

EUPAN eNews:

How can citizens' feedback improve public services
and build trust in public administration



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1. Introduction

Citizens' feedback plays a central role in improving the quality of public services and strengthening trust in public administration. Across Europe, public authorities are increasingly using feedback mechanisms to better understand citizens' needs, improve service design and delivery, and ensure that policies and services are more responsive, inclusive, and user-centred.

In this context, EUPAN members were invited to share successful examples from their administrations on how citizens' feedback can improve public services and build trust in public administration. The contributions presented in this eNews illustrate a wide range of approaches, tools, and practices applied at national, regional, and local level.

2. Summary of Results

The contributions submitted by EUPAN members show that citizens' feedback is used in concrete and structured ways to improve public services and strengthen trust in public administration. Across countries, feedback is collected through a combination of user testing, satisfaction surveys, consultations, digital participation platforms, and targeted engagement with specific groups, such as persons with disabilities, young people, or service users at local level.

Several examples demonstrate that feedback is embedded in the **design and continuous improvement of services**, particularly digital public services, where user research, testing, and reviews inform usability, accessibility, and functionality. Various contributions highlight the use of **formal satisfaction measurement and reporting mechanisms**, where results are analysed and followed by specific actions to improve service delivery, with outcomes communicated back to users.

A further recurring element is the use of **structured participation and consultation processes**, including national consultations, Open Government Partnership action plans, and dedicated consultation platforms, which allow citizens and stakeholders to contribute to policy design and service reform. In several cases, emphasis is placed on "closing the loop" by explaining how feedback influenced decisions, reinforcing transparency and accountability.

Finally, many contributions illustrate that feedback builds trust most effectively when it leads to **tangible and visible changes**, such as simplified procedures, reduced administrative burden, improved service journeys, or more integrated and citizen-centred service models.

Overall, the examples confirm that systematically collecting, analysing, and acting upon citizens' feedback is a key enabler of higher-quality public services and a shared priority across the EUPAN network.

3. EUPAN Members' contribution

Austria

1.User-centred development: In Austria, a participatory, feedback-driven approach is a core principle of digital public service design. Feedback on usability is collected through user testing, analysis of app reviews, and the evaluation of public services by users.

2.Continuous dialogue & participation: Formats like the Service Tour 2025 with more than 200 stops all over Austria and citizen forums are used to discuss digital services and gather feedback on future developments.

3.Inclusive design: Certified accessibility experts are involved from the start and work closely with advocacy groups. Interviews with people with disabilities ensure compliance and highlight improvements beyond standard requirements.

Success Example: ID Austria

This shows that dialogue, inclusion and user-centred design lead to high adoption rates and public trust:

-On track toward a 9 millions target by 2030, 4.8 millions registrations have already been achieved.

-With over 500 connected services, ID Austria is trusted by both public administration and the private sector.

-ID Austria won gold at the 21st eGovernment Competition (Best Project for the Use of Innovative Technologies and Infrastructures 2022).

Belgium

At the Directorate-General for Simplification and Digitalisation of the FPS BOSA, user research is a key pillar in the development of digital public services such as eBox and the native mygov.be app.

Citizens are actively invited to take part in surveys and user testing sessions, giving them the opportunity to shape the tools designed for their everyday interactions with public services. Their insights and suggestions are carefully reviewed, discussed, and integrated into our production processes. In this way, we ensure that services respond to real user needs while balancing operational and regulatory constraints.

How Does This Strengthen Service Quality and Trust?

By involving users throughout both the design phase and the continuous improvement of our applications, we aim to give end users a meaningful voice. This approach enables us to stay closely aligned with citizens' expectations and concerns regarding digital public services.

Each contribution is individually assessed to enhance the overall user experience. By embedding citizen feedback into our development cycle, we not only improve service quality but also help strengthen trust in public administration.

