Translating the global Sustainable Development Goals to the local municipality level

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ABSTRACT,

In 2015 all United Nations Member States adopted the 2030 Agenda for Sustainable Development, consisting of 17 underlying Sustainable Development Goals ('SDGs'). The Association of Dutch Municipalities International has launched the Global Goals Municipality campaign ('Gemeenten4GlobalGoals') with the conviction that municipalities play a crucial role in achieving the SDGs. However, large-scale research has shown that most Dutch municipalities are not carrying out decisive work when it comes to the SDGs. They miss the handles to take concrete actions. The 2030 Agenda is a worldwide agenda that needs to be translated to the local level. This research therefore aims to determine which approaches for translating a complex issue such as the 2030 Agenda to a local level are most effective for Dutch municipalities. Qualitative research in the form of desk research and interviews has been conducted. The findings show that the participation platform (in combination with other participation forms), the citizens' assembly, and the formation of a separate foundation/organization are the most effective approaches. Furthermore, an explanation was found for how these approaches can help to translate complex issues such as the SDGs to the local level and which factors determine effectiveness. Common success factors revolve around building good relations with stakeholders, communication, the organizational set-up of an approach, getting good representation and making the connection to the living environment. In practice, municipalities can adopt the suggested approaches and integrate the success factors into the execution to effectively translate the global goals to the local level. Recommendations for further research include researching in which step of the translation process it would be most effective to involve citizens and other stakeholders. An additional recommendation is the development of a common framework for the recommended participation approaches that municipalities can use as an outline for designing their participation processes around the SDGs.

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Keywords
Sustainable Development Goals; Strategy Implementation; Stakeholder Engagement; Municipalities; Participation Approach; Citizens' Assembly

1. INTRODUCTION

In 2015 all United Nations Member States adopted the 2030 Agenda for Sustainable Development, which provides a shared blueprint for peace and prosperity for people and the planet, both now as well as in the future. The 17 Sustainable Development Goals ('SDGs') are at the heart of this blueprint. These goals are urgent calls for action, also for the Netherlands.[1] The Association of Dutch Municipalities International ('VNG International') has launched the Global Goals Municipality Campaign ('Gemeenten4GlobalGoals') with the conviction that municipalities play a crucial role in achieving the SDGs (Van Reesch & Abma, 2020). However, large-scale research among the 25 most active SDG-municipalities in the Netherlands, performed by three Universities of Applied Sciences, has shown that most municipalities are not carrying out decisive work when it comes to the SDGs. The SDGs can rarely be found in the budget of municipalities and projects that are closely related to the SDGs are not explicitly connected to the SDGs (Landman, 2021).

Multiple arguments have been found to explain this observation. One of which is the fact that municipalities miss the handles to take concrete actions (Landman, 2021). The 2030 Agenda is a worldwide agenda that needs to be translated to the local level, because currently the abstraction level is too high to allow for concrete actions (Landman, 2021). Even though the 17 SDGs are divided into 169 more concrete targets, these targets remain relatively vague. They leave much room for interpretation and hence weak implementation. Therefore, it is important to make them as concrete as possible (Biermann et al., 2017). According to Monkelbaan (2019) one of the biggest questions in governance for the SDGs is how to harmonize global agreement and target setting with local implementation. Thus, it can be concluded that the SDGs have to be made more concrete at a local level in order to help municipalities successfully integrate the SDGs into their actions.

The 2030 Agenda mirrors the reality that the climate crisis, the COVID-19 pandemic, rising inequalities, and enduring conflict are all complex challenges that cannot be dealt with in isolation.[2] The SDGs must be implemented in an integrated way to help with the complex challenges the world is facing and to lead to a more sustainable future. Through SDG integration, development is approached in a way where whole systems are targeted instead of only separate thematic sectors, to address all aspects of the complex challenges the world faces.[3] Problems that are complex, open-ended and intractable can also be classified as "wicked problems" (Head, 2008), i.e., problems without a definitive formulation or definitive solution. Wicked problems can only be tackled by involving multiple stakeholders (Dentoni et al., 2012). A stakeholder is "any group or individual who can affect or is affected by the achievement of the organization's objectives" (Freeman, 1984). A crucial approach to solving wicked problems is open dialogues among stakeholders and experts (Head, 2008) to understand the problem and identify possible solutions. This leads to an understanding of the full dimensions of a problem (Head, 2008). Moallemi et al. (2020) state that stakeholder engagement through participatory processes can also have an important role in translating the global SDGs at the local level. Even though the strong leadership role of the government is essential, it is not sufficient to ensure consistent implementation of the SDGs (Monkelbaan, 2019). The engagement of a wide range of stakeholders and a shared understanding of the 2030 Agenda is crucial for building ownership and mobilizing action (Monkelbaan, 2019).

Hence, to translate a complex issue such as the SDGs to the local level, effective approaches that engage stakeholders need to be distinguished. In this research, the local level refers to the level of municipalities. Both citizens and external organizations are included in the word "stakeholder" with a focus on citizens.

1.1 Research question

Considering the need for translating the global agenda to a local level, this research will focus on answering the following research question:

"Which approaches for translating the global 2030 Agenda to a local level are most effective for Dutch municipalities?"

To systematically attain the needed information to answer this question, this research is divided into the following three sub-questions:

1. *Which approaches can be applied to translating complex issues to a local municipality level?*
2. *How do municipalities effectively use these approaches to translate complex issues to their local level by involving stakeholders?*
3. *What factors determine the effectiveness of the approaches in translating complex issues to the local municipality level?*

The answer to the first sub-question is attained through desk research, whereas the answers to the second and third question are attained through interviews with Dutch municipalities and foundations.

1.2 Academic and practical relevance

The goal of this research is to deepen the knowledge of the level of effectiveness of different approaches in translating the global goals to the local municipality level in a Dutch context. Furthermore, the factors that affect effectiveness are determined. The role that stakeholders should play in the translation process is considered and the conditions for a fruitful relationship between municipalities and stakeholders are defined. The need to develop tools and methods for multi-stakeholder engagement and co-design for the SDGs is emphasized by Sachs et al. (2019).

The practical relevance of this study is that the most effective approaches can concretely help Dutch municipalities to integrate the SDGs into their actions. Eventually, this could have a big impact, since more than 100 Dutch municipalities have signed up to VNG International's campaign (Van Reesch & Abma, 2020). By giving these municipalities the right tools, their actions to contribute to the SDGs will improve, and will, ultimately, bring us a step closer to accomplishing the global 2030 Agenda.

2. THEORETICAL BACKGROUND

Theory has been studied on the topics of strategy implementation and stakeholder engagement within a municipality context.

2.1 Strategy implementation and open strategy

Strategy implementation focuses on turning strategic plans into reality in order to achieve strategic objectives (Mazzola & Kellermanns, 2010). Where early research on strategy implementation focused mainly on conceptualizing strategy implementation plans (the structural control view), recent research focuses more on how organizations make sense and enact these plans in practice (also considered as 'the adaptive conception of strategy implementation') (Weiser et al., 2020).

The structural control view was mainly concerned with establishing optimal structures, systems, processes, and controls for strategy implementation with a top-down perspective. The adaptive turn shows that although strategies can be developed top-down, they can also be created bottom-up through the proactive engagement of a broad range of different organizational actors (Weiser et al., 2020). Furthermore, activities and interactions do not only take place vertically in a hierarchy of levels but also horizontally across multiple organizational units (Weiser et al., 2020).

The theory of policy deployment provides an additional view beside the top-down structural control view and the bottom-up adaptive turn (Lee & Dale, 1998). Policy deployment, based on the Japanese *hoshin kanri* concept, is a way to align all efforts in the organization towards its major goals (Lee & Dale, 1998). The direction, goals and approaches of corporate management are deployed and shared from top management to employees with a focus on continuous improvement throughout the planning and implementation process (Lee & Dale, 1998). Although the annual policy set by an organization is passed down through the organization across all departments and functions in a top-down manner (from top to bottom), these targets and means can be extensively modified through negotiation by the creativity of the lower levels through bottom-up feedback. By involving everyone, full ownership and understanding of the plan at all levels of the organization is reached. This is now commonly known as "play catch" or "catchball" between layers of organization (Dale, 1990; Lee & Dale, 1998).

So far, the theory has illustrated how strategy implementation can be approached top-down and bottom-up. To achieve the SDGs, only a hierarchical approach of the 2030 Agenda does not seem to be in line with the need for bottom-up action. (Monkelbaan, 2019). Moreover, a bottom-up engagement with the SDGs, through local communities, cities, or businesses, can be an opportunity to enable synergies and mutual benefits between global and national aspirations (Moallemi et al., 2020). Since the adaptive conception of strategy implementation focuses on bottom-up engagement, the next paragraph will describe how this can be encouraged in practice.

More adaptive strategy implementation can be encouraged through the use of "open strategy" (Doeleman et al., 2022). Open strategy is a way of strategy development and implementation that increases transparency and inclusion regarding strategic issues by including both internal and external stakeholders (Hautz et al., 2017). Increased transparency leads to more strategic information being available, and therefore, more stakeholders can engage in strategic conversation. Transparency (how much information is shared) and inclusion (who is involved) are the two key dimensions of open strategy (Hautz et al., 2017; Birkinshaw, 2017). Two other key dimensions are participation, which is defined as people's actual influence on the decision making and IT-enablement, which is the use of information technology to facilitate transparency, inclusiveness, and participation (Doeleman et al., 2022). Open strategy can be seen as a way of expanding value creation (Chesbrough & Appleyard, 2007). It can give access to dispersed and creative strategic ideas, lead to better and faster decision-making and increased approval of strategy by stakeholders (Tavakoli et al., 2017).

