page created by the promoter had about 600 supporters. This rapidly increased to over 2000. Besides Facebook, the campaign strategy of the project and the call to vote was done through posters, stickers and participation in all activities promoted by the Municipality of Cascais, within the Participatory Budget. The promoter stopped controlling the process. It benefitted greatly from support received from several people that made use of their own resources and creativity to enhance awareness of the project. "I saw cars with the poster stuck to the bumper calling to vote. They were people I did not know. The project had supporters since 2008 and that helped a lot in the voting process. When it was launched in 2008, some of the supporters were 15 years old. In 2011, at the PB, these people were already 18 and could vote on the project."

For the final design of the Generations Park, several similar projects were visited. The promoter guided these visits and specialists from the Municipality of Cascais also participated. "We visited good and bad parks to assess what we wanted in that plot of land. The Municipality of Cascais was always very open to my ideas, which was great. This experience makes me believe that we cannot think of 'them' [Municipality] and 'we' [citizens] separately. We cannot think that 'they' should do everything and that 'we' do not have to do anything. We can work together. This process has helped many people change their negative and biased opinions of civil servants. They worked alongside with us on this project day and night."

The PB is also a learning opportunity for all involved. As the promoter refers, "the other day I had a meeting at a cement plant to discuss technical issues about concrete and iron. Knowledge is never too much." Specialists involved in the project also acknowledge the big learning opportunities arising from it, and this applies to all other investments of the PB. "At the beginning we did not have the knowledge we have today about parks of this type, the combination of the different aspects and all of its potential." To monitor the implementation of the project and inform all interested parties, developers installed a video camera on top of a neighboring building to film the day-to-day construction. The idea is to make a short film after completing the construction of the park.



### Project Inclusive Ludic Spaces (PB 2012)

The Municipality of Cascais proposed to organise meetings for parents who have children with special educational needs, so that these could share experiences and seek ways of helping each other. In one of such meetings an issue was brought up by several parents, which related to the fact that there are no places in the municipality where children with special needs can attend during holiday periods. Then the idea of presenting a project at the Cascais Participatory Budget arose. This involved the creation of an air-conditioned pre-manufactured unit to house this space. The proposal was accepted and one of the mothers was commissioned to collect the necessary information and prepare a presentation to one of the two sessions of the PB that were still scheduled. «We had to submit a solid project and also think in advance of an institution that would ensure the day-to-day management. It was not enough to buy and equip the unit. It was then that I went to speak to the Nossa Senhora d'Assunção Association in Malveira da Serra, and they accepted the idea. We were in a better position to present the project at the PB session.»

The group mobilized 24 people, including parents, friends and family to participate at the Participatory Budget Session. The proposal was approved at six tables and then at the plenary session, having followed on for technical analysis. The promoters themselves prepared a draft which only had minor changes made by the Municipality.

An opening text was written and a Facebook page created to explain the project. This was launched at 00:00h the day the voting period began. It ended up exceeding the reach of its own promoters. «I spent a lot of money on posters. I distributed them throughout the municipality, in coffee shops, Estoril Congress Centre. The video made by the Municipality [1 minute for my project] helped a lot in the dissemination, as it ended up being shared by many people. All parents divulged to their family, friends and co-workers. One parent made a video which he called “1 minute for David,” which is his son’s name.»

All this has contributed to this project being the most voted at the PB 2012. Two main conclusions can be drawn from this: i) the winner of this year’s process was solidarity. The problem of children and teenagers with special educational needs is not a top priority for the Portuguese society, but the Cascais PB was able to generate a significant wave of community support; ii) the success of the winners was significantly due to the project’s promoters’ initiative and creativity.

The project has benefitted from a wide awareness, contributing to bring together other resources and support. Banco Santander, is one such case, that after having become aware of the initiative decided to attribute its annual prize to the project.





### Project Community Space at the Faceiras Neighborhood (PB 2012)

The Faceiras Neighborhood, in São Domingos de Rana, is the result of social re-housing carried out in 1980. It consists of about 80 homes, mostly prefabricated. The objective was to house, at reduced prices, people from the former Portuguese colonies in Africa and other interior regions of Portugal. It is, therefore, a neighborhood of multicultural origin, with socio-economic deprivation and located in one of the poorest areas of the municipality. There was a park in this neighborhood that deteriorated over time and was eventually removed without any explanations given to its residents.

In March 2012, “Kutuca”, a juvenile association was formally created in the neighborhood. However, it started taking shape in April 2011, when five young people started to volunteer to do activities during leisure time for local children. As they continued to develop their work, this group often came across the story of this park, and became aware that local residents had not come to terms with what had happened.