Bulgaria

The Administrative Services Regulation obliges each administration that provides administrative services to prepare an annual report assessing user satisfaction for the previous calendar year by April 1, which is published on the website of the respective administration.

The same regulation defines the methods by which the administration provides feedback:

1. conducting surveys;
2. conducting consultations with employees;
3. conducting observations using the "mystery shopper" method;
4. analysis of signals, suggestions, complaints and praise;
5. analysis of media publications;
6. conducting consultations with interested parties within the framework of consultative bodies;
7. description of the user's path;
8. conducting sociological surveys;

As a result of the information received, analyzed and consulted from the feedback and from the satisfaction measurement, actions are taken to improve the administrative service. Users, non-governmental organizations of citizens and businesses and the public are notified of the actions taken and their results. Notification can be done through the annual report.

Croatia

Citizens' feedback directly identifies what drives satisfaction and where services fall short. By mapping the entire user journey—from accessing a service to achieving the desired outcome—the survey pinpoints specific bottlenecks. For example, the data collected in TSI project “Measuring citizen satisfaction with key government services for better performance and greater trust” reveals that satisfaction nearly doubles when it is clear what to do to start an application and is 30 percentage points higher when citizens do not have to provide the same information twice.

This evidence allows public administrations to move beyond assumptions and make targeted improvements, such as simplifying forms, integrating data-sharing between agencies, or improving digital accessibility. When citizens see that their reported experiences lead to tangible changes—like faster processing or clearer information—it demonstrates that the public administration is responsive and human-centered. This responsiveness, in turn, builds trust, as people feel their needs are understood and that the system treats them fairly and efficiently.

Cyprus

Citizens' feedback contributes significantly to the improvement of public services by providing direct insight into the needs and expectations of the population.

In Cyprus, citizens can participate primarily through the following tools, although other mechanisms may also exist for specific procedures:

- e-Suggestion: It enables direct interaction with citizens so that their suggestions can reach decision-making centers. Its goal is to ensure that the dialogue between the government and civil society is reciprocal, continuous, and dynamic.
- Voice of the Citizen tool: Government can conduct Consultative Citizen Votes on current and significant issues related to policy measures it intends to implement, in order to capture and take into account the prevailing public opinion on these matters.
- Ekfracy tool: Young men and women will be able to discuss directly with State officials and submit questions and suggestions on issues of concern to them.
- e-Consultation Platform: It aims to create channels of communication and dialogue between the private sector, other stakeholders, and public authorities during the process of drafting legislation.

Czech Republic

Public feedback constitutes a fundamental mechanism for enhancing the quality of Czech public services by identifying user needs, enabling the early-stage testing of solutions, and evaluating the empirical efficacy of reforms. In Czechia, these participatory processes are integrated into both policy design and subsequent evaluation frameworks.

Notable examples include the Education Strategy 2030+, where a nationwide consultation in 2019 yielded 654 substantive inputs from diverse stakeholders to refine strategic priorities. Similarly, the 2023 update of the National AI Strategy incorporated insights from 517 respondents across among others academia and the private sector to address emerging risks and opportunities.

Furthermore, under the Open Government Partnership (OGP), national action plans are co-created with civil society through structured consultations and rigorous reporting. Implementing a 'closing the loop' approach—transparently communicating how feedback influenced final decisions—remains essential for strengthening institutional trust and ensuring that public services are strictly citizen-centred.

Denmark

In Denmark, feedback from citizens is perceived as an important way to analyze and improve public services and to foster trust in public institutions. Recent surveys show, that a large majority of Danes are satisfied with the educational services, the healthcare services and the administrative services, they use ([OECD Trust Service 2023](#))

The majority of the communication between citizens and public authorities in Denmark is digital, since it is mandatory to access public services through online platforms and apps. Therefore there's a systematic focus on user-experiences with digital public services.

While satisfaction with Danish public digital services is generally high, with 84 percent of citizens aged 15 to 89 reporting trust in digital services and 87 percent of users describing their experiences as positive, digital inclusion is still necessary to accommodate citizens with lower digital literacy. Digital inclusion is an important agenda for the Danish public agencies.