Effective strategy implementation can be realized through using a combination of open-strategizing practices. In Table 1 an overview is presented of possible practices as identified in three different papers selected for their provision of clear examples and relevance to the research topic. When open strategy practices are adopted effectively, the welcoming of diverse views can help to

sharpen the strategic analysis and lead to co-production of strategy. However, at this point organizations are still struggling to implement open strategy in an effective way (Doeleman et al., 2022). Doeleman et al. (2022) have suggested the adoption of the three practices mentioned in Table 1 in combination with transformational leadership behaviours as key conditions for effective open strategy adoption. Furthermore, for an organization to be able to effectively execute open strategy, attention needs to be given to how an organization will support the open strategy initiatives across all levels of the organization (Appleyard & Chesbrough, 2017). Organizations need to develop internal processes that facilitate participation (Appleyard & Chesbrough, 2017). It is also important to avoid overloading participants with information, as this can reduce participants' ability to follow the dialogue and their understanding of the topic, and therefore counteract the positive effects of open strategy practices (Hautz et al., 2017; Luedicke et al., 2017). Moreover, conflicts between participants may lead to disengagement and thus should be avoided (Luedicke et al., 2017). Lastly, participants may lose commitment and motivation when they are excluded from developments that followed from their own initiatives (Luedicke et al., 2017). To conclude, transformational leadership and providing organizational support are essential to effectively execute open strategy as well as making sure that participants are not overloaded with information, getting into conflict during the dialogue and getting excluded from further developments that follow from their own initiatives.

Table 1 Open strategizing practices

Doeleman et al. (2022)	Luedicke et al. (2017)	Tavakoli et al. (2017)
(1) the co-creation of one-page visual strategy maps	(1) open agenda setting practices, where every internal and external stakeholder may contribute to setting the strategic agenda	(1) transparent discourse, meaning that internal and external stakeholders can read, follow and react to ongoing discussions about strategy
(2) frequent management dialogues	(2) open participation practices, where every internal and external stakeholder may participate in strategy deliberation	(2) co-creation, meaning that strategy is created by a wide group of stakeholders in a collaborative way
(3) the frequent and transparent provision of IT-enabled performance data visualizations	(3) open governance practices, where every internal and external stakeholder has an equal say in decision-making and decisions are made consensually	(3) democratic decision making, meaning that the involved stakeholders can decide on which topics are interesting and should be followed in the strategy

So far, it has become clear that stakeholders have an important role to play in strategy implementation and that this bottom-up approach could have benefits for implementing the SDGs at the

local municipality level. This needs to be explored further. But how can stakeholders be engaged within a municipality context?

2.2 Stakeholder engagement within a municipality context

Stakeholder theory suggests that the interests of stakeholders must be taken into account in the activities of an organization (Freeman, 2014). Stakeholder theory can help to solve problems, including a lack of understanding in communities and improve engagement in the community through the identification of shared goals (Raub & Martin-Rios, 2019). By involving stakeholders through dialogue, opinions can be exchanged, and interests and expectations can be discussed. This helps the organization be sensitive to its environment and improves the environment's understanding of the challenges the organization is facing (Kaptein & Van Tulder, 2003). Stakeholder engagement can be seen as an opportunity for diverse internal and external stakeholders to exchange knowledge, leading to higher social and intellectual capital (Mathur et al., 2008). Engagement can help stakeholders learn about the different values and interests which can lead to mutual learning for all the actors involved (Mathur et al., 2008). To build strong plans that will have a significant effect on the actions of local governments, broad stakeholder involvement is needed, making this theory relevant for municipalities (Burby, 2003). Citizens can help ensure that policies reflect local conditions and values. Furthermore, involvement can help to give stakeholders a sense of ownership and control, which can improve implementation (Burby, 2003).

To effectively adopt stakeholder engagement, it is important to provide information as well as listen to stakeholders, and to empower them by providing opportunities to influence planning decisions (Burby, 2003). Stakeholders need to be involved early and continuously, and a number of techniques should be used to give and receive information from stakeholders and to provide opportunities for dialogue (Burby, 2003). This information has to be provided in a way that can be understood by stakeholders, instead of using difficult jargon (Burby, 2003). It is not only important to have broad public involvement, but also to include a broad range of perspectives within the dialogue. It has been proven that more heterogenous groups produce higher quality decisions (Burby, 2003; Cuppen et al., 2010). To include a broad range of perspectives, organizations should have procedures for stakeholder selection that allow for the identification of the diversity of perspectives and of stakeholders identifying with those perspectives (Cuppen et al., 2010). Other criteria for meaningful engagement are providing stakeholders with opportunities to speak without any fear, ensuring that all opinions are respected and enabling stakeholders to influence resulting actions (Mathur et al., 2008). By adjusting engagement processes to account for these factors, effective stakeholder engagement can be pursued.

To give an illustration about how stakeholder engagement could be approached in practice, the example of appreciative inquiry ('AI') is provided. AI bears a clear relation to this research's theory as it is a process that can be used to engage multiple stakeholder groups in creating strategic policy (Powley et al., 2004). Appreciative inquiry is a process that first seeks out what is working particularly well in an organization ("the best of what is") and then uses this to help imagine "what might be" in a collectively desired future (Coghlan et al., 2003; Cooperrider et al., 2008). Appreciative inquiry can be used by managers to engage stakeholder groups across organizational systems to include many perspectives into their strategy (Powley et al., 2004). One of the applications of AI is the AI summit (Whitney & Cooperrider, 1998). The AI summit is a large intervention that uses deliberate and dialogic democratic processes to advance

swift organizational change (Powley et al., 2004). By participating in an AI Summit, managers together with organizational stakeholders can define and create change around a specific strategic objective. This leads to a shared understanding of change objectives (Powley et al., 2004). AI serves well as an umbrella process for integrating multiple change efforts (Whitney & Cooperrider, 1998). An AI Summit is designed as four phases (Appendix A, Figure 1) – discovery, dream, design and destiny, and each day typically represents one phase (Powley et al., 2004).

The City of Cleveland's example is very useful for getting a broader understanding of what this theory looks like in practice within a municipality context (Glavas et al., 2010). With Cleveland having gone from being one of the richest to one of the poorest big cities in the United States, the Mayor decided that he wanted to turn things around towards a new sustainable economy in Cleveland. A three-day AI Summit was held, in which more than 700 people representing all major stakeholder groups took part. The Summit was split into the four phases described above. The Summit ultimately led to the identification of a series of upward cycles of morally excellent action points that could be established, showing participants how one good thing could lead to another, and how Cleveland could become an icon for establishing green economies (Glavas et al., 2010). This example shows how key stakeholders can come together to co-design solutions for complex issues closely related to the SDGs.

From the theory, it has become clear that stakeholder engagement can be a valuable tool in strategy implementation, potentially leading to multiple benefits. In the empirical part of this research, stakeholder engagement practices within Dutch municipalities will be analyzed, while utilizing stakeholder engagement and strategy implementation theory.

3. METHODOLOGY
3.1 Research design

The research design of this research was qualitative. Qualitative research allowed for the studying of a real-world setting leading to in-depth insights into our research context (Yin, 2011). Data collection involved both secondary data (desk research) as well as primary data (interviews) (Saunders et al., 2009). For this research an inductive approach was chosen; an inductive approach tends to let the data lead to the emergence of concepts (Yin, 2011).This means that first raw data was collected. Consequently, frequent, dominant, or significant themes were derived from this data which ultimately led to theory (Thomas, 2006). This approach was deemed most fitting to the aim of the research, namely observing approaches of individual municipalities to come to more general recommendations that could be given to all Dutch municipalities. The data collection and analysis process took place in two consecutive phases and is described in Section 3.2 and 3.3. The desk research was executed prior to the interviews.

3.2 Desk research

3.2.1 Data collection

The aim of the desk research was to assess what approaches Dutch municipalities currently use to involve citizens and external organizations. The desk research consisted of reviewing practitioner-oriented papers, reports, and practices by Dutch municipalities to find the most common approaches to involving stakeholders. An internet search was executed to find out which Dutch municipalities engage their stakeholders and how, using publicly available data. To start off, the two experts involved in this study as external supervisors had given a list with municipalities that are active in this area. The researcher has

expanded this list with their own examples of participation approaches found during the desk research. Common sources used to find information were the websites of municipalities, CitizenLab, G1000.nu, news outlets as well as reports published about experiences with a certain participation approach and websites specifically designed to report upon a certain approach.

Furthermore, during this phase of the research, the opportunity occurred to talk to an expert about citizens' assemblies, which is one participation approach that surfaced in the desk research. This conversation was organized in a semi-structured way where the researcher had designed a few questions beforehand, but the conversation was otherwise allowed to flow freely (Saunders et al., 2009). The questions asked were: 1. Could you tell a bit more about the citizens' assemblies in Zeist, Amsterdam and Steenwijkerland? 2. What are points of improvement or recommendations? 3. Do you see this as a relevant approach for translating the SDGs to the municipality level? 4. Do you have recommendations for further readings? Later, the researcher also had the opportunity to witness the first phase of a G1000 citizens' assembly as an observer. G1000 is a foundation that facilitates the meetings of a citizens' assembly and takes care of the practical organization.[4] The aim of using multiple data collection methods was to create a greater understanding surrounding the research topic, to gather new insights from different contexts and to get a more practical understanding of how participation works. By using multiple data collection methods, the credibility and trustworthiness of this research were enhanced (Yin, 2011).

3.2.2 Data analysis
The data from the desk research was put into a table to create an overview of each municipality and the approach(es) that they use for stakeholder engagement. This overview was used to make a distinction between those approaches that have been used or could be used for translating complex issues to the local level and those who cannot. This was done via categorizing the approaches in three categories: approaches that were applied to complex issues ('Yes'), approaches that could be applied to complex issues ('Perhaps') and approaches that were not and could not be applied to complex issues ('No'). To make this distinction, the characteristics that were given to complex issues in the introduction were used. Complex issues are seen as issues that cannot be dealt with in isolation, that must be implemented in an integrated way and that do not have a definitive formulation or solution (Head, 2008). This overview allowed for composing a list of municipalities in the Netherlands using relevant approaches, where the relevant approaches are the ones that have been or could be applied to complex issues. Once this list had been formed, these municipalities were further classified into two different categories based on common approaches: those municipalities with a citizens' assembly and those municipalities with other relevant approaches including participation platforms. Based on this analysis, municipalities could be selected and contacted for interviews, leading to the second phase of the research.

The conversation with the expert was transcribed and the insights that were relevant for this research context were highlighted. The reports that were recommended during the conversation were reviewed, while highlighting the relevant information. The observations made during the citizens' assembly were written down and analyzed to lead to additional insights. The results from this analysis were used to write a section about the practice of citizens' assemblies in the Netherlands (Section 4.1.2).

