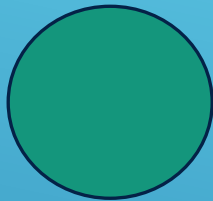


Municipalitys in Norway

Trust





It may not be entirely understandable that a cultural manager goes to another country to talk about who we are and how we work into governance in norwegian municipalities.

Manager

Cultural office

Municipality of Alta

Leader of the board

Norwegian cultural forum

Tor Helge Reinsnes Moen





Trust

To build trust, we must work for good governance, equal treatment, and involvement.



Its about listening to the citizens





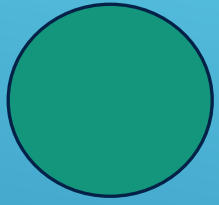
It is to work for equal treatment







To explain how we work for trust from citizens in a Norwegian municipality, I must also explain how we work in our municipalities in general, what questions we ask and a bit about Norway and Norwegian.



**Norwegian municipalities
Norway and norwegians
Involvement of citizen - examples
Trust - examples**

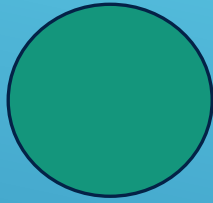


My knowledge of how municipalities in Latvia work is limited. I have no illusions that we in Norway are much better than you. I am completely sure that there are many areas where we have a lot to learn from you. We have a lot in common.



Mana zināšanu par to, kā pašvaldības Latvijā strādā, ir mazas. Man nav nekādu ilūziju, ka mēs Norvēģijā esam daudz labāki nekā jūs. Es esmu pilnīgi pārliecināts, ka ir daudzas jomas, no kurām mums ir daudz ko mācīties no jums.

Un mums noteikti ir ļoti daudz kopīga!



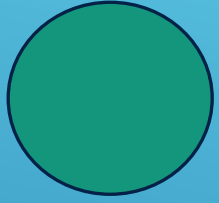
353 municipalyties - 5,5 million citizen







Mums ir sniegs 6 - 7 mēnešus gadā! Šogad izskatās, ka tas paliks 8 mēnešus.



**Norwegian love to meet,
see and learn, show and tell ...**

And we are allowed to fail



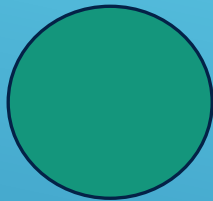


What is an norwegian municipality?



Tor Helge Reinsnes Moen





State - Government
County council
Municipality

Primary school 6-12 years
Lower secondary school 13 - 15 years
Upper secondary school 16 - 19 years
University

valsts
novada pašvaldība
pašvaldība

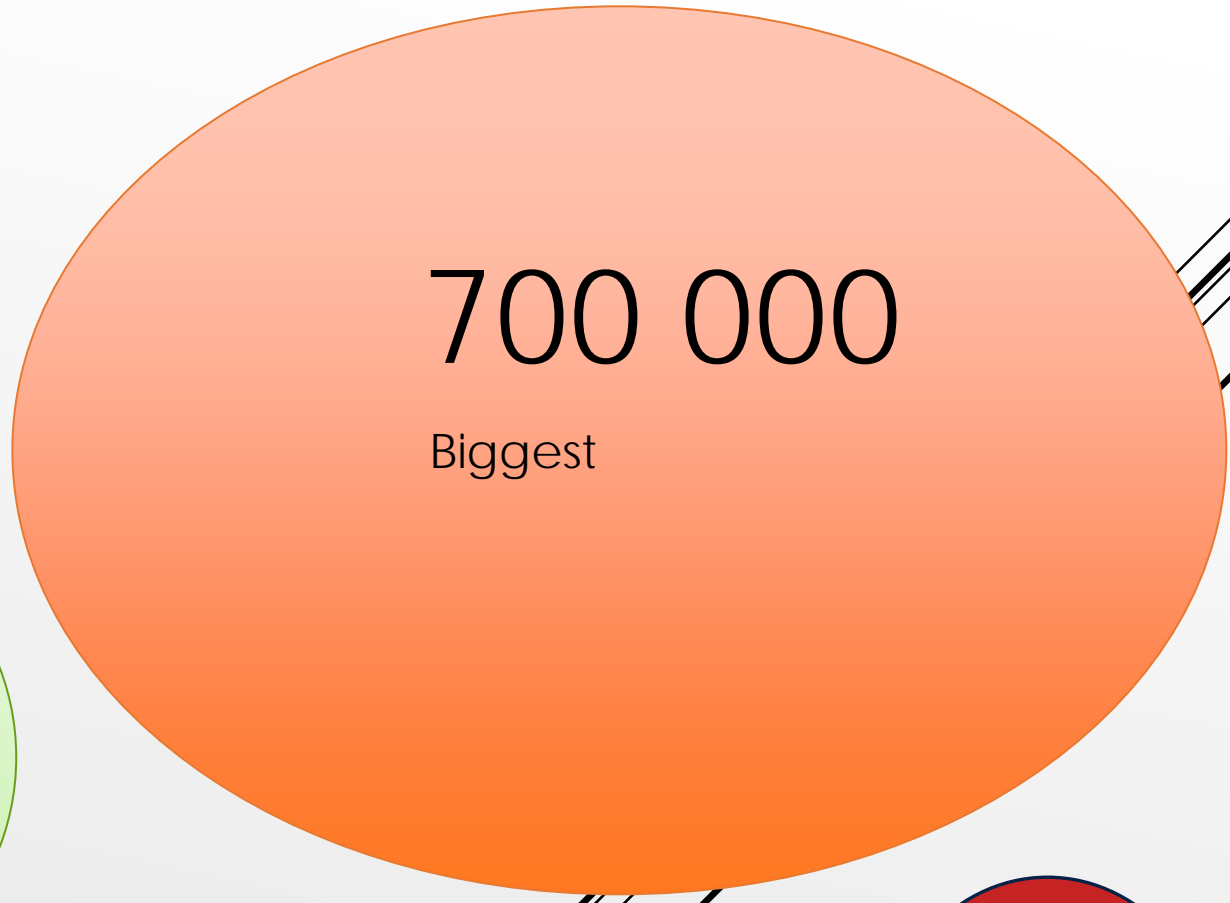
Pamatskola 6 -12 gadi"
Vidusskolas sākumposms 13 - 15 gadi
Vidusskolas beigu posms 16 - 19 gadi
Universitate