For general use, the Agency Danish Agency for Digital Government provides the public 'Guide to good user experiences' to assist authorities in their efforts of user involvement in digital public solutions.

Estonia

Some examples from Estonia.

1. The launching of ETV+ to combat disinformation is highlighted as a good example in the OECD civic space document. It can be found on page 64 of the following report: https://www.oecd.org/content/dam/oecd/en/publications/reports/2024/11/practical-guide-for-policymakers-on-protecting-and-promoting-civic-space_4e394a55/6c908b48-en.pdf
2. The same document (page 89) also covers the topic of data trackers. There are plans to make this mandatory for all national databases.
3. From the Open Government Action Plan, two notable initiatives include the 'Quality of Life People's Assembly' (Hea elu rahvakogu) led by the Praxis Think Tank, and the dialogue circles 'How am I coping?'(Kuidas ma hakkama saan?) led by the Estonian Cooperation Assembly. Found at: <https://kogu.ee/dialoogiringid-kuidas-ma-hakkama-saan/>

From the local government level:

4. Minuomavalitsus.ee (My Local Government), where residents provide feedback on services implemented by the local government or the state. This is an essential tool for local governments themselves, as well as for state agencies, to improve their service quality. Found at: [Minuomavalitsus.ee/en](https://minuomavalitsus.ee/en)".

European Commission

DG HR provides several services that impact citizens and the broader public, mainly through its focus on public service recruitment. Based on the feedback received from candidates, the European Personnel Selection Office introduced in 2024 new, simplified, faster, and more flexible recruitment procedures aiming to diversify the civil service demographics while responding to societal developments and evolving needs of the EU institutions. The feedback was collected via candidate satisfaction and diversity surveys, and queries or complaints received by the Candidate Contact Service.

The Traineeships Office regularly conducts surveys among candidates and trainees of the Blue Book Traineeship Programme. The results of these surveys are used for continuously improving processes and application forms, which now include non-binary as one of the gender options.

At Commission level, Your Europe, one of the most visited EU websites and front-end of the European Single Digital Gateway, is actively using users' feedback to improve the quality of its content. A future AI-based solution will anonymously analyse the inputs to get a better overview of the citizens and SMEs needs.

Finland

Customer-centricity at the Finnish Tax Administration: Verfoorumi, “Tax Forum”, is the Finnish Tax Administration’s customer community and continuous engagement channel introduced in 2023. It is designed to systematically bring customers’ voices into the development of services and communications. Insights are gathered in a customer-centric way, ensuring development work reflects real customer needs and expectations.

Verfoorumi is a web-based customer research platform. Surveys, discussions, preference and A/B tests, and heatmaps can be published for participants. These are used to test service concepts, content, and communication solutions. This is practical and fast. The results directly support decision-making and development. There is high impact: insights are translated into concrete improvements without heavy project structures, and customer understanding can be gained in days rather than weeks. Currently the community consists of just under 1,000 individual customer members. It was recently expanded to include accounting professionals. Members value the opportunity to participate in development work and to influence the improvement of tax services.

France

Public Services+ is a programme for the continuous improvement of public services that gives French citizens a voice to evaluate and improve the quality of public services. To meet the priority expectations of the French people, it sets out 8 quality commitments common to all public services.

✓ Every public service must ask its users to evaluate it throughout France, at least once a year. The results are available on the Public Services+ website. More than 5,000 local fact sheets are already available to find out the quality results.

✓ French citizens can directly contact their public services on the Public Services+ website ("I give my opinion" section) to share a good or bad experience. Nearly 110,000 reviews have been submitted to date. The public service must answer within one week.

✓ In each public service, stakeholders must define an action plan to improve the quality and efficiency of the service, which will be published on the Public Services+ website.