3.3 Interviews

3.3.1 Sampling approach
The population that this research focuses on is Dutch municipalities that use approaches to stakeholder involvement. Non-probability sampling was used, since for the interviews, the sample was selected in a non-random way (Saunders et al., 2009). Only municipalities with a relevant participation approach for complex issues were selected. It was decided to select two municipalities from the first category "municipalities with a citizens' assembly" and three from the second category "municipalities with other relevant approaches" Respondents were selected for their knowledge about the approach since it was desirable to get concrete and descriptive answers. However, due to their high degree of involvement, these respondents may have been reluctant to reveal and discuss sensitive information regarding the approach, which may have led to an overly positive image of the use of an approach. This is called response bias (Saunders et al., 2009). To minimize response bias, it was deemed preferable to speak to two people about every approach. This was realized for all, but one municipality. The second person did not necessarily have to be an employee from the municipality but could also represent another relevant party. For example, it could be someone from the G1000. In the end, this led to a total of ten respondents to be interviewed. The division of respondents can be seen in Table 2. Here, it is important to note that although there were ten respondents, only eight interviews were conducted. Both respondents 5 and 6 as well as respondents 7 and 8 proposed to be interviewed together. Furthermore, during the interviews sometimes additional relevant participation approaches were discussed. These have been added to Table 2. The participation method that the respondents were initially approached for is emphasized in bold.

Table 2 Respondents

Nr.	Respondent Organization	Respondent Function	Participation approach
1	Municipality of Steenwijkerland	Policy officer	**Citizens' assembly** and foundation
2	St. Duurzaam Steenwijkerland (Foundation Sustainable Steenwijkerland)	Coordinator, energy coach and working group member	
3	Municipality of Zeist	Project manager	**Citizens' assembly,** participation platform, and foundation
4	Municipality of Zeist	Strategic advisor	
5	Municipality of Loon op Zand	Policy officer	**Foundation**
6	St. Wereldgemeente Loon op Zand (Foundation World Municipality Loon op Zand)	Chairman	
7	Municipality of Berg en Dal	Policy officer	**Participation platform, survey, and focus groups**
8	Municipality of Berg en Dal	Policy officer	

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[4] See https://g1000.nu

9	Municipality of Harderwijk	Strategic advisor	**Participation platform and offline dialogue**
10	G1000.nu Nederland	Citizen initiator	**Citizens' assembly**

3.3.2 Data collection

Interviews allow concepts to be explored in-depth (Yin, 2011). The aim of the interviews was to determine how effective the earlier found approaches are for implementation to the local level, to find out how these approaches contribute to translating complex issues to the local level and which factors determine (in)effectiveness. For this research, the interviews were held in a semi-structured way (Saunders et al., 2009). This means that there was a list of questions to be covered, but the order of the questions could be changed depending on how the interview flowed. Appendix B shows the full interview guide. Some examples of relevant questions asked during the interview are: 1. How do you usually deal with complex issues in your municipality? 2. How does this participation approach contribute to translating complex issues to the local level of your municipality? 3. How effective is this approach? 4. Which factors determine effectiveness? 5. How do you translate complex issues to citizens/other stakeholders, so that they understand the issue and are able to and want to effectively contribute to coming up with solutions? 6. What is your opinion on using participation approaches to translate a complex issue, such as the SDGs, to the local level? Additional questions could be asked to get a better understanding of the situation in a particular organization and to better be able to answer the research questions (Saunders et al., 2009). The interviews were held digitally via Teams, and they were recorded with permission of the respondents to allow for transcribing the data.

3.3.3 Data analysis

The next step was to analyze the data from the transcribed interviews by using the Gioia method (Gioia et al., 2013). The Gioia method is a structured approach that leads to credible interpretations of data. Interview statements are aggregated in 1st Order Concepts, 2nd Order Themes and, lastly, the Aggregate Dimensions. In the 1st-order analysis, the most informant terms are distinguished. In the 2nd-order analysis, it is analyzed which themes emerge from the 1st-order analysis and whether these themes suggest concepts, that might help to describe and explain the observations made. Lastly, once themes and concepts have been distinguished, these themes are further distilled into aggregate dimensions (Gioia et al., 2013). The aggregate dimensions that emerged from the data analysis represented the effectiveness of each approach for translating complex issues to the local level, how this approach contributed to translating complex issues to the local level and the factors that determined effectiveness. To reduce possible researcher biases, the two other researchers from the same International Business Administration Bachelor circle group have coded one interview to see if the results of the coding were comparable and consistent. This information has been used to improve the coding for this research.

4. RESULTS

4.1 Desk research

4.1.1 Finding participation approaches

Desk research outlined a range of approaches that municipalities use to involve citizens and external organizations. The approaches with their description can be found in the tables 4, 5 and 6 in Appendix C. Part 1 and 2 refer to the examples suggested by the two experts involved in this study as external supervisors, part 3 refers to examples found by the main researcher. Two common approaches that were found are: 1) the participation platform, either in combination with other participation forms or as a standalone approach; and 2) the citizens' assembly. While the application of each approach differs per project and municipality, some common factors could be distinguished. A participation platform is an online platform in the form of a website where citizens can leave their ideas for initiatives as well as a place that municipalities can use to engage their citizens in conversations about new projects and policies. This is sometimes combined with other participation forms that allow for offline dialogue. Although each municipality gave their own name (e.g., city conversation, citizen forum, citizen panel, focus group) and unique application to these forms of offline dialogues, the aim was usually the same: To have an offline meeting or even multiple meetings to discuss certain issues in more detail with citizens and external organizations. With complex issues, such a combination was often observed. A citizens' assembly is an assembly formed from randomly selected citizens where citizens engage in dialogue about a certain topic set by the government (in this case the municipality) and through dialogue come up with recommendations and solutions that are to be adopted by the government. Another approach that came up in the desk research, is the formation of a separate organization/foundation by citizens with the purpose of exchanging ideas and opinions on themes relevant to the municipality, giving advice to the municipality and supporting fellow citizens with their initiatives.

Thus, to answer the first sub-question, approaches that can be used to translate complex issues to the local level are: participation platforms, citizens' assemblies and/or the formation of a separate organization/foundation by citizens. In the case of complex issues, desk research has revealed that the participation platform is preferably supported by additional participation forms that allow for offline dialogue.

4.1.2 The practice of citizens' assemblies in the Netherlands

The conversation with an expert on citizens' assemblies led to multiple insights and recommendations of reports. Therefore, this section is used to dive deeper into the practice of citizens' assemblies.

A citizens' assembly is a process where randomly selected citizens spend significant time learning and collaborating through facilitated deliberation with the goal of developing informed collective recommendations for public authorities (OECD, 2020). The OECD has collected evidence and data that support the idea that citizen participation in public decision making can lead to better policies, help to strengthen democracy, and improve public trust as well as make governance more inclusive (OECD, 2020). The collected evidence shows that citizens' assemblies work well for complex problems that require trade-offs (OECD, 2020; UN Democracy Fund & newDemocracy Foundation, n.d.). The long-term benefits are reinforced in a report published by the UN Democracy Fund. These are increased trust between elected officials and community; a greater understanding of challenges and opportunities; new, highly informed and considered ideas for implementation (that are well supported by the broader community) (UN Democracy Fund & newDemocracy Foundation, n.d.). Common success factors for citizens' assemblies are: 1. Purpose/asking a good question. 2. Accountability/providing a clear mandate. 3. Transparency and involving all of society. 4. Inclusiveness/ working with a

stratified draw and removing barriers to participation. 5. Information/making sure information is balanced. 6. Group deliberation/committing to equal dialogue. 7. Time/taking sufficient time (Rovers, 2022; OECD, 2020).

The municipality of Amsterdam organized a mini citizens' assembly. During a period of two weeks and six meetings, 88 citizens of Amsterdam debated about additional measures to reach the municipality's climate goals. By using a random draw, the aim was to achieve representativeness. Research executed by the Hogeschool van Amsterdam showed that although most of the participants had not participated in a participation process before, the amount of highly educated participants was relatively high as well as the number of participants with a high awareness for the climate. This was due to dependence on response (Postma et al., 2022). The same report showed that due to the open atmosphere and mutual trust, participants reported a mainly positive experience. However, some participants believed that the information provided could be improved as they sometimes had the idea that they were lacking knowledge. In the end, participants had faith that the results of the assembly would effectively contribute to good climate policy. Yet after the assembly, participants were waiting for the extent to which the municipality would execute the advice. This part of the process could be improved. Another point that could be improved was the involvement of the broader public, for example via an online poll or a referendum, to test the ideas (Postma et al., 2022). This example illustrates the use of a citizens' assembly in a municipal context including the influence of the success factors.

During the researcher's talk with an expert on citizens' assemblies, multiple suggestions were given about how a citizens' assembly about the SDGs could be shaped. The expert believed the SDGs to be a good topic for a citizens' assembly. According to them the SDGs are indeed a topic that requires the involvement of citizens and other stakeholders, to give shape to the implementation of the SDGs at the local level. The municipality could even use the SDGs as a framework that shapes all municipal policy. In this case, citizens and other stakeholders could help to shape solutions about how to get there. When the goal is to implement this in almost all or most municipalities, perhaps a basic plan could be developed for a citizens' assembly about the SDGs. Of course, the actual organization of a citizens' assembly would look different for every municipality, but it could be used as an outline for how a citizens' assembly about the SDGs could be organized. Perhaps this could be done in collaboration with VNG. During the conversation, the importance of developing a good question was consolidated. In this case, determining whether you want to organize a separate citizens' assembly about every separate goal or to discuss them all at once. According to the expert, the concreteness of the question determines the concreteness of the outcomes. Furthermore, the need for a clear mandate was confirmed. It is very essential that a municipality lets participants know in advance what they will do with the results. A suggestion by the expert was that the project plan could propose possible questions, but that municipalities could also let citizens prioritize the goals instead of determining what is important for citizens. However, the expert mentioned that the SDGs are of course a whole and you do not want to risk municipalities/citizens only taking out one or two goals. You first want them to look at the whole picture and see how this could be translated to the municipality. Another success factor that came back in the conversation was the importance of involving a representative group of citizens, not only the people that are already interested in the SDGs. A suggestion was to choose a more accessible topic/term for the SDGs. It takes a lot of personal communication to involve a diverse group of people, so municipalities need to

think about how to frame the question in an accessible way. Lastly the importance of communicating the progress of the citizens' assembly to a broader public came up. The project plan could include a paragraph on how to reach a broad public and get a representative group.