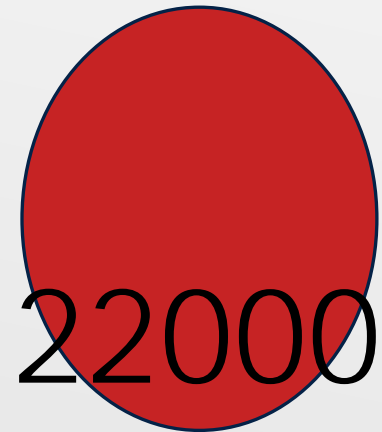


200

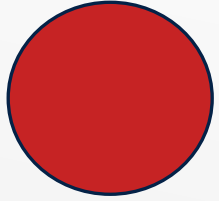
Smallest



Alta

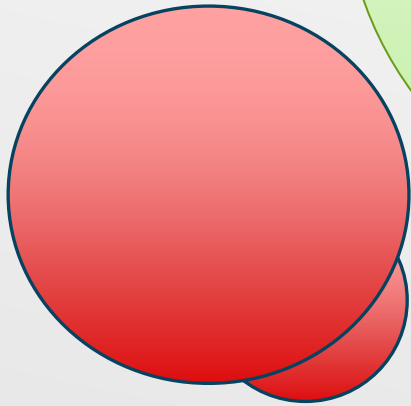
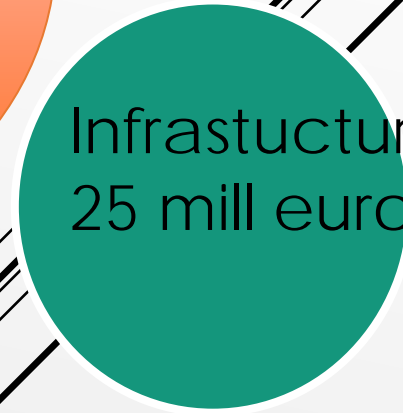
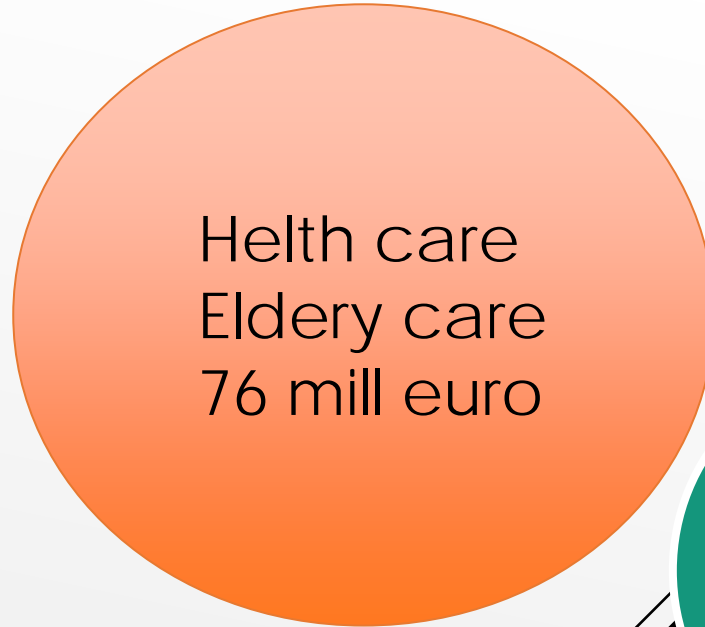
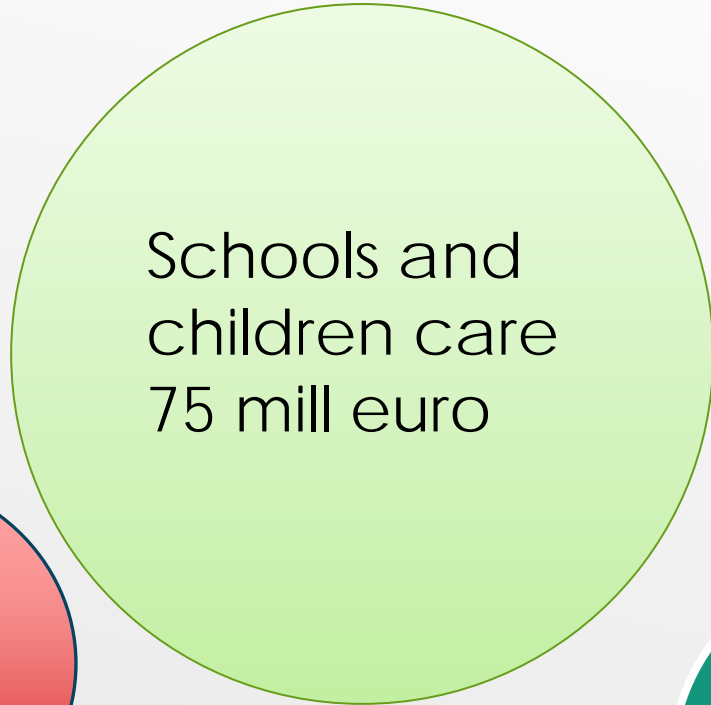


Habitants in norwegian municipalities



Municipal executive board system
Parliamentarism





Culture, sport and church 5 mill euro
++

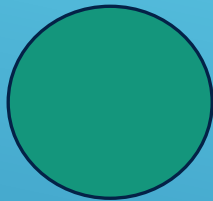
Total Budsjett for Alta is
200 mill euro
22000 habitants





Who is an Norwegian?



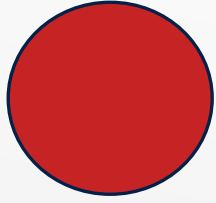


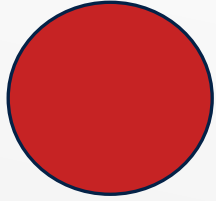
From His Majesty King Harald's (86 years old) most famous speech - so far:

... Norwegians are engaged youth and experienced elders. Norwegians are singles, divorcees, families with children, and elderly couples. Norwegians are girls who love girls, boys who love boys, and girls and boys who love each other. Norwegians believe in God, Allah, the Universe, and Nothing...

"... Norvēģi ir aktīvi jaunieši un pieredzējuši vecāki cilvēki. Norvēģi ir vientuļnieki, šķīrušies, ģimenes ar bērniem un vecāka gadagājuma pāri. Norvēģi ir meitenes, kas mīl meitenes, zēni, kas mīl zēnus, un meitenes un zēni, kas mīl viens otru. Norvēģi tic Dievam, Alaham, Visumam un Nekam..."







Det motsatte av å lytte til innbyggere



til lang tids omplassering i norske miljø i Sør-Norge. Ofte hjemme hos norske familier. Selv om disse var vennligsinnede medførte det likevel sterk kulturpåvirkning. Og brenningen medførte at hele den materielle delen av kulturen forsvant.

Alt dette førte til at det etter krigen var svært få som definerte seg som samiske. Resultatet fra folketellingene i 1930 og 1950 taler sitt tydelige språk. I mange distrikter i Nord-Troms og Finnmark var de som definerte seg som samisktalende sunket med over 90% fra 1930 til 1950. I noen kommuner med flere hundre samer i 1930, var det ikke en eneste som registrerte seg som samisk i 1950.

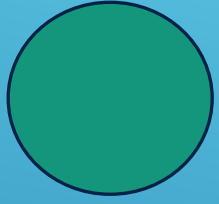
Den samlede virkning av dette er ofte grunnen til at enkelte samer også i dag er blant de som er skeptiske til krav om samiske rettigheter. En så langvarig undertrykkning som den samiske kulturen har vært utsatt for, kan ikke repareres på et par tiår. For å gjenreise sjøsamisk kultur trengs det langvarig arbeid. Heldigvis har den samiske oppvåkningen siden 1970-tallet medført at stadig flere anser seg som samiske, også i kystområdene. Men en gjenreising av den sjøsamiske kulturen kan ikke baseres på personlige holdninger alene.