✓ The "Public Services+" Label recognises the public services and staff most committed to implementing the program's commitments for more accessible, simpler, and more efficient public services.

Greece

The Greek Administration considers gathering feedback from citizens to be extremely important. In this context, a relevant survey was conducted in May of the previous year, the complete results of which are publicly available on the platform <https://axiologisi.ypes.gov.gr/home>, with detailed data on the evaluations:

- per service category and regional unit for central government services,
- per service category and Local Government Organization, as well as a comparative presentation of these.

The complete file of all responses is also posted at the same location, allowing anyone who wishes to process and analyze it. The aim of the survey is to collect valuable primary information regarding citizens' perceptions of the services provided by the State, spanning both the central government and local administration. The results of the survey serve as a useful tool for prioritizing citizens' needs and planning the necessary actions to improve their quality of life.

Hungary

The integrated one-stop-shop case administration system in Hungary ensures a consistent service portfolio. Our government service centres are designed to provide a unified customer experience nationwide. Many of them are fully accessible, providing barrier-free facilities. As a result of a request of the Hungarian Association of the Deaf and Hard of Hearing a sign language course for case administrators was developed, making it available to assist citizens with hearing impairments.

Mobile government service centres i.e. specially equipped buses are operating in hard-to-reach areas on fixed or on-demand schedules so they can quickly adapt to changing needs.

Customer feedback is much appreciated. Following the completion of the service process, customers can complete a customer satisfaction questionnaire. The results are analyzed on a regular basis, enabling the operator to take them into account when making decisions. In 2025, overall public perception of the service remained positive. The average rating of service quality continues to be high at 8.6 out of 10, and satisfaction with the professionalism of the staff as well as with the service environment is also outstanding.

Ireland

Building trust is a priority within Ireland's public service transformation strategy Better Public Services. The strategy's themes are Digital and Innovation at Scale; Workforce and Organisation of the Future and Evidence-Informed Policy and Services. Our Digital Public Services Plan is aimed at designing digital services that anticipate needs and build trust. A Life Events approach is being taken to support integrated public services around major life events such as the birth of a child.

Guidelines on the Responsible Use of AI in the Public Sector aim to enhance trust in how government uses AI. Our Open Data Strategy creates easy access to high quality government data and promotes trust. Our Design Principles for Government and Action Plan are embedding design as a new way of working and supporting a design mindset. Placing users at the centre of design of services and designing for trust is key. We are developing a toolkit for public participation to support the Public Service to engage the public and stakeholders effectively in policy development.

We are tracking citizen satisfaction with services and public trust as part of the delivery of our transformation programme.

Italy

In Italy, citizens' feedback is increasingly used as a governance tool to improve public services and build trust. The transition from a compliance-based administration to a value-oriented model integrates participation with simplification, digitization and performance management. A relevant example is the 2025 consultation "Let's Make Italy Simpler. Your Voice Matters", promoted by the Department for public administration and conducted on the ParteciPA platform. Citizens, businesses, professionals and public employees reported administrative burdens and proposed solutions. The results informed simplification measures linked to the National Recovery and Resilience Plan. Some proposals led to concrete regulatory changes, including extending the validity of identity cards for elderly citizens and medical prescriptions for chronic patients. When feedback leads to visible reforms, responsiveness increases and institutional trust is strengthened.

Lithuania

E.g.1: Regitra (the Lithuanian state-owned enterprise responsible for vehicle registration services, driver testing and the issuance of driving licences), taking into account user experience and the need to reduce the administrative burden, has simplified the procedure: customers no longer need to arrange the certificate of destruction or the deregistration of the vehicle themselves. All required actions are now carried out by licensed vehicle waste management companies and the vehicle is automatically deregistered once the data are received. This has reduced the likelihood of errors and the administrative burden for residents.

E.g.2: Lithuanian tax administrator: Having customer focus as a main priority, this new service platform is being developed alongside with users as part of our digital transformation core philosophy. Solutions are tested, experiences are evaluated, and services are improved based on feedback. The methodology that has been implemented helps to identify where change is most needed, and feedback is turned into solutions that can be felt on a daily basis.