Additionally, the researcher observed the first phase of a G1000 citizens' assembly first-hand. This led to a better understanding of the process. No stratified draw was used for this citizens' assembly, since the municipality wanted a big group of citizens to attend. It was a relatively small municipality; they therefore did not have the luxury of applying a stratified draw. Even for an approach as the G1000 getting a diverse group is a challenge and a continuous learning process. Nonetheless, it was very clear at the citizens' assembly that there was much more diversity in the group of participants than could be expected at an average participation event. It was also interesting to observe how the rules of the dialogue were applied in practice. The rules were listening to each other; avoiding discussion; not having to agree and making space for each other. Overall, the participants seemed enthusiastic. It was hopeful to see the results after one day of a complex issue being tackled by citizens and other stakeholders. Based on the desk research, the conversation with an expert and the first-hand experience, the researcher could see how a citizens' assembly could work for the SDGs. Based on the conversation with the expert and this experience, however, the researcher concludes that organizing one citizens' assembly about all the SDGs at once is not realistic. Perhaps the municipality, citizens and other stakeholders can first decide together which goals are relevant for their municipality and then apply focus to the citizens' assembly or perhaps even organize multiple citizens' assemblies around separate goals. While applying focus, it is important to ensure that this focus does not provoke negative effects on the residual goals.

4.2 Interviews

During the analysis of the interviews, twenty-one aggregate dimensions were distinguished. The example quotes and codes that illustrate the findings can be found in Appendix D. The findings of the analysis will be used to answer sub-questions two and three.

4.2.1 The effective use of participation approaches to translate complex issues to a local level

Looking at the aggregate dimensions collaboration, citizen participation, participation approach, living environment, effectiveness, dialogue and understanding, it becomes clear how municipalities effectively use participation approaches to translate complex issues to the local level. First of all, support can be created through involving relevant parties and citizen participation. Secondly, citizens might have good ideas. By engaging citizens in dialogue, the intelligence of the crowd can be awakened, leading to very clear statements about how complex issues could be solved. In these solutions, citizens take all types of considerations and decisions into account to make nuanced decisions. Furthermore, the G1000 for example, invites participants to leave bureaucracy, stakes and barriers between different people and organizations behind to talk as citizens about what they really find important. A citizens' assembly can also lead to ownership of goals, meaning that citizens do not feel forced to do something, which could lead to resistance. Another way that participation helps to translate complex issues to a local level, is that citizens and entrepreneurs are very much able to relate complex issues to their own living environment. This is good because according to multiple respondents, it is important to "not get stuck in the world of systems", which refers to the world of formal processes and procedures. Through these different factors, all the interviewed municipalities reported that

their participation approach(es) had been effective to at least a certain extent. Effectiveness refers to that through participation they have come to ideas/solutions, that they otherwise would not have had. Another factor that positively influenced this is that citizens trust their fellow citizens sooner than the municipality. Moreover, through dialogue a common focus and approach can be established which can get a formerly inert body, like the government, moving again in one direction. Lastly, participation can help to close the gap between municipalities and citizens, since citizens gain understanding and appreciation for the work municipalities do.

4.2.2 Factors that determine the effectiveness of participation approaches

To reach the benefits of participation approaches in translating complex issues to the local level, a number of common factors that influence effectiveness has been determined. These factors, a quote that illustrates each factor and its aggregate dimension can be found in Table 3.

Table 3 Success factors

Success factor	Quote	Aggregate dimension
Involving as many relevant parties as possible. For the foundations: Working closely together with the municipality and offering constructive advice.	"By working together with the right parties, a lot of support can be created."	Collaboration
Citizens need to feel heard and not forced to do something.	"It will have way more impact if people initiate their own actions, than when someone from the municipality/government forces them to."	Participation approach
The whole organization needs to be ready. The process needs to be politically perpetuated.	"If you want the results to be translated to political execution, then the government should feel like a co-owner of the process."	Successful implementation
Citizens need to be supported and coached during the process.	"You need to support and coach your citizens in the process."	Successful implementation
Listening well and accompanying the conversations in a good way.	"It is very important to listen well in a participation process, to be open to questions and honest in your answers."	Successful implementation
Starting with a good question. Letting citizens decide which aspects of the complex issue they want to focus on. The more focus is applied to the question, the more concrete the proposals will be.	"You need to let citizens find the question(s) that they find important in a complex issue and connect to that."	Question design
A random and/or stratified draw leads to better representation and more diversity.	"We use a stratified draw to get a representative group of participants."	Representation
Sending out a personal invitation and offering a volunteer fee to get more response. A feeling of urgency also increases turnout.	"By sending out a personal invitation and offering a volunteer fee, a lot of people reacted and that's why we could select groups that you normally would not reach."	Representation
Using digital tools to get closer to diversity.	"By using digital tools, we come much closer to diversity."	Representation
Representation gives a lot of different perspectives.	"This representation is a big advantage of a citizens' assembly as this gives you a lot of different perspectives."	Representation
Making the connection to the living environment of the people and to where they see the solution.	"Connect to the living environment of citizens and do not get stuck in the world of systems. Dare to let go of ideas that do not resonate with citizens at all."	Living environment
Finding an agreement on how a citizens' assembly or a foundation relates to the local council.	"You do need take into account how a citizens' assembly/civic council relates to the local council, which is in fact also a citizen representation."	Relations
Engaging in dialogue and continuing to have dialogue. In this	"You need to have a dialogue, where together you try to come to a result, not where you try	Dialogue

dialogue: Trying to come to a result together.	to convince others of your viewpoint."	
The creation of trust between the organizing and participating party.	"You have to create trust and equivalence between the one participating and the one organizing it."	Trust
Expectation management and following through with what you say. Being clear about the goal.	"Expectation management is very important. The goal should be very clear for the people joining a participation moment."	Expectations
Making the SDGs concrete. Small, local acts can play a big role in this.	"Citizens will think that the SDGs are not directly of their interest. That is why you need to make it more concrete, so it gets easier to involve them."	SDG implementation
Describing complex issues in a very easily accessible manner for citizens.	"It is important to communicate in terms and words that 80/90% of the people is going to understand."	Understanding

Table 3 shows how common success factors revolve around building good relations with stakeholders, communication, the organizational set-up of an approach, getting good representation and making the connection to the living environment. This information can be used by municipalities in the design of their participation approaches. Through paying extra attention to these areas, a higher level of effectiveness can be reached. Furthermore, some respondents questioned whether municipalities should explicitly link the SDGs to concrete actions or whether it is sufficient to involve citizens in said concrete actions without making this direct connection. Here, the conclusion was that arguments can be found both ways but that in any case, citizens need to be involved, albeit in a later phase of the translation process.

5. DISCUSSION

By conducting desk research, observations and interviews, this research set out to answer the following research question:

"Which approaches for translating the global 2030 Agenda to a local level are most effective for municipalities?"

The following approaches were found that can be used to effectively translate complex issues, such as the global 2030 Agenda, to a local level: participation platforms, citizens' assemblies and/or the formation of a separate organization/foundation by citizens. Participation platforms in combination with other participation forms are preferred for complex issues. These participation approaches are considered effective, because they help to create support and ownership of the issue. Participation can help to close the gap between municipalities and citizens through increased understanding and appreciation for the work municipalities do. Furthermore, by engaging citizens in dialogue, the intelligence of the crowd can be awakened, leading to very clear statements about how complex issues could be solved. Citizens take all types of considerations and decisions into account to make nuanced decisions. Moreover, citizens and entrepreneurs are very much able to relate complex issues to their own living environment. Additionally, citizens trust their fellow citizens sooner than the municipality and lastly, through dialogue a common focus and approach can be established which can get a formerly inert body, like the government, moving again in one direction. To accomplish a level of effectiveness where these positive effects are realized, it is important to keep a number of factors in mind to. These are the involvement of as many relevant parties as possible and in the case of foundations close collaboration with the municipality; the need for the process to be politically perpetuated; the supporting and coaching of citizens; listening well and accompanying the conversations in a good way; starting with a good question; sending out a personal invitation and offering a volunteer fee; a feeling of urgency; using digital tools; representation; connecting to the living environment; the relation with the local council; open dialogue; the creation of trust; expectation management; making the SDGs concrete and lastly, a concrete and accessible description of complex issues.

5.1 Theoretical implications

Looking at the theoretical background of this research, part of the results can be attributed to observations from the literature. That including both internal and external stakeholders can give access to new ideas, lead to better and faster decision-making and increased approval by stakeholders is not a new observation (Tavakoli et al., 2017). Neither is the fact that the organization needs to be able to provide support for these practices (Appleyard & Chesbrough, 2017) or that participants will lose commitment and motivation when they are excluded from the follow-up (Luedicke et al., 2017). That stakeholder dialogue can help the organization be sensitive to its environment and that the environment's understanding of the challenges the organization is facing is improved through dialogue was also described by Kaptein & Van Tulder (2003). The literature too mentions the importance of providing information in a way that can be understood by stakeholders (Burby, 2003). The contribution that citizens can have in the connection to the living environment can be explained by the fact that citizens can help ensure that policies reflect local conditions and values (Burby, 2003). Furthermore, the literature mentioned how citizens involvement can help to give stakeholders a sense of ownership and control (Burby, 2003). Lastly, the importance of involving a broad public and including a broad range of perspectives within the dialogue was clearly emphasized by Cuppen et al. (2010).

Benefits that were not included in the theoretical background but did emerge from the research are that citizens trust their fellow citizens sooner than the municipality and that through dialogue a common focus and approach can be established which can get a formerly inert body, like the government, moving again in one direction. The fact that citizens trust their fellow citizens sooner than the municipality could be led back to the theory that people tend to find people of the group they identify with, in this case fellow citizens, more trustworthy than people outside of their group, in this case the municipality (Williams, 2001). This theory could be integrated in future research on this topic.