I den sosialdarwinistiske perioden ble samer og samisk kultur ansett som primitiv. Dette ble understøttet av at den samiske befolkningen hadde sakkert akterut økonomisk. En kunne derfor se et tydelig økonomisk skille mellom samer og nordmenn når det gjaldt boligstandard og materielle forhold. Forskjellsbehandlingen og den åpenbare rasismen medførte at det å være av samisk slekt ble noe mange skammet seg over og forsøkte å skjule.

Evakueringen og brenningen av Finnmark og Nord-Troms under krigen ble også et voldsomt slag mot sjøsamisk kultur. Evakueringen førte





Samediggi

Sami parlament






Income
60.000
Euro

100 000 children
are living in
poor families

85 %
electric
cars

50 square
meter = 20
000 Euro





17846707929945 kr

275 588,- euro pr each citizen

www.nbim.no





3%

Norvēģijā mēs esam vienojušies, ka katru gadu drīkstam izmantot tikai 3% no fonda vērtības. Atlikusī daļa tiek ieguldīta fondā. Tādējādi fonds katru gadu aug un ir domāts nākamās paaudzes nodrošināšanai.



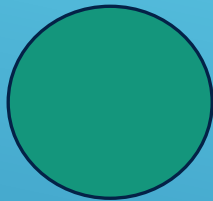


Bua

- BUA works to ensure that children and young people have the opportunity to try a wider and more varied range of activities. Free equipment loan for leisure activities - for everyone!
- BUA is funded by foundations and municipal funds.

www.bua.no





Liberal

Do not feel rich

Not necessary born in Norway

Feel safe

Trust everyone

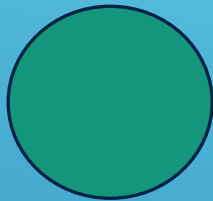
Uzticēties visiem

Liberāls

Nejūtiēties bagāts

**Nav obligāti jābūt dzimušam
Norvēģijā**





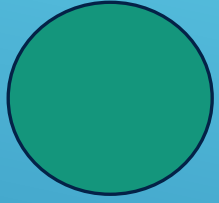
Trust

Municipalities rely on trust when managing significant values on behalf of the community. Trust is built through good practice. Through high quality in services, case handling, and the exercise of authority, municipalities can build a good reputation which also safeguards democratic fundamental values.

Pašvaldības uzticas uzticībai, pārvaldot nozīmīgas vērtības sabiedrības vārdā. Uzticība tiek veidota caur labu praksi. Nodrošinot augstu kvalitāti pakalpojumos, lietu kārtošanā un varas izmantošanā, pašvaldības var veidot labu reputāciju, kas aizsargā arī demokrātiskās pamatvērtības





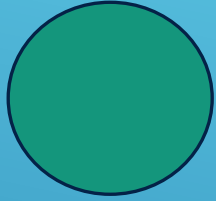


PROTECT YOUR MUNICIPALITY

An anti-corruption handbook

https://www.ks.no/contentassets/adf850f755ca4e7983649433837e46db/ti_kommunehandboka_eng_2016





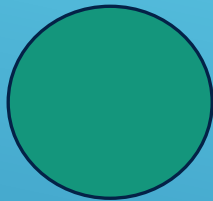
My filosofi teacher
in France told me
25 years ago:

The most important
function of
bureaucracy is to
prevent corruption!

Maybe he was
right?

Mana filozofijas skolotājs
Francijā pirms 25 gadiem
man teica:
Birokrātijas svarīgākā
funkcija ir novērst
korupciju!
Varbūt viņš bija taisnība?

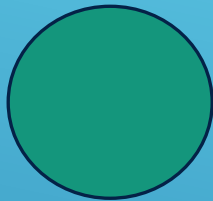




Few things are as damaging to our reputation and trust as abuse of power or corruption.

Dažas lietas ir tik kaitīgas mūsu reputācijai un uzticībai kā varas ļaunprātīga izmantošana vai korupcija.



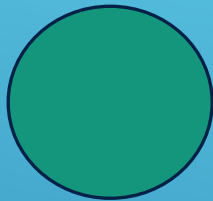


Refleksjon:

Er korrupsjon mer
skadelig i offentlig
sektor enn i det
private næringsliv?

Refleksija:
Vai korupcija ir kaitīgāka
publiskajā sektorā nekā
privātajā
uzņēmējdarbībā?



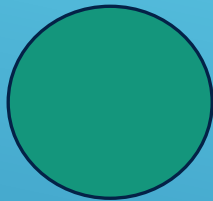


Norwegian Law on Corruption:
To demand, receive, accept, or
offer an undue advantage in
connection with a position,
office, or assignment.

Norvēģijas likums par korupciju:

Pieprasīt, saņemt, pieņemt vai piedāvāt
nepamatotu priekšrocību saistībā ar
amatu, biroju vai uzdevumu.

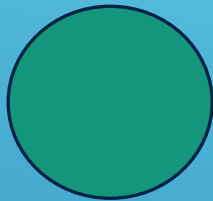




The risk of corruption is associated with several key processes in the municipalities that in various ways affect the role of elected officials, leaders, and employees.

Korupcijas risks ir saistīts ar vairākiem galvenajiem procesiem pašvaldībās, kas dažādos veidos ietekmē ievēlēto amatpersonu, vadītāju un darbinieku lomas.

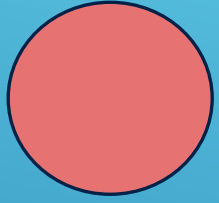


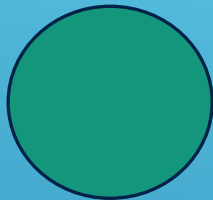


Corporate Governance
Procurement/Innkjøp
Community
Development
Service Provision
Exercise of Authority
Democracy and
Political Processes

Korporatīvā pārvaldība
Iepirkumi
Sabiedrības attīstība
Pakalpojumu sniegšana
Varas izmantošana
Demokrātija un politiskie
procesi







Demokrati og politiske prosesser

Red flags:

- When elected officials are major landowners or run their own businesses in the local community.
- When there is close contact between elected officials and certain special interests.
- When politicians in the municipality are invited on trips or gatherings

Demokrātija un politiskie procesi

Sarkanās karodziņi:

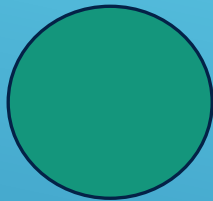
Kad ievēlētās amatpersonas ir lieli zemes īpašnieki vai vada savus uzņēmumus vietējā kopienā.

Kad pastāv ciešs kontakts starp ievēlētajām amatpersonām un noteiktām īpašām interesēm.

Kad pašvaldību politiķi tiek uzaicināti uz ceļojumiem vai sanāksmēm







Exercise of Authority

Red flags:

- When case workers can make significant decisions on their own without consulting colleagues or their immediate supervisor.
- When the content of contacts and meetings between stakeholders and the municipality is not documented and filed.
- When employees with decision-making authority have contact with stakeholders who are dependent on the individual's decisions or recommendations, without involving others.