Aware of the Participatory Budget from its first edition, they decided to start the process at a neighborhood level, organizing meetings with all the residents to discuss the proposal to be submitted.

The PB was an opportunity that helped strengthen a community momentum started by this young group that did not have the means that allowed to even hope for a greater structural intervention in the neighborhood.

Alongside the park, another need became evident, which was the setting up of a community activity centre. Once the proposal was elaborated, the group organized itself to defend the proposal at a Public Session of the Participatory Budget, obtaining its approval to go through to the technical analysis phase. Validated by the services, the project turned out to be the second most voted in the 2012 edition of the PB. It was interesting to observe in that it was an action in a social housing estate, unknown to many, with a small group of residents that achieved a very significant number of votes. This is the result of the mobilization that the juvenile group managed to obtain, clearly going beyond the boundaries of the neighborhood to the rest of the municipality, generating a wave of community support by means of the proposal.

According to the promoters, «We made a real campaign for one month. We organized groups. One was with Facebook, another with schools, one with supermarkets, the other with recreational associations, etc. We also created a theater play to help explain what the PB is, and appeal for people to vote for our project. The play posed provocative questions. Since the neighborhood is in a little corner of Cascais, people do not want to know about us. This was a manner of challenging people and making them see that this neighborhood is also a part of the municipality.» The play was presented in various public places in Cascais, with the advantage of being a way to appeal to the immediate vote of the people that stopped to watch.

The PB also helped transform the relationship between the Municipality, this group and the population of the Faceiras neighborhood. «We were not organized. After we formed the association and got involved in this way with the PB, we developed a close relationship with the Municipality. Before it was non-existent. Now, almost every week they contact me, either the PB team or the youth division. »

## Project Pavements from the Abóboda roundabout to McDonald's (PB 2012)

The project envisages the construction of a pavement for pedestrians along a path about 300 meters from the 249-4 National Road, which crosses São Domingos de Rana, north of the A5 (motorway linking Cascais to Lisbon). It is a work whose responsibility is shared between the Portuguese Road Authority (IEP) and the Municipality of Cascais. It is a national road whose surrounding lands are under the Municipality's jurisdiction. The technical and legal difficulties are therefore obvious, adding to the unavailability of funds on behalf of the IEP for this specific investment. This is a project that has been demanded by the Local Council and its residents for about 30 years, to no avail. Many students need to take this route daily to commute to school. Due to the inexistence of pavements, part of the journey needs to be made on the roadside, which is dangerous. Not satisfied with this, representatives of the Parents' Association of the Frei Gonçalo de Azevedo School Cluster decided to put forth this project to the PB. Having previously prepared their participation in a PB Public Session, they ensured a strong support from the parents. The proposal was approved and sent for technical analysis.

Bearing in mind previous experiences known to all, it would be natural for this project to be excluded from the PB process based on analysis by the municipal services. The promoters, however, requested meetings with all parties involved, including the IEP, the Municipality of Cascais and the Local Council. They presented their arguments to all and heard their opinions. These meetings served to understand the difficulties of each institution and the possible points of convergence. The promoters also decided to present the project and all its challenges at a session of the Municipal Assembly, seeking to increase awareness for the need for this investment.

The authors of the proposal could thus provide mediation between all these departments of public administration, creating a commitment of the parties to making the project viable. One of the innovative aspects in this process is the fact that it had been assured by a group of Citizens, promoting an investment of public interest.

The fact that the project was one of the most voted in the 2012 edition of the Participatory Budget was also due to the strategy and commitment of these citizens. «We asked permission to Intermarché and went to the supermarket entrance, calling people to vote. We defined a schedule between all of us, with three shifts between 9am and 9pm, and were there a whole weekend, which is when people go shopping.» Furthermore, «we met all schools of the School Cluster and asked its Director to postpone meetings with parents, at the beginning of the academic year, in order to coincide them with the voting period for the PB projects. A timetable was set up for these meetings, ensuring that they would not overlap, enabling us to participate in all of them to present the project. We went to all the classrooms of all years, of all schools of the Cluster, talked to the 1,400 students' parents and guardians involved. We prepared and handed out a presentation of the project to support the voting process in the PB to all present.»

## Project Eco-intervention at the Fernando Lopes Graça School (PB 2012)

This project consists of the replacement of asbestos-cement board in the school playground, building headquarters for the Students' Association and the requalification of the surrounding area. The idea of presenting the proposal to the Participatory Budget arose from some conversations between the School Headmaster, the student council and the Parents' Association. The latter expressed its great concern for public health, because of the asbestos-cement roof in the playground.