Luxembourg

The Power of Collective Feedback

Luxembourg is reducing the distance between citizens and the State by turning feedback into a catalyst for modernisation. Through the Impact Participation initiative (<https://www.zesumme-vereinfachen.lu/en-GB/projects/impact-participation/4>), residents share outside in insights that highlight friction points in public services. With Impact Participation GOV, civil servants assess these inputs directly, ensuring human centered and transparent reforms that strengthen trust. Modernisation also requires internal cultural shifts. The Café de la Simplification provides an informal space for civil servants to break silos, identify obstacles and turn abstract ideas into concrete commitments.

Case Study: Guichet de Proximité

An example is the "Guichet de Proximité" project (<https://www.zesumme-vereinfachen.lu/en-GB/projects/guichet-de-proximite>). Run via the collaborative platform www.zesumme-vereinfachen.lu, the project engaged citizens to assess the need for local, physical Guichet.lu reception desks. Nearly 8,000 people shared their views, and the development of a mobile Guichet.lu providing monthly in person support across all regions is now underway.

Malta

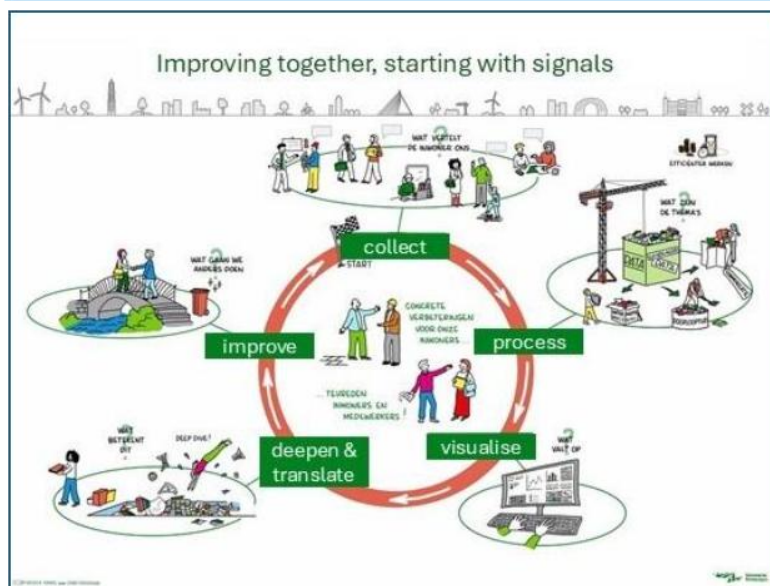
I believe that marketing is a good tool to promote the services being offered by the public service via social media. Being flexible - improve services by applying for incentives and other needs via an online form. This helps to reduce waiting and people in the offices. Furthermore, the public service promotes family friendly measures and the work-life balance.

The Netherlands

In the Netherlands, we increasingly focus on meaningful proactive transparency and communication. Citizens indicate they prefer to act locally.

To this end, the Ministry of the Interior and Kingdom Relations supports the opensource digital participation platform Open Stad (open city) - link: <https://openstad.org/> The platform provides tools to make decision-making processes transparent and invites residents to submit ideas online. Importantly, authorities provide feedback on every proposal and publish timelines showing how decisions evolve.

Another good initiative is the Customer Signals Dashboard, developed by the city of Rotterdam - < link: <https://www.kennisvandeoverheid.nl/organisatiecultuur/innovatie-barometer/gemeente-rotterdam>> which effectively uses algorithms in the interaction with its citizen. This dashboard is currently being scaled towards a nationally applicable model that brings all customer signals together and strengthens service delivery.