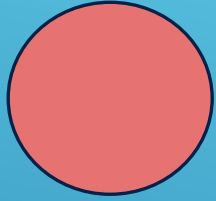
Varas izmantošana

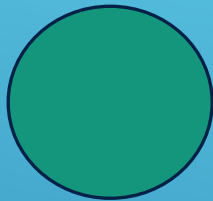
Sarkanās karodziņi:

Kad lietas kārtotāji var pieņemt nozīmīgus lēmumus paši, nekonsultējoties ar kolēģiem vai tiešo vadītāju. Kad kontaktpersonu un sanāksmju saturs starp ieinteresētajām pusēm un pašvaldību nav dokumentēts un reģistrēts.

Kad darbinieki ar lēmumu pieņemšanas pilnvarām ir sazinājušies ar ieinteresētajām pusēm, kas ir atkarīgas no indivīda lēmumiem vai ieteikumiem, neiesaistot citus







Service Provision

Red flags:

- When a manager or employee knows or is friends with the service user or their relatives.
- When you, as an employee, receive offers of benefits from a service user or their relatives.
- When the service is provided directly between the service user and an employee, without the involvement of a colleague.

Pakalpojumu sniegšana

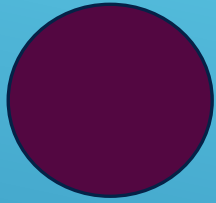
Sarkanās karodziņi:

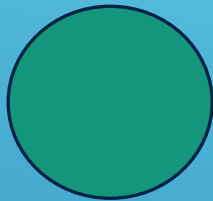
Kad vadītājs vai darbinieks pazīst vai ir draugi ar pakalpojuma lietotāju vai viņu radniekiem.

Kad jūs, būdams darbinieks, saņemat piedāvājumus par labumiem no pakalpojuma lietotāja vai viņu radniekiem.

Kad pakalpojums tiek sniegts tieši starp pakalpojuma lietotāju un darbinieku, neiesaistot kolēģi.







Community Development

Red flags:

- When a business leader or owner offers the municipality generous gifts or contributions to social or cultural initiatives.
- When private parties are allowed to use facilities or buildings that are funded by the municipality.
- When the municipality is to invite resource persons to participate in development workshops and partnerships.
- When private individuals approach the municipality requesting collaboration and assistance to secure business operations and jobs in the municipality.
- When loans and grants from the municipal business fund are to be distributed.

Sabiedrības attīstība

Sarkanās karodziņi:

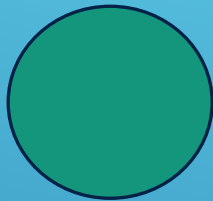
Kad uzņēmumu vadītājs vai īpašnieks piedāvā pašvaldībai dāsnas dāvanas vai ieguldījumus sociālajās vai kultūras iniciatīvās.

Kad privātpersonām ir atļauts izmantot telpas vai ēkas, kuras finansē pašvaldība.

Kad pašvaldībai ir jāaicina resursu personas piedalīties attīstības darbnīcās un partnerībās. Kad privātpersonas vēršas pašvaldībā ar lūgumu sadarboties un palīdzēt nodrošināt uzņēmējdarbības darbību un darbvietas pašvaldībā.

Kad ir jāizdala aizdevumi un dotācijas no pašvaldības uzņēmējdarbības fonda





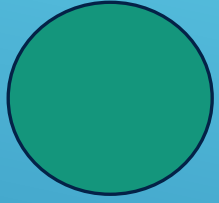
Reflection

- Do we have enough space to give and receive criticism among ourselves?
- Does everyone know where the boundaries are?
- Do we have routines that detect a negative development?
- Do we have a tradition of condemning those who fail - and forget about forgiveness?

Pārdomām:

- vai mums ir pietiekami daudz vietas, lai izteiktu un pieņemtu kritiku?
- vai visi zina, kur ir robežas?
- vai mums ir procedūras, kas atklāj negatīvu attīstību?
- vai mums ir tradīcija nosodīt tos, kas kļūdās - un aizmirst par piedošanu?



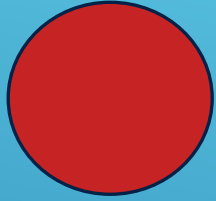


PROTECT YOUR MUNICIPALITY

An anti-corruption handbook

https://www.ks.no/contentassets/adf850f755ca4e7983649433837e46db/ti_kommunehandboka_eng_2016





Municipal Council

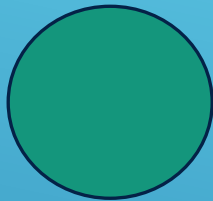
Control Committee

Secretary for the CC

Audits

Chief Executive





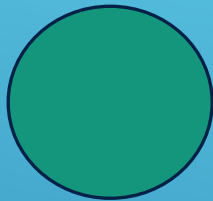
Trust

Citizen participation is about listening to the citizens. It should strengthen trust in local democracy and ensure that the voices of the citizens are heard.

Uzticība

Iedzīvotāju līdzdalība ir par klausīšanos iedzīvotājos. Tas vajadzētu stiprināt uzticību vietējai demokrātijai un nodrošināt, ka iedzīvotāju balsis tiek dzirdētas



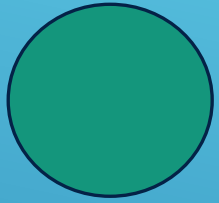


Ir dažas principiālas problēmas sabiedrībā šodien, kuras agrāk neredzējām. Politiskajām partijām ir mazāk locekļu, kas savukārt rada problēmas partiju reprezentatīvē. Cilvēki iesaistās citās jomās, un tāpēc ir svarīgi sastapties ar viņiem šajās jomās

There are some fundamental challenges in society today that we did not see before. The political parties have fewer members, which in turn creates challenges for the parties' representativeness. People engage in other arenas, and it is therefore important to meet them in these arenas.