The students prepared a PowerPoint presentation and made a 3D drawing of the project to submit to a PB Public Session. This turned out to be the most voted at some of the tables, as well as at the Plenary Session. This is the result of massive mobilization made by the promoters, among parents and friends.

In response to the request made by the Municipality “we have made some contributions to the design of the project. What interests us is to make an eco-friendly investment and, if possible, reduce its costs.” (Student representative).

The fact that it was one of the winning projects of the 2012 edition was very much a result of “the awareness campaign we carried out. We made posters, sent emails and messages to all our contacts, we created a Facebook page, we personally contacted everyone we knew. We were closely following information on the most voted projects every day. We were often first. Our polls only went down on weekends, or maybe other projects were stronger then.”

This process also helped to establish a new relationship between the Municipality and the citizens. “Previously there was hardly any contact between us and the Municipality. In the case of the Student Association, we only remembered it when we needed to apply for a license for the parties. Today we realize that we can do much more together with the Council.”

This project has the specificity of including several young promoters in the group. These are, in general, a part of the population that is more distanced and disconnected from political life and municipal management. In the opinion of one of them, “the process of Participatory Budgeting helped to better understand what makes the Municipality. To spend two and half million euros in citizens' projects is no small thing! Today I think I'm more aware of what the Municipality does, and what is happening in Cascais.”





### Project Requalification of Quinta do Rato (PB 2012)

This proposes the requalification of a fallow area in Quinta do Rato, by implementing a landscaped area equipped with a playground, community vegetable patches, leisure areas and pathways.

One of the most interesting stories behind this project is that it results from a view shared by the participants of the table in the Public Session where it was approved.

The main promoter had the idea of the requalification of the area, without, however, defining the full content of this project. In the debate generated with her colleagues at the table, the project gained shape, bringing together different proposals. As the promoter refers: “My idea was a green area, to redevelop the space, but I didn’t have everything clear in my head. The different group members defined the content of the project. A gentleman wanted a playground in Parede. A lady wanted urban vegetable patches. These proposals were eventually incorporated into this project. Therefore, I influenced these people but my idea was also influenced by the proposals of others.”

Another interesting aspect concerns the campaign’s call to vote. This was divided into three phases, according to the promoter. “At first I placed large billboards that I made at Parede’s Local Council, but particularly in the area where the project was to be implemented. In these billboards, I called people to vote.” At about 15 days the second phase started, where “I made some smaller posters to distribute at local businesses and put through mail boxes. Meanwhile, the Facebook page was always updated. I had to be fast at mobilizing people to vote for this project, not to risk their vote going to another proposal. I regularly visited the shops to see if people were informed and to make sure they had not run out of flyers.”

In the third phase, “I made a poster with a more direct appeal, put it in the mailboxes and knocked on people’s doors. I rang all the bells. In some buildings I actually rang several bells at the same time to explain everything to several people at the same time.”

After the voting was over and the project was approved to be implemented by the Municipality, the promoter designed and distributed a booklet that read, “with the participation of all, projects move forward.”





6. Results

The results obtained in the first two editions of the Cascais Participatory Budget show very clearly the potential that citizenship has within this process. It can even be said that no other kind of participation developed in the municipality mobilized so many people as this initiative was able to do in just two years.

The data below is very encouraging, and may even indicate a reversal of the current context of people's alienation from community life and distrust of institutions.

Table of Indicators of the Cascais PB 2011 and 2012:

	PB 2011	PB 2012	Difference
Participants of Public Sessions (PS)	504	395	- 109
Least participated PS		19	
Most participated PS	91	115	+ 24
Proposals at tables	286	223	- 63
Proposals at Plenary Session	130	147	+ 17
Approved proposals for technical analysis	48	48	=
Projects put to a vote	30	32	+ 2
Winning Projects	12	16	+ 4
Number of voters	6.903	23.198	+ 16.295
Budget	2.100.000 €	2.500.000 €	+ 400.000 €
PB's percentage of the budget	5,3%	5,8%	+ 0,5

Despite the decrease in the number of participants observed in the 2011 and 2012 Public Sessions, the total number of people involved in the voting phase demonstrates that the mobilization of people increased significantly between the first and second year. This may mean that the PB is reaching more people and that it is a process

that generates enough public confidence to the point of promoting participation. The PB also has an educational function that has been worked on by the Municipality, linked to the need for people to understand that they must act if they want to see the approval of projects that they consider important.