Poland

In Polish civil service, data collected through periodic and annual surveys serve as a basis for decision-making on policies, activities, and service design. An example can be found in the field of civil service ethics. As we deliver services to members of the civil service corps, we periodically conduct a comprehensive survey “Diagnosis of the Integrity Level in the Civil Service.” On the basis of in-depth analyses of participants’ feedback, key policies, activities, and services in the field of ethics are developed, systematically contributing to strengthening a values-based culture within the Polish civil service.

Following the last edition of the survey, the implementation of participants’ feedback and the survey recommendations resulted in e.g.:

- development and dissemination of electronic tools for offices to promote civil service values (e.g. screen savers, calendars, leaflets, knowledge pills),
- development and implementation of widely accessible webinars and e-learning courses on ethics,
- updating and further development of the dedicated section on the Civil Service website (e.g. examples of best practices, FAQs, e-learning courses and other practical tools).

Portugal

In Portugal, citizen participation is no longer a consultative add-on — it is becoming decision infrastructure. Through the SIMPLEX programme, citizen feedback is systematically captured, analysed and converted into regulatory and administrative redesign.

Instead of treating complaints as noise, Portugal treats them as policy intelligence. Measures such as the Automatic Personal Income Tax and the nationwide Paperless Prescription system were not merely digital upgrades; they were structural responses to concrete user friction, dramatically reducing administrative time, uncertainty and transaction costs.

At the same time, Participa.gov introduced a new generation of digital participatory processes, combining accessibility with secure technologies, including blockchain-based solutions. Participation is thus embedded both upstream (policy design) and downstream (service delivery).

By institutionalising feedback loops, Portugal strengthens accountability, improves service performance and, crucially, builds measurable trust in public administration — a key objective within the European governance agenda promoted by EUPAN.

Romania

Sfântu Gheorghe Municipality in Romania implemented the Pedibus – Lábbusz project, a local public policy built on dialogue and active involvement of the community, contributing to enhanced public services and trust in the administration. It addresses parents', schools' and community' expressed concerns—traffic congestion around educational institutions, road safety, children's sedentary lifestyle and environmental impact—by creating safe pedestrian routes to school with trained adult companions, showing that citizen feedback shapes decision-making. Pedibus functions as a pedestrian bus with set routes, meeting points and volunteers escorting students. Institutional coordination—City Hall planning routes, timetable, rules and volunteer training; Local Police supporting safety; schools managing communication and registrations—reflects participatory governance. Volunteer involvement—parents, teachers, athletes, police—enhances safety, builds parental trust, strengthens cohesion and shared responsibility. The initiative improves service quality, reduces traffic and pollution, ensures free access for all students, teaches children traffic rules, responsibility, teamwork, building trust.

Slovenia

Stop Bureaucracy portal

Slovenia's Stop Bureaucracy portal is a public platform where citizens and businesses can report administrative burdens and submit proposals for simplification. They can also track the government's response. The portal institutionalises user feedback, strengthens accountability and turns citizens into active contributors to administrative reform. By making simplification transparent and participatory, the portal promotes trust and continuous improvement in public services.

If a proposal is deemed to be in the public interest, a concrete measure is formulated with specified tasks, responsible parties and deadlines. All measures are included in the Unified Collection of Measures, which is regularly updated to include proposals submitted by the public via the 'Propose to the Government' portal. The government is also informed annually about the implementation of measures from the Unified Collection of Measures.

The portal:

- Collects citizen and business proposals to simplify administrative procedures.
- Provides tools to report unnecessary requirements or bureaucratic obstacles.
- Promotes a culture of continuous administrative improvement.
- Serves as a collaboration channel between the government and its users.

Policy lab approach

Policy Lab supports policymakers in implementing processes for public involvement and policy or service improvement. For example, we helped the Ministry of Higher Education, Science and Innovation develop a shared understanding of micro-credentials as a tool for lifelong learning.

We ran three workshops in which participants employed contemporary discussion moderation techniques to collaboratively design a simulation of the entire micro-credentials process. Our approach to the challenge was based on the participation and co-creation of solutions by key stakeholders.