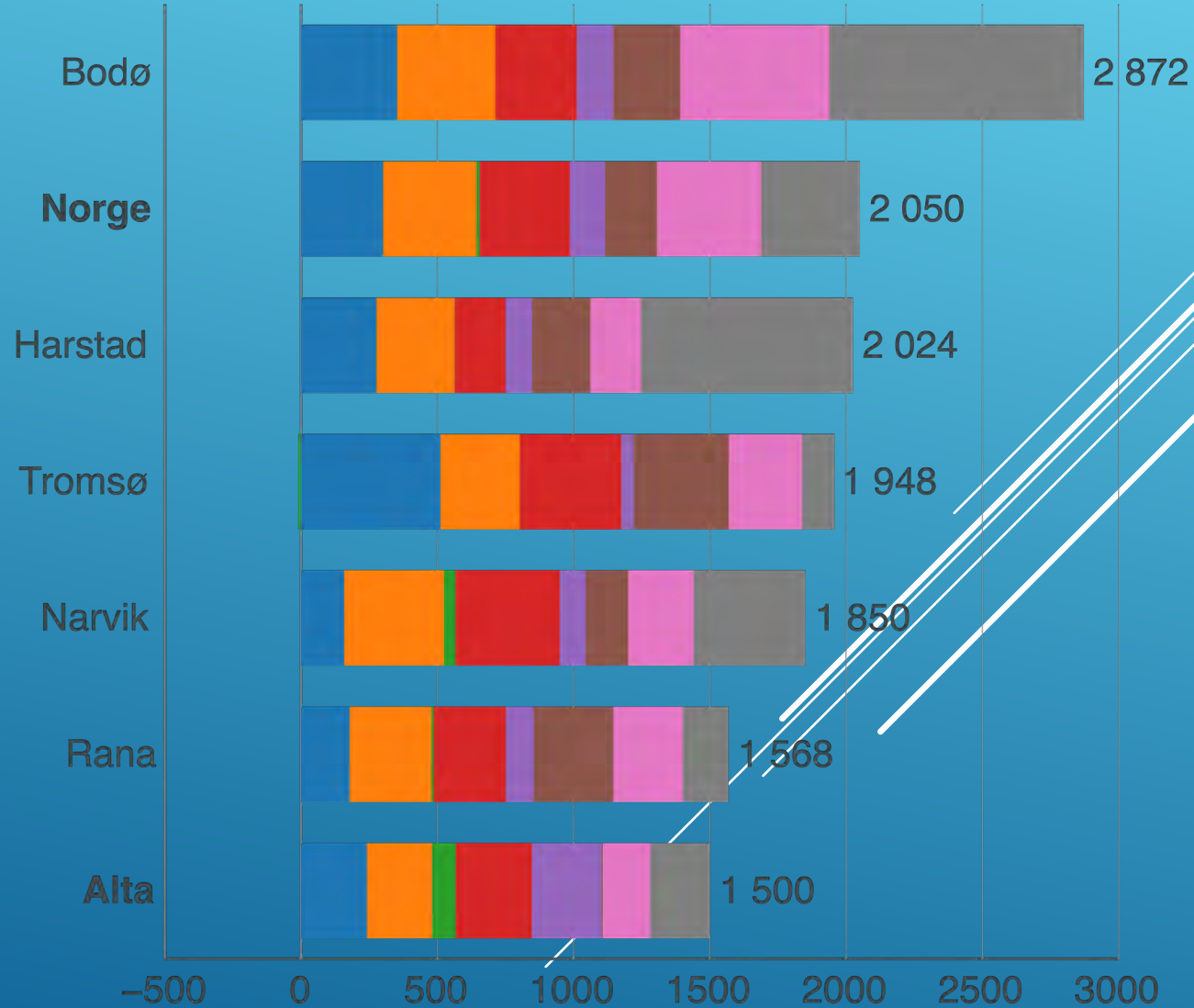
Einar Busterud, major in Hamar for 13 year.

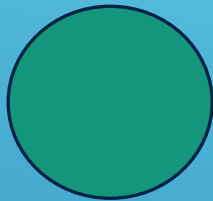




- Aktivitetstilbud barn og unge
- Bibliotek
- Kino
- Musikk og kulturskoler
- Museer
- Kunstformidling
- Kommunale kulturbygg
- Annet

NOK pr habitans
Youth
Library
Cinema
Culture schools
Museum
Galleries
Kultural buildings
Other





Satisfaction

Alta (33)

Bodø (93)

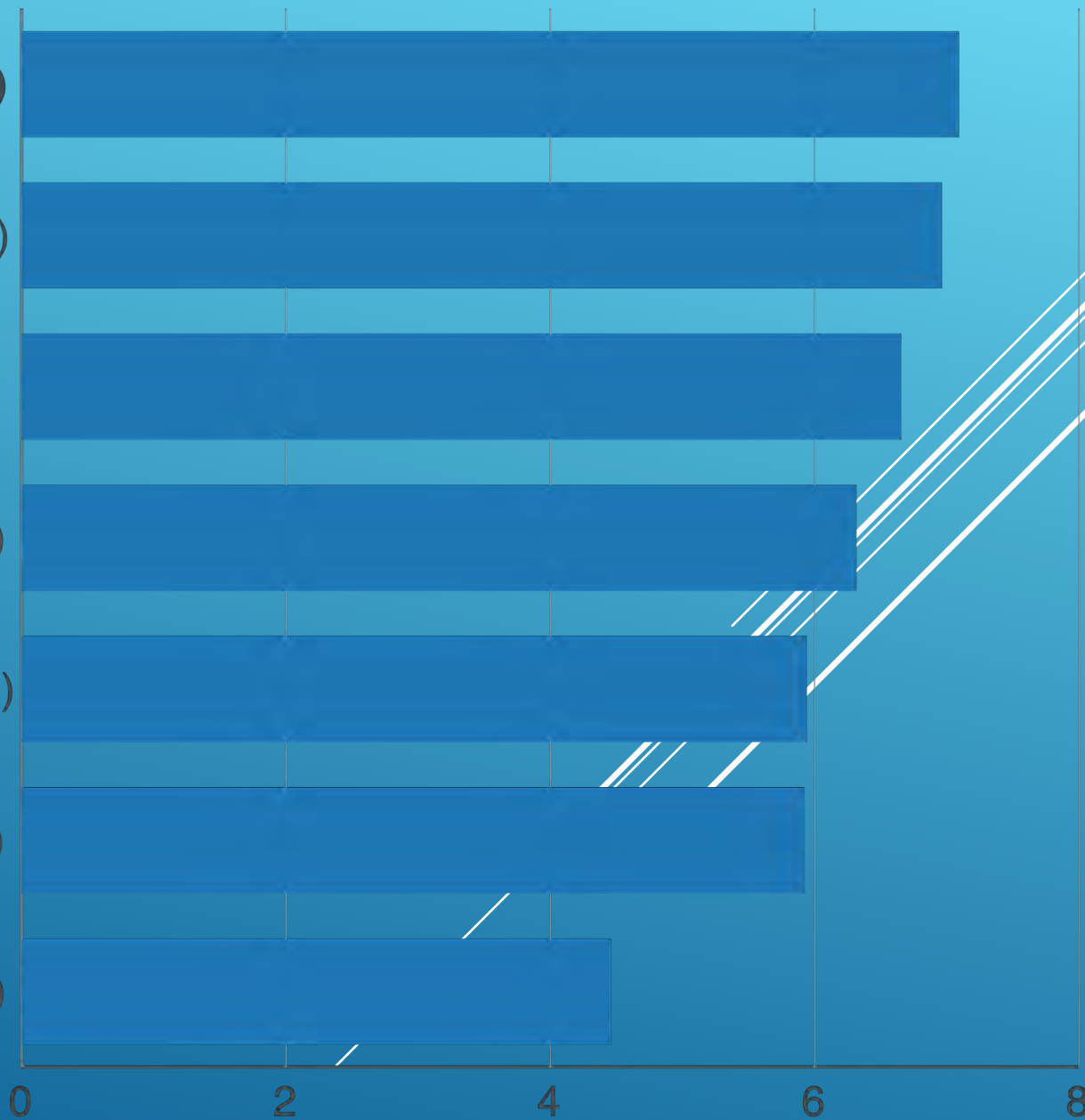
Norge (9912)

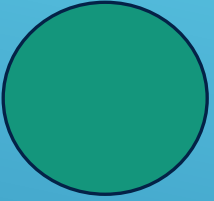
Tromsø (169)

Rana (46)

Harstad (46)

Narvik (29)

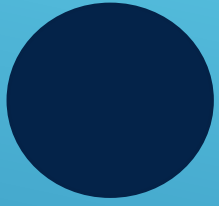




Library - task!