For all the proposals that were approved in Public Sessions, and the projects put to a vote, it is evident that there were no large fluctuations between the first and second edition. This demonstrates stabilization in the methodology, which helps people understand the process and properly manage their participation. The growth in the number of winning projects from 12 to 16, is due to the fact that the Municipality decided to increase the amount allocated to the Participatory Budget by €400,000. One of the specificities of the Cascais Participatory Budget relates to the fact that investment proposals can only be submitted in Public

Sessions. This sole focus on face-to-face meetings is closely related to the methodological approach adopted, which aims to transform the PB into an interactive dialogue and consultation among the participants on the municipality's priorities. Limiting the maximum number of proposals that can be approved in each Public Session, as defined in the rules of the PB, makes these sessions more than a mere place of individual submission of ideas, transforming them into an opportunity to bring citizens closer and create space for debate and understanding about how to apply available public money on what is really important.





The experience of Cascais demonstrates very clearly that the vast majority of people go to these participatory processes with an investment proposal, but in about two and a half hours<sup>3</sup> are able to abandon their own idea for the sake of others that they consider more important. These situations have occurred in all PS.

This is indeed a matter that was accounted for in the Rules of Procedure of the PB, namely when it was established that participants should prioritize based on two major criteria: a) the population covered by the proposals, where the

PB should focus on investments that benefit the largest possible number of people, in particular the most disadvantaged, b) the level of impact of the project - street, neighborhood, local council or municipality - and it is desirable that the investments should be as broad as possible. Without imposing, PS moderators also had the role of reminding participants of these criteria. These procedures help understand that the Cascais PB aims to ensure, among many other things, an educational and training focus for citizens and for community action.

<sup>3</sup> That is the average length of a Public Session.



Another result of this more collective construction on investments was the merging of proposals from different participants. The Cascais PB demonstrates that people are open to making changes to their original idea, incorporating suggestions from other participants, or even merging their proposal with others presented in the session. Merged proposals gain special importance in the case of Cascais by the fact that

these were made by the participants themselves and not by municipal services. This is a situation negotiated between promoters and derives from a common understanding of the different proposals in question and how they can be united in a single investment. This reinforces the democratic process in the Cascais PB, the autonomy of participants and the educational process.



All these details contain an enormous wealth of knowledge and allow us to deconstruct many commonplace ideas, according to which people are very individualistic and that by imposing rules that limit the number of proposals, would disappoint and alienate the participants of these processes. Quite on the contrary, the Cascais PB demonstrates that not only people are able to recognize that their investment ideas may not be the most urgent, but also understand that the existing budgetary constraints require the careful selection of proposals, demonstrating an important sense of socio-territorial cohesion. All this happens without people ceasing to participate.

This experience also allows to further concluding that face-to-face participation processes respond best to the challenge of consultation and collective definition of investments. Despite some advantages of virtual mechanisms, this is obviously a limitation to which they cannot answer yet.

The weight of the PB in the investment component of the municipal budget for 2012 was 5.3%. In 2013 this amount is now 5.8% of the municipal budget. This puts Cascais first nationwide, with the largest percentage amount allocated to the process<sup>4</sup>.

Another result of the Cascais Participatory Budget is the transformation that this has caused in the Municipality itself and in the way it relates to its inhabitants.

The PB is a mechanism that requires an intersectoral approach, making different departments work together. Though this appears like a simple issue, it is well known that municipal structures

are often organized by sector, which makes integrated actions more difficult. Participatory Budgeting requires a close coordination between various departments of the Municipality, and this becomes very evident in the technical analysis of proposals and implementation of projects. As one of the specialists of Cascais Agenda 21 refers, “I got to know more colleagues in the Municipality during one year of the PB than in the previous four years. The PB allows us to know better what each department is doing so as not to overlap. In technical analysis, I have to contact all departments a lot. Today in the Municipality I think that everyone knows me. I feel that my job is now more valued.”



<sup>4</sup> This analysis only takes into account the experiences promoted by Municipalities, excluding the Local Councils.

The Participatory Budget has also helped create more horizontal relations between different departments of the Municipality. “Within the PB one does not often feel the existing hierarchies. We have moderators who occupy leadership positions and others who are just technical, but the curious thing is that participation in the sessions are all at the same level and differences are not felt. During PB work, I have to speak several times with members of the Administration, and it happens

without requiring the mediation of my Head of Department” (Cascais Agenda 21 specialist). This quote is very illustrative of the process of internal democratization of the Municipality itself. There is therefore, not only concern for the deepening of citizenship and participation of the citizens, but also the development of a more participatory democracy within the Municipality’s very own structure.