Not formerly observed success factors relating to dialogue are the need to support and coach citizens, to listen well and to accompany the conversations in a good way. These factors can be traced factors back to the literature on effective stakeholder dialogue (Kaptein & Van Tulder, 2003). Other success factors

such as the need for citizens to have a sense of urgency, the benefits of using digital tools and having a clear relation to the local council were not formerly observed success factors.

To conclude, from a theoretical viewpoint, this research has deepened the knowledge on which participation approaches can be used to effectively translate the global goals to a local level in a Dutch context, and how these approaches contribute to this. Furthermore, a list of success factors that determine effectiveness was established. Although part of the results could be attributed to existing literature, this research can be seen as reinforcement for these statements in a new research context. Moreover, no previous research was found that connects participation approaches to translating the SDGs to a local level, even when the need for a bottom-up approach to translating the SDGs was emphasized in multiple studies. This research has therefore contributed to the available literature regarding this topic. The results from this research can be used as input for further research.

5.2 Practical implications

From a practical viewpoint, the results that emerged from this research give Dutch municipalities tools that can concretely help them to integrate the SDGs into their actions. To be precise, municipalities are advised to adopt one of the found participation approaches to effectively translate the global goals to the level of the municipality. It is recommended that they take the success factors that were determined in this research into account while implementing the approach to ensure an effective translation.

6. LIMITATIONS AND FUTURE RESEARCH RECOMMENDATIONS

This research is not without its limitations. First of all, researcher bias may have occurred during the analysis of the data. The research was based upon assumptions of one researcher, which can be biased. Even though one interview was also coded by two fellow researchers, the analysis of the other interviews and desk research remain subject to the assumptions of the researcher and therefore, could inherit researcher bias. This could be minimized in further research by including more researchers. Furthermore, due to time constraints only five different municipalities were interviewed. Although these municipalities were able to provide the necessary information to answer the research questions, by including more municipalities in the research, these findings could have been strengthened. Perhaps this could have also led to the finding of new factors and suggestions. Moreover, this research was limited to Dutch municipalities and therefore, the Dutch political and cultural context. Different countries have different political and cultural contexts and therefore, it would have to be researched further whether these findings extend to other countries. Additionally, due to time constraints, citizens were left out of consideration for this research. This means that no interviews with citizens were held. It would have been a valuable addition to include the view of citizens on the recommended participation approaches and success factors.

Whereas most of the interviews were one-on-one conversations with the researcher and respondent, two interviews were held with both representatives of the municipality present at the same time. This can be seen as both a limitation and an advantage. Where the goal of speaking to two representatives of each municipality was to get a more objective overview of the approach, this objectivity may have been harmed in this way of interviewing. A group effect may have occurred where participants publicly agree with each other whilst privately

disagreeing (Saunders et al., 2009). However, an advantage could be that this set up led to dynamic discussions between the two respondents, which provided additional insights and brainstorming into the research context (Saunders et al., 2009).

Lastly, a limitation of this research is the lack of a concrete framework to measure the effectiveness of the participation approaches in translating complex issues to the local level with. All municipalities reported that their participation approach had been effective to some extent, meaning they had noticed positive results and actions that resulted from the participation. However, there was no clear framework used to measure this effectiveness, so the municipalities could not say exactly how effective their approach had been and therefore, it was not possible to conclude that one approach was more effective than the other. This led to the more general conclusion, that all approaches are effective. In future research, it would be helpful for the concreteness of recommendations if a clearer and more objective framework would be used for measuring effectiveness.

Recommendations for future research are to research in which step of the SDG translation process it is most effective to involve citizens. Since this was a common concern that came up in interviews, it would be valuable to follow-up on this. Do you involve citizens when the translation process is still at a vision level, or do you involve them once there are local goals and you need to come up with concrete actions? This could be researched through involving citizens at various stages in the translation process in different municipalities and consequently measure effectiveness, preferably using a concrete framework as described above.

Another recommendation for further research is to study how a common framework could be developed for the three recommended approaches that municipalities could use to translate the global goals to the local level. Right now, municipalities could use these approaches, but would still have to figure out how to apply them to the SDGs. A framework would give municipalities even concreter tools to translate the SDGs into their actions. This would make the process for every Dutch municipality more efficient. This framework could look like a number of suggestions and steps on how to set up the approach when applied to the SDGs. Municipalities would then be free to use this framework as an outline for setting up a participation process that fits the individual needs of the municipality. In the best case, a framework for measuring effectiveness would be included to measure progress. Perhaps a collaboration with VNG could be possible to realize this, but this would have to be investigated further.

Lastly, no applications of the appreciative inquiry summit were found in Dutch municipalities. Nonetheless, according to research, this method has proven to be fruitful for municipalities in the United States (Glavas et al., 2010; Schmidt, 2016). American culture, however, differs from Dutch culture.[5] This means that what works in an American context is not guaranteed to work in a Dutch context. Due to its success in American municipalities, it would be interesting to research whether this approach could work in a Dutch context in order to be able to give a clear recommendation to Dutch municipalities about its effectiveness. Also, it would be interesting to expand the comparison of the four phases of the American AI summit and the Dutch G1000 citizens' assembly that can be found in Appendix E, especially to put these approaches into their respective cultural context.

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[5] See https://www.hofstede-insights.com/product/compare-countries/

7. ACKNOWLEDGEMENTS

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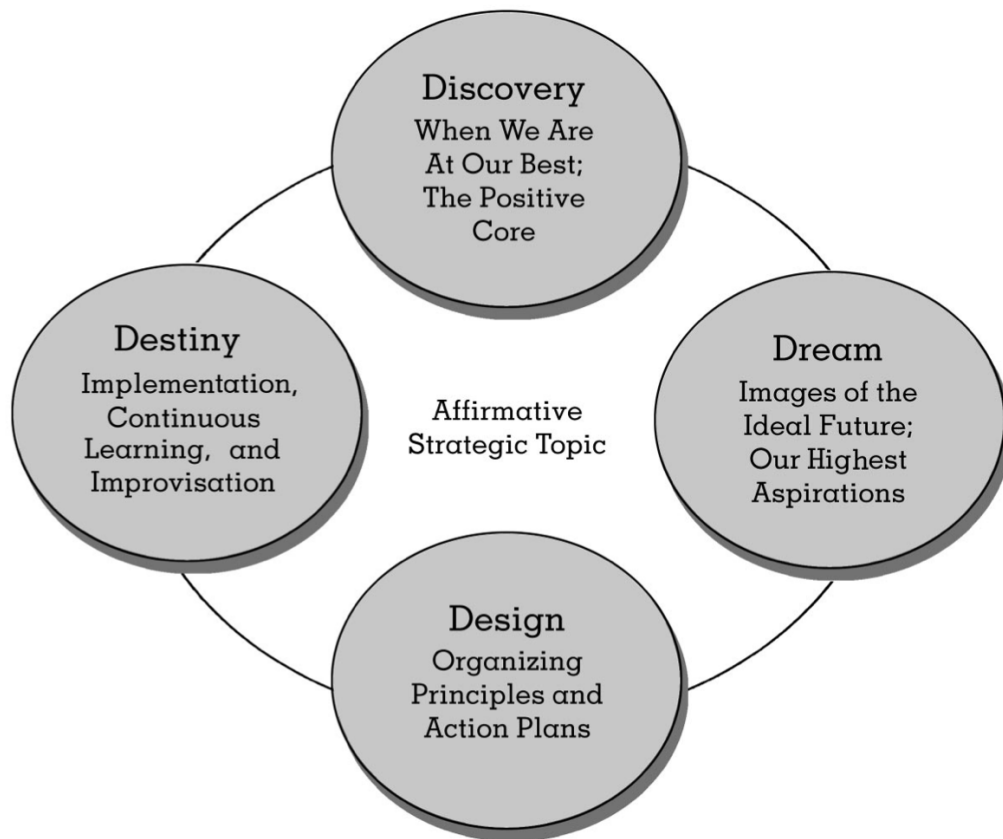
9. APPENDIX A

Figure 1 Four Phases of Appreciative Inquiry (Powley et al., 2004)

10. APPENDIX B

Important to note: Before every interview, respondents were first asked for their consent regarding the processing of data and recording of the interview. This was done via a consent form.

Every interview starts with introductions. The researcher introduces themselves and the research. The respondent introduces their function and organization. An explanation is given about how the interview will proceed.

Question 1: This research is about a complex issue, namely the Sustainable Development Goals. Other examples of complex issues are the growing inequality, the corona crisis, and the climate crisis. These are integral issues with no definitive solution and often multiple departments and parties are involved. How do you usually deal with complex issues in your municipality?

Question 2: Which participation approach(es) do you use in your municipality?

Additional questions: Which stakeholders do you involve and why? How do you select stakeholders in a way that enough perspectives are represented within the participation approach? How is the approach organized internally, within the organization?

Question 3: How does this participation approach contribute to translating complex issues to the local level of your municipality?

Question 4: How effective is this approach?

Question 5: Which factors determine the effectiveness of this approach?

Additional questions: What are success and fail factors? What would you do differently in the future?

Question 6: How do you translate complex issues to citizens/other stakeholders, so that they understand the issue and are able to and want to effectively contribute to coming up with solutions?

Question 7: What is your opinion on using participation approaches to translate a complex issue, such as the SDGs, to the local level?

Additional question: How could this work?

Question 8: Is there anything else you would like to point out that has not yet been mentioned in the interview?

Every interview closes with an extra explanation of how the data will be handled and asking the respondent whether they would like to receive the finished report in the future. Lastly, of course every respondent is thanked for taking the time to be interviewed and for their contribution to the research.