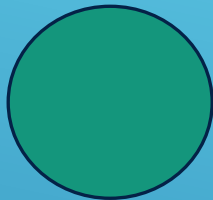
- Public libraries in Norway are an independent meeting place and arena for public conversation and debate.
- promote enlightenment,
- education,
- cultural activities,
- Are providing books and other media free of charge to all residents.

Publiskās bibliotēkas Norvēģijā ir neatkarīga tikšanās vieta un forums sabiedriskai sarunai un debatēm. veicināt izglītošanos, izglītību, kultūras aktivitātes, nodrošina grāmatas un citus medijus bez maksas visiem iedzīvotājiem



Volontaire





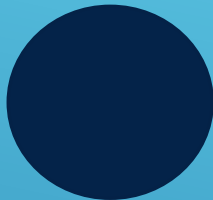
Youth house

- It's not mandated by law, so some municipalities may not have such offerings. Libraries fulfill some of the same functions.
- Youth centers are powerful creative arenas that generate a lot of activity. The target group is usually between 13 and 19 years old. All usage is free, including practice rooms for music, dance, film, gaming, cafe, etc.

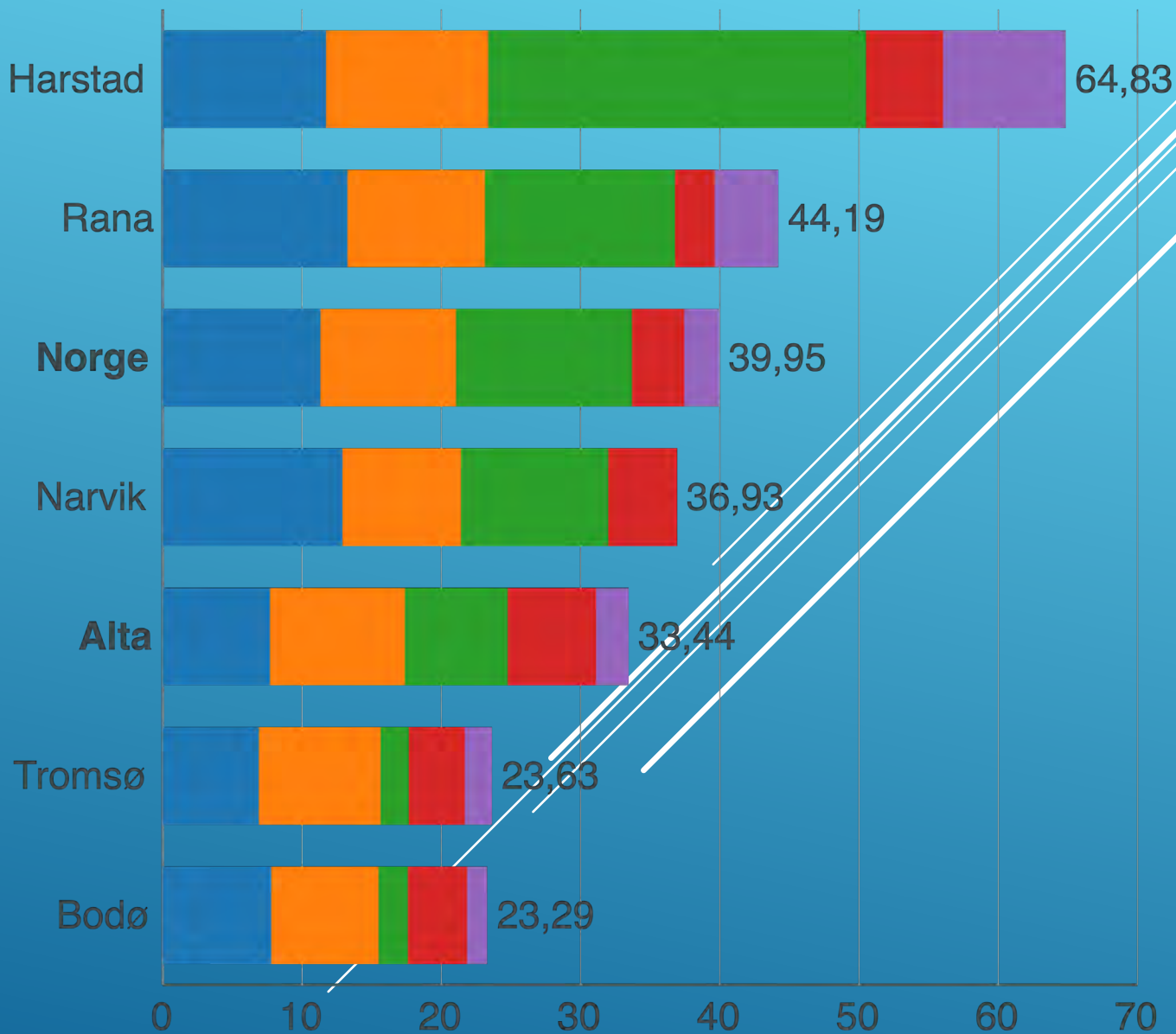
Tas nav likumā noteikts, tāpēc dažām pašvaldībām šādi piedāvājumi var nebūt. Bibliotēkas pilda dažas no tām pašām funkcijām.

Jauniešu centri ir spēcīgas radošas arēnas, kas rada daudz aktivitāšu. Mērķa grupa parasti ir vecumā no 13 līdz 19 gadiem. Visu lietošana ir bez maksas, ieskaitot mēģinājumu telpas mūzikai, dejām, filmām, spēlēm, kafejnīcai utt

www.husetalta

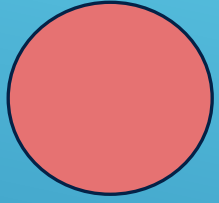


Korps Kor Historielag
Husflidslag Kunstlag

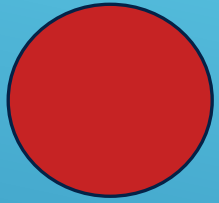


NGOs, volontaire



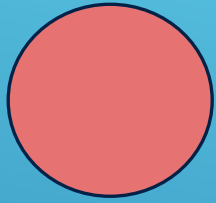


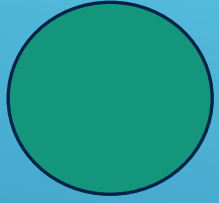


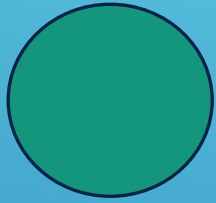


Borealis vinterfestival 2023









Municipality Council

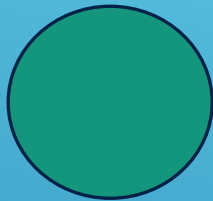
Main committees

Senior Council

Council for People with Disabilities

Council for immigrants





Composition of the Councils

The council consists of 4 politically elected members with deputies, as well as 5 user representatives from pensioner associations or other organizations or associations that are actively involved with the elderly. The majority of the council members should be retirees.