The coordination between the technical and political structures of the Municipality and its citizens is also in the process of transformation. The Participatory Budget helps to create an informal atmosphere and a close relationship between the Administration and its Citizens. These changes help to create a more modern Municipality, one that is more aware of people's needs and more accessible to its citizens. This framework helps fighting at a local scale, the mistrust of institutions that unfortunately is widespread in Portuguese society. This is referred to by Cascais Agenda 21 team members: "our

relationship with residents has changed very significantly. We feel that for many people the PB is seen as a serious process, in which the Municipality carries out what has been decided by the participants. At first, some people did not believe in the PB and thought it would only be propaganda. These views have now been overcome. We have seen that the PB is making citizens demand more from the Municipality and its Executive, even for activities other than the PB. People are getting more interested and are also demanding more from our work."



The fact that the PB is a yearly process also helps maintain this close relationship and trust with residents. "It's an asset to have people on our side and us on their side for a common goal" (Cascais Agenda 21 specialist). The process is very educational for all those involved. Residents get to know the municipality and its needs better through discussion with other participants. The proximity to the Municipality also helps understand better how it works, the legal framework that regulates it, and how a project is run, its different phases and legal procedures, among many other aspects. The work developed under Cascais Agenda 21, where the Participatory Budget stands out, has been recognized in several instances. In June 2012, the Municipality was awarded an honorable mention for the Best Practices Award for Citizen Participation, organized annually by the International Observatory on Participatory Democracy (IOPD). This is a competition open

to local governments throughout the world, who may submit their best practices to promote the involvement of Citizens in policy-making and management of public resources. The Prize was given in Porto Alegre, capital of Rio Grande do Sul - Brazil, during the 12th IOPD Conference. In this same context, Cascais accepted the Presidency of the Observatory for the current year, with the mission of organizing the 13th International Conference to be held in July 2013. More recently, the Municipality of Cascais was also awarded the "Perfect City" prize for the category 'Governance through a Participatory Budget'. It is an initiative organized by Visão Magazine and Siemens which aims raising awareness on the best projects and best practices of Portuguese cities in terms of Governance, Sustainability, Inclusion, Innovation and Connectivity. The winners were selected by the readers of Visão, who over a five-week period, voted on 50 case studies relating to 25 cities and towns in Portugal.





## 7. Future perspectives

As seen, the Participatory Budget was preceded by a number of initiatives and projects organized by the Municipality of Cascais, in its political involvement in the lives of the citizens of the municipality. These were essential to gradually open the Municipality to the people, testing methodologies and training an internal team. However, the Participatory Budget was a turning point. This process has the merit of ensuring that citizens not only participate but also decide on public investments, and as a result influence municipal policies. Given the results achieved with the different participation processes, the Municipality of Cascais decided to declare 2013 as the year of citizenship and participatory democracy in the municipality. This foresees a very ambitious plan, under which the ongoing experiments will be assured, with emphasis on the Participatory Budget, but above all the creation of new spaces for citizen participation in the management of the future of the municipality.

The strengthening of work with young people

stands out at this level, through the implementation of a Participatory Budget specifically directed to the student population of the municipality, creating Youth Participation Scholarships and the development of a Young Citizenship TED.

The Municipality has also been creating spaces for close participation, of which the Local Assemblies can be highlighted, rotating on a monthly basis between the different local councils of the municipality. Within this scope, one must mention the public consultation initiatives on matters where it is not required, but which the Municipality intends to keep as a way to involve citizens, and demonstrate the need to make local governance increasingly transparent.

Beyond the face-to-face meetings, the Municipality of Cascais will also develop technological applications for phones and computers that will allow for citizen participation on matters of interest to the municipality, thus planning the possibility of virtual participation in the Council's meetings.

During 2013 and 2014, the Municipality of Cascais



will ensure, in partnership with the In Loco Association, a training course on Participatory Democracy for representatives of various departments of the Municipality. The objective is to provide different technical teams with the knowledge and tools that enable greater citizen participation in municipal management. Recognizing the importance of citizen participation and the need to have an administrative structure capable of responding positively to this challenge,

on 27th November 2011 the Municipality of Cascais decided, under the new Organizational Procedures for Municipal Services (ROSM), to approve the creation of the Department of Citizenship and Participation. This is an obvious sign that Cascais gives priority to the involvement of citizens in municipal management. The creation of a department specifically targeted and designed for this issue is a clear demonstration that Participatory Democracy is in Cascais for good!

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