11. APPENDIX C

Table 4 Participation approaches Part 1 (Suggested by Frank Landman)

Municipality	Approach	Description project	Type of stakeholders involved	Internal organization of approach	Complex issue: yes/no/perhaps
Leiden	"Vrienden van het Singelpark" (Friends of the Singelpark)[6]	In Leiden citizens could participate in designing a city park, called Singelpark, as well as sharing how they think it should be used and managed. This park is a 6-kilometer-long park along the 'singels' of Leiden.[7]	The municipality, citizens, and businesses[8]	Unknown	No
Sudwest Fryslân	"Samen Súdwest-Fryslân" (Together Súdwest-Fryslân) and a citizen forum[9]	This municipality has a platform where citizens can participate in conversations about projects and new policies. They have also organized a citizen forum where citizens could give their advice on the regional energy transition (RES).[10]	The municipality, citizens, TU Delft[11]	For the citizen forum, five councillors (Dutch: Raadsleden) were chosen to form an advisory group (Dutch: Raadsklankbordgroep) to be informed and consulted on a regular basis during the process. The city council has listened to the citizen advice and has completely adopted it.[12]	Yes

[6] https://www.singelpark.nl/overons/over-de-vrienden-van-het-singelpark/
[7] https://www.singelpark.nl/singel/doel/het-singelpark-in-het-kort/, https://www.vpro.nl/programmas/tegenlicht/lees/bijlagen/2012-2013/gaten-in-de-markt/succesvolle-burgerinitiatieven.html, https://gemeente.leiden.nl/inwoners-en-ondernemers/werkzaamheden-in-leiden/bouwen-aan-de-stad/singelpark/, https://www.ewmagazine.nl/nederland/article/2015/08/in-leiden-ontstaat-het-langste-stadspark-van-nederland-2668289W/
[8] https://www.singelpark.nl/singel/doel/het-singelpark-in-het-kort/, https://gemeente.leiden.nl/inwoners-en-ondernemers/werkzaamheden-in-leiden/bouwen-aan-de-stad/singelpark/, https://www.ewmagazine.nl/nederland/article/2015/08/in-leiden-ontstaat-het-langste-stadspark-van-nederland-2668289W/
[9] https://www.samensudwestfryslan.nl/home/default.aspx, https://vng.nl/praktijkvoorbeelden/de-res-in-sudwest-fryslan-burgerparticipatie-en-democratische-borging
[10] https://www.samensudwestfryslan.nl/home/default.aspx, https://vng.nl/praktijkvoorbeelden/de-res-in-sudwest-fryslan-burgerparticipatie-en-democratische-borging
[11] https://vng.nl/sites/default/files/2021-11/burgerparticipatie-bij-de-res-gemeente-sudwest-fryslan-pdf.pdf
[12] https://vng.nl/sites/default/files/2021-11/burgerparticipatie-bij-de-res-gemeente-sudwest-fryslan-pdf.pdf

Breda	Step-by-step plan for participation[13]	The municipality of Breda has developed a four-step plan for stakeholder dialogue for initiators of construction projects.[14]	Initiator(s) construction project, citizens, entrepreneurs, the government, other relevant organizations, the municipality[15]	The initiator(s) need to discuss the plan with the municipality. Additional suggestions made by the municipality have to be adopted. It is unknown who is responsible for this within the municipality.[16]	Perhaps
Enschede	"Jij maakt de buurt" (You make the neighbourhood) [17]	Every neighbourhood in Enschede has a budget that citizens can use for things/activities that they think will improve their neighbourhood. [18]	The municipality, citizens[19]	Unknown	No
Amersfoort	Equal cooperation with citizens, 'Stichting Elisabeth Groen' (Foundation Elisabeth Groen)[20]	Citizens were involved in equal cooperation to develop a park on former hospital grounds. The management of the park is also left in the hands of citizens.[21]	The municipality, citizens[22]	Unknown	No

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[13] https://www.breda.nl/file/240170/download

[14] https://www.breda.nl/stappenplan-gesprek-met-belanghebbenden-over-uw-bouwplan

[15] https://www.breda.nl/file/240170/download

[16] https://www.breda.nl/file/240170/download

[17] https://www.enschede.nl/idee-voor-jouw-wijk-of-buurt-jij-maakt-de-buurt/jij-maakt-de-buurt-je-hebt-een-wens-of-idee

[18] https://www.wijkraadstadsveld.nl/jij-maakt-de-buurt/, https://www.wesselerbrink.com/jij-maakt-de-buurt/

[19] https://www.enschede.nl/idee-voor-jouw-wijk-of-buurt-jij-maakt-de-buurt/jij-maakt-de-buurt-je-hebt-een-wens-of-idee

[20] https://amersfoortzuid.info/organization/3029/stichting-elisabeth-groen, https://www.elisabethgroen.nl/achtergrond/verhaal-elisabeth-groen/

[21] https://amersfoortzuid.info/organization/3029/stichting-elisabeth-groen, https://www.elisabethgroen.nl/achtergrond/verhaal-elisabeth-groen/

[22] https://amersfoortzuid.info/organization/3029/stichting-elisabeth-groen, https://www.elisabethgroen.nl/achtergrond/verhaal-elisabeth-groen/

Oude IJsselstreek	"Praat mee" (Join the conversation) [23]	The municipality publishes a list with issues for which they want to know the opinion of their citizens. They have also written an elaborate policy plan for participation. [24]	The municipality, citizens[25]	The different roles within the municipality according to the policy plan: The council takes decisions and monitors participation. The mayor should lend a listening ear. The aldermen should have an open attitude and reach out to the citizens. Employees should organize the participation. Team communication needs to reach the citizens and communicate. [26]	Perhaps
Arnhem	"Team Leefomgeving" (Team Living environment)[27]	Citizens of a certain neighbourhood can go to their "Team Leefomgeving" when they have a plan/idea for the neighbourhood. [28]	The municipality, citizens, and entrepreneurs [29]	Employees of the municipality are divided in teams of 4/5 employees, that are called "Teams Leefomgeving" where citizens can go to when they have a plan/idea.[30]	No
Rotterdam	"Burgerpanel Rotterdam" (Citizen panel Rotterdam)[31]	This is not initiated by the municipality but by citizens. Concerned citizens exchange ideas and opinions on themes relevant to the municipality and they also give advice to the municipality (solicited and unsolicited).[32]	Citizens[33]	Citizens have organized themselves, independent from the municipality. However, the municipality sometimes suggest topics.[34]	Perhaps

[23] https://onzeoudeijsselstreek.nl/projecten
[24] https://onzeoudeijsselstreek.nl/projecten, https://www.oude-ijsselstreek.nl/sites/default/files/2021-12/Participatiebeleid.pdf
[25] https://www.oude-ijsselstreek.nl/sites/default/files/2021-12/Participatiebeleid.pdf
[26] https://www.oude-ijsselstreek.nl/sites/default/files/2021-12/Participatiebeleid.pdf
[27] https://www.arnhem.nl/stad_en_wijken/Wijken/Bewonersinitiatieven_en_bewonersparticipatie
[28] https://www.stadskrachtarnhem.nl/mlb_kennis/wat-zijn-de-teams-leefomgeving-tlos/
[29] https://www.arnhem.nl/stad_en_wijken/Wijken/Bewonersinitiatieven_en_bewonersparticipatie
[30] https://www.stadskrachtarnhem.nl/mlb_kennis/wat-zijn-de-teams-leefomgeving-tlos/
[31] https://www.burgerpanelrotterdam.nl
[32] https://www.burgerpanelrotterdam.nl
[33] https://www.burgerpanelrotterdam.nl
[34] https://www.burgerpanelrotterdam.nl

Loon op Zand	"Wereldgemeent e Loon op Zand" (World municipality Loon op Zand)[35]	This is a platform for concerned citizens that want to give shape to the decision made by the municipality to become a Global Goals municipality.[36]	The municipality, citizens, organizations [37]	This foundation was an initiative by citizens, independent from the municipality. However, the foundation has become an advisor to the municipality, and they receive a yearly subsidy from the municipality.[38]	Yes

Table 5 Participation approaches Part 2 (Suggested by expert 2)

Municipality	Approach	Description project	Type of stakeholder involved	Internal organization of approach	Complex issue: yes/no
Rheden	"Ik buurt mee!" (Participating within the neigbourhood community)[39], "Rheden Spreekt" (Rheden speaks)[40] and "G1000 Burgerberaad" (G1000 Citizens' assembly)[41]	"Ik buurt mee!" is an approach where citizens can share ideas for their neighbourhood and fellow citizens can choose to donate to certain initiatives. Every address in Rheden receives a 7,50 EUR check two/three times a year that they can choose to spend on an initiative that they support.[42] "Rheden Spreekt" is an online citizen panel where citizens are asked to give their opinion on a range of topics that are relevant for the municipality. This happens four times a year and sometimes also when a topic is of specific	All approaches: The municipality, citizens For the assembly also: employers/professionals, free thinkers[45]	"Ik buurt mee!": Within the municipality, there is a development manager who contacts citizens when they have submitted an initiative.[46] "Rheden Spreekt": The panel is managed by an independent organization called Moventem. The results are used as input for municipal policy.[47] G1000 Burgerberaad Rheden: The municipality has initiated the citizens' assembly. However, it is organized by an	Yes

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[35] https://wereldgemeenteloonopzand.nl
[36] https://wereldgemeenteloonopzand.nl
[37] https://vng.nl/sites/default/files/wereldgemeente_loop_op_zand.pdf
[38] https://vng.nl/sites/default/files/wereldgemeente_loop_op_zand.pdf
[39] https://www.ikbuurtmee.nl/information.php?view=InformationOverview
[40] https://rhedenspreekt.nl/home.html
[41] https://g1000rheden.nl
[42] https://www.ikbuurtmee.nl/information.php?view=InformationOverview
[45] https://www.ikbuurtmee.nl/information.php?view=InformationOverview, https://rhedenspreekt.nl/home.html, https://g1000rheden.nl/over-g1000rheden/
[46] https://www.ikbuurtmee.nl/information.php?view=InformationOverview
[47] https://rhedenspreekt.nl/about.html

		relevance to a certain group of citizens.[43] In the "G1000 Burgerberaad" citizens and other stakeholders will emerge in an elaborate dialogue on how Rheden could become CO2-neutral by 2040.[44]		independent party called "G1000.nu".[48]	
Dronten	"Samen Actief" (Active Together)[49]	Citizens can send in their ideas/initiatives and will get support from "Samen Actief" to realize them. These initiatives can be to make the municipality better and more attractive as well as more social and future-proof.[50]	The municipality, citizens [51]	Unknown	No
Noordwijk	Platform for citizen initiatives[52]	Citizens can send in their initiatives as long as they are linked to local policy. Fellow citizens can vote and when you reach more than 300 votes within 90 days, the municipality will get back to you. It is also a place where the municipality shares information to get feedback and input from citizens.[53]	The municipality, citizens[54]	The responsible person within the municipality will automatically get a message when an initiative is posted.[55]	Perhaps