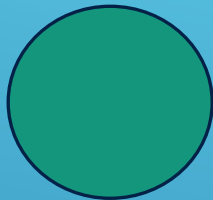
The council members are elected for 4 years, and the election takes place for each electoral period.

Kompozīcija padomēs

Padome sastāv no 4 politiski ievēlātiem locekļiem ar vietniekiem, kā arī 5 lietotāju pārstāvjiem no pensionāru asociācijām vai citām organizācijām vai asociācijām, kas aktīvi iesaistās darbā ar vecāka gadagājuma cilvēkiem. Lielākajai daļai padomes locekļu jābūt pensionāriem.

Padomes locekļi tiek ievēlēti uz 4 gadiem, un vēlēšanas notiek katrā vēlēšanu periodā.





Youth Council

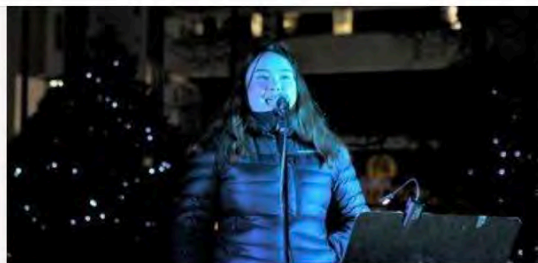


POLITIKK

Vi har deltatt på Ungdommens fylkeesting

Leder i Alta ungdomsråd Johann Magnusson og rådsmedlem Carmen Linea Søvik Rødberg deltok i begynnelsen av november på Troms og Finnmark Ungdommens fylkeesting som representanter fra Alta ungdomsråd. [Les mer](#)

Ungdomsrådet
22 Nov 2022



Andrea Pedersen fra Ungdomsrådet holdt appell under 8 mars arrangementet

Andrea Pedersen fra Ungdomsrådet holdt appell under 8 mars arrangementet. [Les mer](#)

Ungdomsrådet
09 Mar 2022



POLITIKK

Nytt ungdomsråd

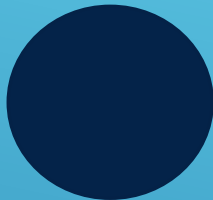
Onsdag 4 februar møttes det nye ungdomsrådet til sitt første møte. [Les mer](#)

Ungdomsrådet
07 Feb 2022



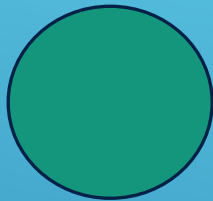
Ønsker flere med i ungdomsrådet





Flerbruk

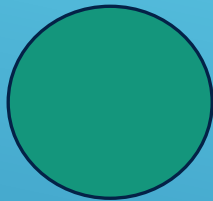




People don't bite.

Einar Busterud, Mayor in Hamar municipality

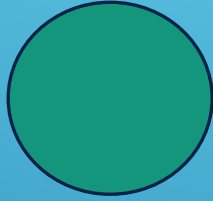




Citizen participation is important for legitimizing issues, especially those that are meant to last over time, says the Mayor of Lebesby Municipality. She has recently organized several town hall meetings in connection with the new municipal plan.

Stine Akselsen, Major in Lebesby municipality.

iedzīvotāju līdzdalība ir svarīga, lai leģitimizētu jautājumus, it īpaši tos, kas ir domāti ilgtermiņa pastāvēšanai, saka Lebesbjas pašvaldības mērs. Viņa nesen ir organizējusi vairākas pilsētas sapulces saistībā ar jauno pašvaldības plānu. Stīna Akselsena, Lebesbjas pašvaldības mērs



Idea meeting about the future of Oslo. We invited to an online meeting using Facebook's live video feature. An SMS was sent out in advance to all citizens over 16 years of age with a link to the draft plan. The draft municipal plan was downloaded 13,000 times, and the website was viewed by 140,000 citizens. The Facebook meeting lasted two hours, and the online idea meeting resulted in 250 inputs and new ideas.

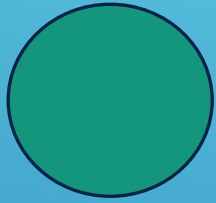
Oslo municipality

Ideju tikšanās par Oslo nākotni. Mēs aicinājām uz tiešsaistes tikšanos, izmantojot Facebook tiešraides video funkciju. Iepriekš visiem pilsoņiem, kas vecāki par 16 gadiem, tika nosūtīts SMS ar saiti uz plāna projektu. Plāna projekts tika lejupielādēts 13 000 reižu, un vietni apskatīja 140 000 iedzīvotāju. Facebook tikšanās ilga divas stundas, un tiešsaistes ideju tikšanās rezultātā tika saņemti 250 ieteikumi un jaunas idejas.

Oslo pašvaldība







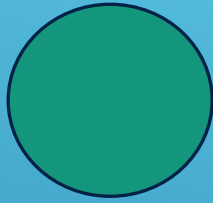
Step 1

Every class
Youth House
Student councils

Step 2

Idea meeting (led by an architect)
Student councils from elementary school,
middle school, high school.
Youth council
Employees from Alta municipality





Step 3

2,5 millioner til ny aktivitetspark

Publisert 20. mai 2022 , Oppdatert 20. mai 2022

Sparebanken 1 Nord-Norge trør til via Samfunnsløftet.

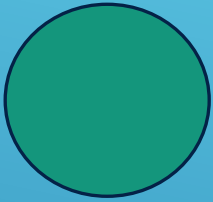
Midt mellom ungdomsskolen, Huset, videregående og Altas idrettshaller planlegges det aktivitetspark for 30 millioner kroner. Denne uken delte Sparebank 1 Nord-Norge ut 2,5 millioner kroner fra Samfunnsløftet til parken.

Tidligere i år søkte Alta kommune, sammen med foreningen Alta snø/sommer, om støtte fra Samfunnsløftet. Og søknaden ble innvilget. – Samfunnsløftet skal gå til allmennyttige formål og dette prosjektet er i aller høyeste grad det. Søknaden i seg selv var også et veldig godt stykke arbeid, de har en bra finansieringsplan og det er gjort et godt arbeid med prosjektet, som også er realiserbart. Det er positivt at prosjektet favner om barn og unge, som kanskje ikke har annet tilbud. Beliggenheten, mellom skolene og nært Finnmarkshallen, er veldig bra. Vi ser for oss at dette kan bli en møteplass for mange, sier banksjef i Sparebank 1 Sølvi Jonas de Jong.