Representatives of 19 government and non-government organisations participated in the Policy Lab workshops. Using modern discussion moderation methods, participants co-created a simulation of the entire micro-credentialing process and identified key stakeholders, their roles, and the intertwining and overlapping of individual activities, as well

as critical points and gaps in the process. The key starting points were quality assurance and user focus. The process simulation inventory, along with the experiences, risks and definitions, resulted in expert reports being prepared for the relevant ministry. The ministry then used these reports to prepare legislation on micro-evidence, which was adopted by parliament.

Sweden

In Sweden, citizen feedback is integrated into public administration in several ways. Trust in public institutions is supported by transparency, clear procedures, and well-established administrative practices. Feedback mechanisms are also used to improve public services.

One example at local level is the e-proposal system (e-förslag or medborgarförslag). It is a digital tool used in Swedish municipalities and regions that allows citizens to submit proposals for improvements or changes to local services. The purpose of the e-proposal system is to enhance local democracy, increase citizen participation and foster innovation in public administration.

Proposals are published on a public portal where others can support them through digital voting or signatures. They may concern any area within municipal or regional responsibility, such as education, elderly care, parks, local planning, public transportation and healthcare.

If a proposal receives sufficient support, it is formally reviewed by local politicians and officials and maybe adopted for implementation.

According to Statistics Sweden, 83 out of 290 municipalities currently offer this service, and the number is increasing.

Bosnia and Herzegovina

By establishing the Sector for Legal Aid and Development of Civil Society, the Ministry of Justice of Bosnia and Herzegovina ensured the prerequisites for the adoption of legislation and strategies suitable to the development of civil society. The development of civil society, i.e. the non-governmental, non-profit, voluntary and other sectors, which have in common the freedom of association and action for the common good, is at the same time one of the priorities of Bosnia and Herzegovina in the process of European integration. The Ministry of Justice BH is the first state body in BH. All interested citizens and legal entities have the opportunity to participate directly in the drafting of legal regulations. Through the process of public consultations, we want to ensure a higher level of participation of interest groups in legislative activities, better information and greater trust of citizens in the process of making strategic policies. (Agreement) was signed on November 30, 2017. The signatories of the Agreement undertook to devote all their capacities to the construction of a prosperous, just, open, plural and democratic society in Bosnia and Herzegovina.

Iceland

The Icelandic state has been conducting a customer satisfaction survey from the year 2020. The purpose of the survey is to assess satisfaction with public services and to help institutions organize their services in a way that works as well as possible. A dashboard (link: <https://www.stjornarradid.is/verkefni/rekstur-og-eignir-rikisins/konnun-a-thjonustu-rikisstofnana/>), updated at least twice a year, can be found on Government Offices' website and is based on responses from users of public services. In 2024, approximately 23,000 individuals responded to the customer satisfaction survey. As can be seen overall satisfaction has increased year-on-year. The implementation of the survey was partly carried out in a new format after 2024, and of the 124 institutions that participated, 75 used a real time survey throughout the year to gather users' feedback. In 2025, all institutions used a real time survey.

Norway

Citizen feedback can improve public services by giving the administration better insight into needs, service quality, and perceived challenges. Research in Norway shows that satisfaction with services is closely linked to citizens' trust in public administration. DFØ highlights that involvement, transparency, and clear communication are key tools for strengthening this trust and increasing understanding of public decisions. [dfo.no] [dagsavisen.no]

Norwegian municipalities have succeeded with various forms of participation. Distriktssenteret documents examples such as youth involvement, co creation, and methods that engage residents in local community development, leading to better decision-making and stronger local ownership. Asker Municipality's "Senior Walk" shows how input from older residents contributes to more targeted planning and improved local services. [distriktssenteret.no] [asker.kommune.no]

These Norwegian experiences demonstrate that structured feedback processes both enhance service quality and build trust between citizens and the public sector.