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[43] https://rhedenspreekt.nl/home.html
[44] https://g1000rheden.nl, https://g1000rheden.nl/over-g1000rheden/
[48] https://g1000rheden.nl/over-g1000rheden/
[49] https://www.samenactief.nl
[50] https://www.samenactief.nl
[51] https://www.samenactief.nl
[52] https://samen.noordwijk.nl/nl-NL/pages/initiatives
[53] https://samen.noordwijk.nl/nl-NL/pages/initiatives
[54] https://samen.noordwijk.nl/nl-NL/
[55] https://samen.noordwijk.nl/nl-NL/

<p style="text-align:center;">**Table 6 Participation approaches Part 3 (Found by the researcher)**</p>

Municipality	Approach	Description project	Type of stakeholders involved	Internal organization of approach	Complex issue: yes/no
Zeist	"Inwoners Advies Commissie" (Citizen Advice Committee)[56]	The "Inwoners Advies Commissie" consisting of 150 citizens gave advice on how to get the municipal budget in balance again. They gave 62 proposals, which led to savings of 1.7 million euros.[57]	The municipality, citizens, entrepreneurs, social organizations/civil society (Dutch: Maatschappelijke organisaties)[58]	Within the municipality, the city council, and the executive board (Dutch: Het college) were involved.[59]	Yes
Amstelveen	"Denk mee met Amstelveen" (Think with us Amstelveen) [60] and "BabbelBox" (Talk box)[61]	The municipality asked citizens and other stakeholders what they think the municipality should look like in 2040. Answers could be related to all areas of life/the municipality. Citizens could either answer via the online participation platform or offline at the "Babbelbox" which was located in various places in Amstelveen. Here citizens could record a video message with their ideas for the future of Amstelveen.[62]	The municipality, citizens, organization and local entrepreneurs[63]	The municipality uses the results for their "Omgevingsvisie" (their vision of what the living environment in Amstelveen should be like in the future). Involved are the mayor, aldermen (Dutch: College van B en W) and the city council.[64]	Yes
Berg en Dal	"Samen maken we Berg en Dal" (Together we make Berg en Dal)[65]	Citizens received a survey with concrete dilemmas about what they want the future of their municipality to look like. At the end of the survey, they could leave their email address in case they were interested to talk more about this topic in focus groups. Citizens that did not participate in the survey will also get	The municipality, citizens[67]	Certain policy officers were involved with the participation website. Furthermore, the municipality has participation officers. Policy officers are responsible for applying more nuance to the	Yes

[56] https://www.zeist.nl/projecten/projectenoverzicht/samen-in-balans

[57] https://www.zeist.nl/projecten/projectenoverzicht/samen-in-balans, https://www.zeist.nl/fileadmin/bestanden/Open_gemeenten_nieuwe_bestandenboom/Projecten/Projecten_algemeen/Samen_in_balans/Artikel_Koos_Janssen_over_IAC_in_Zeist.pdf

[58] https://www.zeist.nl/projecten/projectenoverzicht/samen-in-balans

[59] https://www.zeist.nl/projecten/projectenoverzicht/samen-in-balans

[60] https://denkmee.amstelveen.nl/nl-NL/

[61] https://denkmee.amstelveen.nl/nl-NL/projects/gezond-en-ontspannen-wonen-en-werken-ook-in-toekomst/3

[62] https://denkmee.amstelveen.nl/nl-NL/projects/gezond-en-ontspannen-wonen-en-werken-ook-in-toekomst/3, https://www.citizenlab.co/blog/civic-engagement-nl-case-study-amstelveen-co-creeert-een-groenere-gemeente/?lang=nl

[63] https://www.citizenlab.co/blog/civic-engagement-nl-case-study-amstelveen-co-creeert-een-groenere-gemeente/?lang=nl

[64] https://denkmee.amstelveen.nl/nl-NL/projects/gezond-en-ontspannen-wonen-en-werken-ook-in-toekomst/3

[65] https://samenbergendal.nl/nl-NL/

[67] https://samenbergendal.nl/nl-NL/

		invited, to make sure a representative group will be participating in these dialogues.[66]		outcomes of dilemmas.[68]	
Goes	"Toekomstvisie Goes" (Future vision Goes)[69]	Citizens are asked to share their ideas for the future of Goes. What do they want to see in the next 10/20 years? They can share this via the online participation platform or in physical idea boxes.[70]	The municipality, citizens, entrepreneurs, visitors[71]	Policy officers combine all the ideas and present them in a draft version of the "Omgevingsvisie". Citizens are able to comment on this draft. Policy officers internally give an update about the progress to the mayor and aldermen (Dutch: College van B&W). This happens every three months.[72]	Perhaps
Nieuwkoop	A survey, idea collection, a webinar and online discussion meetings[73]	Citizens were asked to share their visions on which areas they think could be transformed to, for example, solar panel fields to advance the regional energy transition.[74]	The municipality, citizens, village councils, interest groups, local stakeholders[75]	The results are given to the city council with an advice for decision-making.[76]	No
Almere	Online survey and workshop[77]	The municipality works together with citizens and other stakeholders/organizations to enhance the well-being of elderly people. The survey asked professionals, volunteers, and elderly people to brainstorm what is needed to ensure good quality of life for elderly people. The workshop focused	The municipality, professional, volunteers, active citizens[79]	Unknown	Perhaps

[66] https://www.citizenlab.co/blog/strategie-begroting/omgevingsvisie-concreet-gemaakt-in-de-gemeente-berg-en-dal/?lang=nl, https://samenbergendal.nl/nl-NL/projects/planning

[68] https://www.citizenlab.co/blog/strategie-begroting/omgevingsvisie-concreet-gemaakt-in-de-gemeente-berg-en-dal/?lang=nl

[69] https://goespraatmee.nl/nl-NL/projects/toekomstvisie-goes

[70] https://www.citizenlab.co/blog/strategie-begroting/voorbeeld-omgevingsvisie-gemeente-goes/?lang=nl&geot_debug=Netherlands&geot_debug_iso=NL

[71] https://www.citizenlab.co/blog/strategie-begroting/voorbeeld-omgevingsvisie-gemeente-goes/?lang=nl&geot_debug=Netherlands&geot_debug_iso=NL

[72] https://www.citizenlab.co/blog/strategie-begroting/voorbeeld-omgevingsvisie-gemeente-goes/?lang=nl&geot_debug=Netherlands&geot_debug_iso=NL

[73] https://www.citizenlab.co/blog/case-study-2/case-study-nieuwkoop-geeft-vorm-aan-regionale-energiestrategie/?lang=nl

[74] https://denkmee.nieuwkoop.nl/nl-NL/folders/energie-transitie

[75] https://denkmee.nieuwkoop.nl/nl-NL/folders/energie-transitie

[76] https://denkmee.nieuwkoop.nl/nl-NL/projects/ziet-u-kansen-voor-zon-en-windenergie-in-gemeente-nieuwkoop/7

[77] https://www.citizenlab.co/blog/civic-engagement-nl/almere-participatie-ouderen/?lang=nl

[79] https://www.citizenlab.co/blog/civic-engagement-nl/almere-participatie-ouderen/?lang=nl

		on how to support elderly people with a migration background.[78]			
Harderwijk	"Harderwijk zijn wij samen" (Together we are Harderwijk)[80]	Harderwijk uses an online participation platform to continuously engage in dialogue with citizens. From this dialogue it became clear that the heat transition is a topic that really occupies the minds of citizens. That is why the municipality decided to engage in offline dialogues with citizens on this topic. Ideas were exchanged about possibilities, opportunities, and points of attention in the different neighbourhoods and the transition to living without natural gas.[81]	The municipality, citizens[82]	Unknown	Yes
Steenwijkerland	"G1000 Steenwijkerland"[83]	Steenwijkerland organized a citizens' assembly to determine how the municipality could become energy neutral in the upcoming years together with its citizens.[84]	The municipality, citizens, experts, entrepreneurs, free thinkers [85]	The results were given to the city council in the hope that they would adopt them.[86]	Yes
Amsterdam	Mini citizens' assembly[87]	Amsterdam invited drawn citizens to play an active role in determining the municipality's climate policy. The participating citizens were allowed to advise the municipality which extra measures they should take to ensure that their climate goals would be reached.[88]	The municipality, citizens[89]	The mayor and aldermen (Dutch: College van B en W) have indicated that they will adopt the suggested measures as long as they comply with the prerequisites that were determined beforehand. They will	Yes

[78] https://www.citizenlab.co/blog/civic-engagement-nl-almere-participatie-ouderen/?lang=nl, https://almerekracht.almere.nl/goud-in-almere

[80] https://www.citizenlab.co/blog/case-study/case-study-het-online-stadgesprek-in-harderwijk/?lang=nl
[81] https://www.citizenlab.co/blog/case-study/case-study-het-online-stadgesprek-in-harderwijk/?lang=nl
[82] https://www.citizenlab.co/blog/case-study/case-study-het-online-stadgesprek-in-harderwijk/?lang=nl
[83] https://g1000.nu/project/g1000steenwijkerland/
[84] https://g1000.nu/project/g1000steenwijkerland/
[85] https://g1000.nu/project/g1000steenwijkerland/, https://g1000.nu/wp-content/uploads/2018/06/BurgerbesluitG1000SteenwijkerlandDef_web-1.pdf
[86] https://g1000.nu/wp-content/uploads/2018/06/BurgerbesluitG1000SteenwijkerlandDef_web-1.pdf
[87] https://www.amsterdam.nl/wonen-leefomgeving/duurzaam-amsterdam/mini-burgerberaad/
[88] https://www.amsterdam.nl/wonen-leefomgeving/duurzaam-amsterdam/mini-burgerberaad/
[89] https://www.amsterdam.nl/wonen-leefomgeving/duurzaam-amsterdam/mini-burgerberaad/

				propose the measures to the city council who will vote on them.[90]	

[90] https://www.amsterdam.nl/wonen-leefomgeving/duurzaam-amsterdam/mini-burgerberaad/

12. APPENDIX D

Quotes	1st Order Concepts	2nd Order Themes	Aggregate Dimensions
"We try to involve as many relevant parties as possible in dealing with complex issues." (Respondent 9)	Involving as many relevant parties as possible	Involving the right parties	Collaboration
"By working together with the right parties, a lot of support (Dutch: Draagvlak) can be created." (Respondent 5)	Creating support via collaboration		
"Most of our finances we receive from the municipality, and we have regular contact with the policy officers of sustainability, so there is a close collaboration." (Respondent 2)	Close collaboration with the municipality	Relationship with municipality	
"The foundation only exists, because of the collaboration with the municipality." (Respondent 6)	Importance of collaboration with the municipality		
"Of course, we could come up with all the ideas ourselves, but it is much better to involve local people. This has brought us all types of ideas." (Respondent 2	Better to connect with local people for ideas	Intelligence of the crowd	Citizen participation
"Citizens are very smart, and the dialogue awakens the intelligence of the crowd, leading to very clear statements to how complex issues could be solved and that they herein also make very sensible and nuanced decisions." (Respondent 10)	The intelligence of the crowd leads to very clear solutions		
"Participation helps to get support. Once citizens have been allowed to contribute, this will lead to support and contribution." (Respondent 5)	Participation leads to support and contribution	Creating support	
"The G1000 invites all participants to leave bureaucracy, stakes and barriers between different people and organizations behind to just talk as citizens about what they really find important." (Respondent 10)	The G1000 invites people to talk as just citizens about what is really important for them	Determining important issues	Participation approach

"It will have way more impact if people initiate their own actions, than when someone from the municipality/government forces them to." (Respondent 6)	Own initiative leads to more impact	Initiative by citizens	
"It is important to make sure that the whole organization is ready for it. For the preparation, the actual citizens' assembly and after that, for the execution." (Respondent 3)	The whole organization needs to be ready for the whole process	Organizational readiness	Successful implementation
"The initiative for a citizens' assembly can come from all types of parties, but we always want to do the organization together with the government, because if you want the results to be translated to political execution, then the government should feel like a co-owner of the process." (Respondent 10)	The government needs to feel like a co-owner of the process for the results to be translated to political execution	Political execution	
"It is very important to listen well in a participation process, to be open to questions and honest in your answers." (Respondent 9)	Listening is very important in a participation process	Good listening skills	
"You need to support and coach your citizens in the process." (Respondent 1)	Need to support and coach citizens in the process	Providing support	
"The accompaniment (Dutch: Begeleiding) of the conversations is of course very important. We had someone who took care of the technical stuff, someone who guided the conversation and someone that could connect to the necessary knowledge." (Respondent 3)	Importance of accompanying the conversations		
"You need to let citizens find the question(s) that they find important in a complex issue and connect to that." (Respondent 1)	Citizens need to find the question(s) that they find important in a complex issue	Needs of the participant	Question design
"We focus on the needs of the participants and not on the solution, because the solution follows the needs, not the other way around." (Respondent 10)	The solution follows the needs of participants		

"You need to start with a good question and make sure that it is really the question you want to ask." (Respondent 1)	Need to start with a good question that is really the question that you want to ask	Starting with a sharp question	
"Because the question was so broad, we got a lot of proposals, too many proposals, so I think I would add more focus to the question next time." (Respondent 3)	A broad question leads to a lot of proposals		
"By sending out a personal invitation and offering a volunteer fee, a lot of people reacted and that's why we could select groups that you normally would not reach." (Respondent 3)	Sending out a personal invitation and offering a volunteer fee led to a lot of response	Getting response	Representation
"A feeling of urgency does help with getting a high turnout for a participation approach." (Respondent 9)	Feeling of urgency helps with getting a high turnout		
"We do think about how we could involve the people who do not come to consultation evenings." (Respondent 7)	Involving a broader public	Reaching a broader public	
"In the end, we do see that it is a small group that actually reacts, so do not expect the entire municipality to be there." (Respondent 6)	Only a small group responds		
"It remains a whole challenge to get a good representation of the population involved in participation methods." (Respondent 9)	Getting a good representation of the population involved remains a challenge		
"A citizens' assembly is really an opportunity to get a good representation of the population involved." (Respondent 3)	A citizens' assembly is an opportunity for getting good representation	Getting good representation	
"We use a stratified draw to get a representative group of participants." (Respondent 10)	Use of a stratified draw for getting a representative group		
"By using digital tools, we come much closer to diversity." (Respondent 4)	Using digital tools for diversity		
"This representation is a big advantage of a citizens' assembly as this gives you a lot of	The representation that a citizens' assembly can give is a big advantage as it gives you a lot of different perspectives	Gaining different perspectives	

different perspectives." (Respondent 3)			
"It massively contributes to translating complex issues to the local level, since citizens and entrepreneurs are very much able to relate it to their own living environment." (Respondent 1)	Citizens and entrepreneurs are able to relate complex issues to their own living environment	Relating to the living environment	Living environment
"It is good to connect to the living environment of people and to connect to where the people see the solution and what they are critical about, to make small steps together." (Respondent 1)	It is good to connect to the living environment of people		
"Connect to the living environment of citizens and do not get stuck in the world of systems. Dare to let go of ideas that do not resonate with citizens at all." (Respondent 8)	Importance of connecting to the living environment		
"It has brought us a lot, co-creation like the G1000." (Respondent 1)	Co-creation has brought a lot	Seeing results	Effectiveness
"We have clearly seen the result of participation of a few parties." (Respondent 6)	Results of participation		
"Other citizens will trust fellow citizens sooner than the municipality, so that helps." (Respondent 9)	Fellow citizens will be trusted sooner by other citizens	Increased trust	
"Participation is always effective, because it always contributes to mutual understanding and getting to know each other." (Respondent 4)	Participation is always effective because it leads to mutual understanding	Creating mutual understanding	
"You do need take into account how a citizens' assembly/civic council relates to the local council, which is in fact also a citizen representation." (Respondent 1)	Relation of a citizens' assembly to the local council should be taken into account	Relating to the local council	Relations
"Within the municipality, it took some time to find the role we play as a separate foundation in relation to the municipality, but we are now becoming the central point for	Finding how the foundation relates to the municipality	Relating to the municipality	

sustainability." (Respondent 2)			
"You need to have a dialogue, where together you try to come to a result, not where you try to convince others of your viewpoint." (Respondent 1)	Need to have a dialogue, not a discussion	Importance of dialogue	Dialogue
"Engaging in dialogue and continuing to have dialogue is the most important thing." (Respondent 5)	Engaging and continuing to stay in dialogue is crucial		
"Where the government has become an inert body, the dialogue can start the whole body moving again in one direction." (Respondent 10)	The dialogue can create one direction to start moving towards	Finding a common focus	
"The citizens' assembly contributes, because through the dialogue, all parties choose a common focus and approach and that leads to astonishing results." (Respondent 10)	The dialogue creates a common focus		
"The open dialogue that allows people to let go of their self-interest and connect to the interest of the community." (Respondent 10)	The open dialogue is the most important success factor	Open dialogue	
"You have to create trust and equivalence between the one participating and the one organizing it." (Respondent 9)	Need to create trust and equivalence	Creating trust and equivalence	Trust
"It is important that you know each other and have good contact with the other parties, so you can hold a dialogue in trust." (Respondent 8)	Importance of being able to hold a dialogue in trust	Importance of trust	
"It is important to follow through with what you say." (Respondent 9)	Following through is important	Following through	Expectations
"Expectation management is very important. The goal should be very clear for the people joining a participation moment." (Respondent 9)	Expectation management is very important	Expectation management	
"An SDG may not ring a bell for people, so you need to make it concrete, so at least people are aware of the result of the concrete action, even without the connection to	You need to make the SDGs concrete	Making the SDGs concrete	SDG implementation

the SDGs, for example the realization of a picking fruit location and the impact of sustainable and local food production." (Respondent 5)			
"Citizens will think that the SDGs are not directly of their interest (Dutch: Ver van hun bed show). That is why you need to make it more concrete, so it gets easier to involve them." (Respondent 9)	Need to make SDGs concrete to involve citizens		
"It's the small initiatives, very local, that help you achieve the most and that also contribute to the SDGs." (Respondent 7)	The small initiatives contribute the most	Small initiatives	
"I think participation is the only way to translate the SDGs to the local level. As a foundation, we can think of a lot, but that does not get the population to stand behind you. You have to make sure that it lands with the people and that they get started with it." (Respondent 2)	Participation is the only way to translate the SDGs	Translating the SDGs	
"We try to make complex issues manageable again by finding out if we can start with a small step." (Respondent 9)	Making complex issues manageable by starting with a small step	Starting with small steps	Small steps
"It helps citizens understand what the municipality is doing and to accept more what the solution is going to be." (Respondent 9)	Improving citizens' understanding and acceptance of solutions	Understanding of municipality's work	Understanding
"It is important to communicate in terms and words that 80/90% of the people is going to understand." (Respondent 9)	Important to communicate in terms and words that most people will understand	Choosing accessible wording	
"It is very important to describe a complex issue in a very easily accessible manner for citizens and to make it concrete, so that you get good answers." (Respondent 8)	Importance of making a complex issue easily accessible and concrete		
"Having a communication strategy is key for collaboration and participation. You need a simplification of	Having a communication strategy is key		

complex issues." (Respondent 4)			
"We try to connect involved citizens and the municipality and close the gap between municipalities and citizens." (Respondent 6)	Connect municipality and involved citizens	Gap between municipality and citizens	

13. APPENDIX E

	Phase 1	**Phase 2**	**Phase 3**	**Phase 4**
AI summit	Discovery – when we are at our best; the positive core	Dream – images of the ideal future; our highest aspirations	Design – organizing principles and action plans	Destiny – implementation, continuous learning and improvisation
G1000 citizens' assembly	Citizen top – where citizens decide the agenda and possible directions for solutions via dialogue	Citizen forum – where the proposed directions for solutions are transformed to concrete (policy) proposals	Citizen council – where proposals are presented and voted upon	Monitor group – where a group of participants make sure that the decisions made at the city council are followed up upon