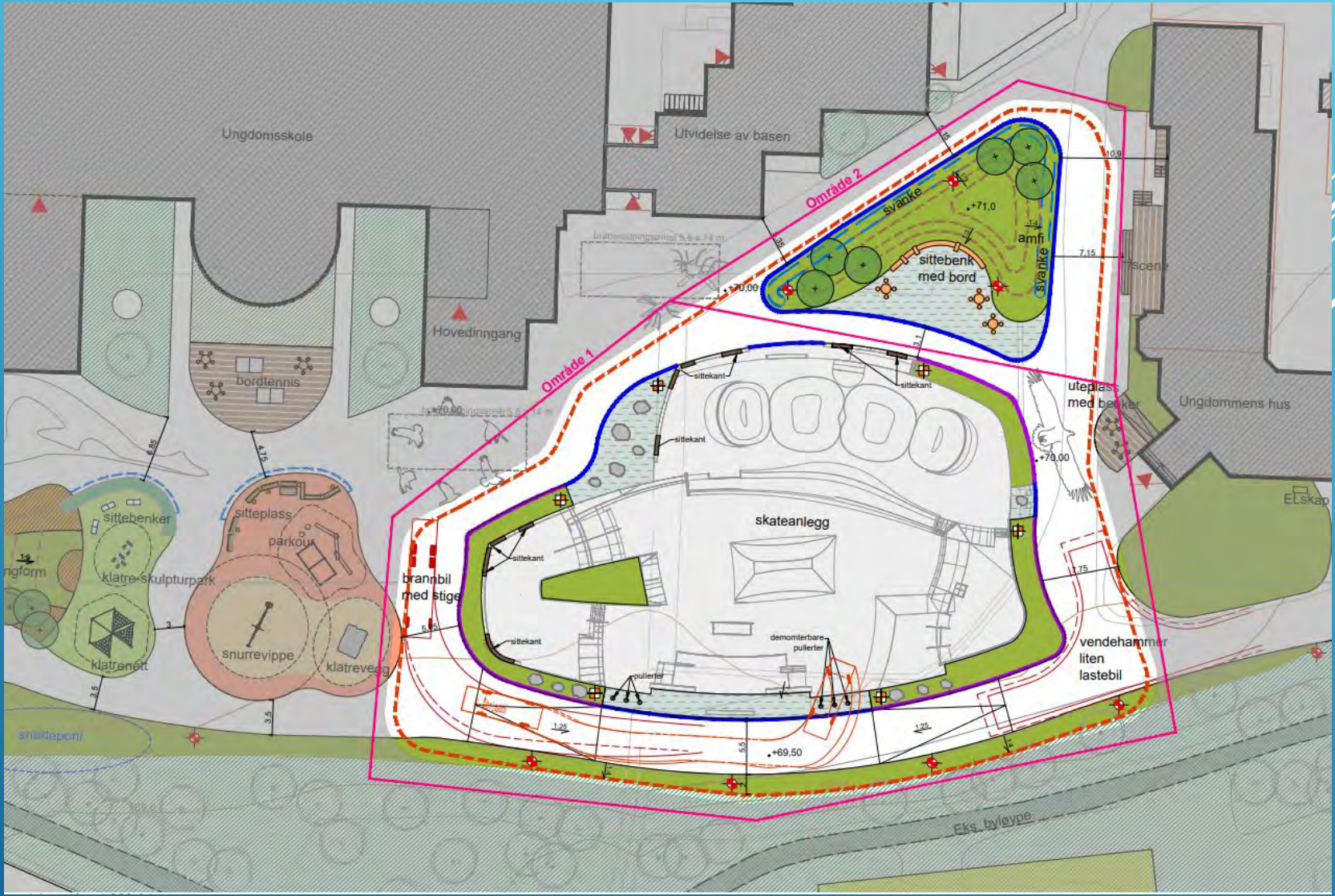


Sparebanken Nord-Norge ved banksjef Sølvi Jonas De Jong og teamleder for regnskapshuset Inger Helene Utsi overrekker 2,5 millioner kroner til ordfører Monica Nielsen og leder for Park og idrett Per-Erik Bjørnstad





Step 3



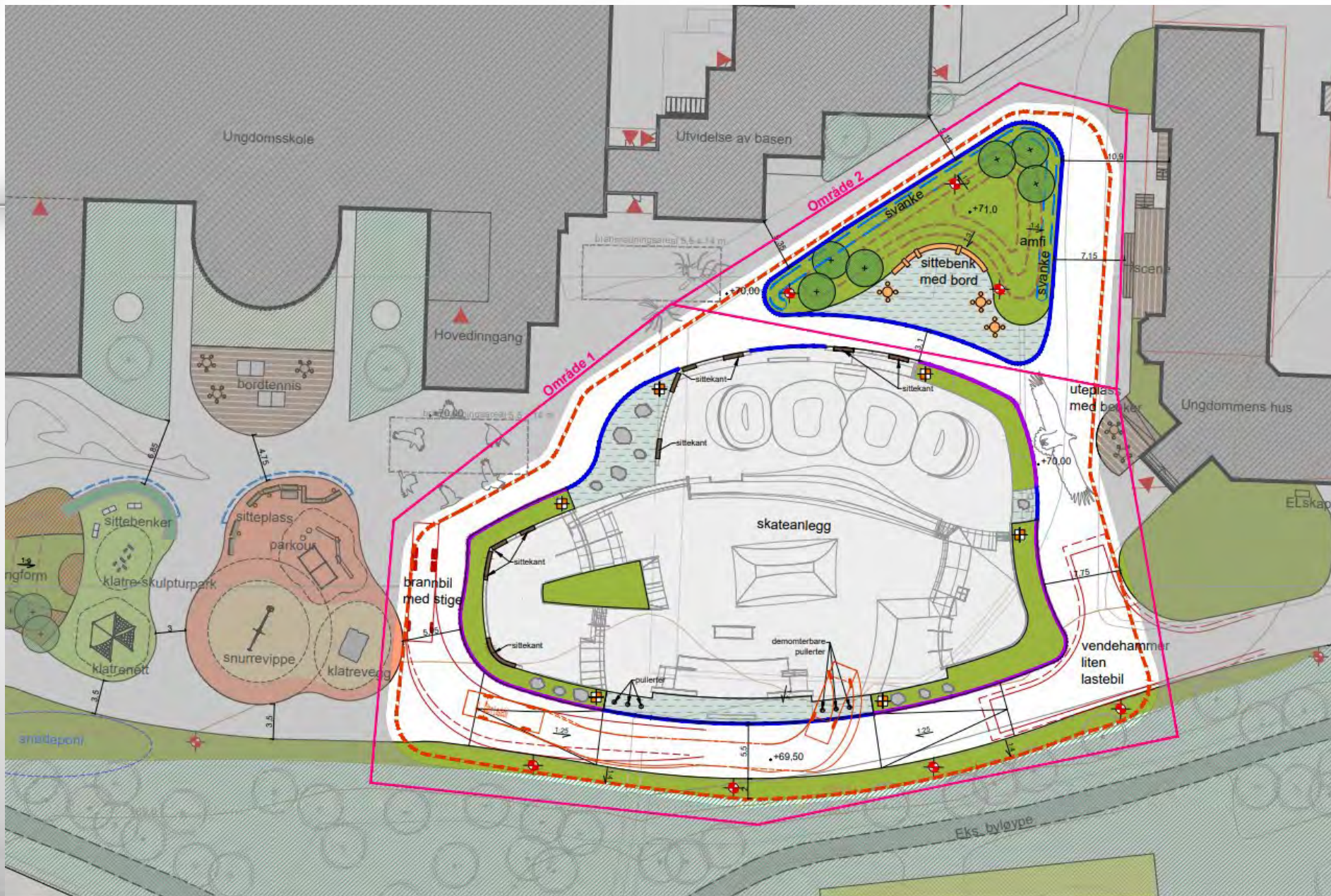


Orientering om prosjektet
Alta aktivitetspark
23.03.2023

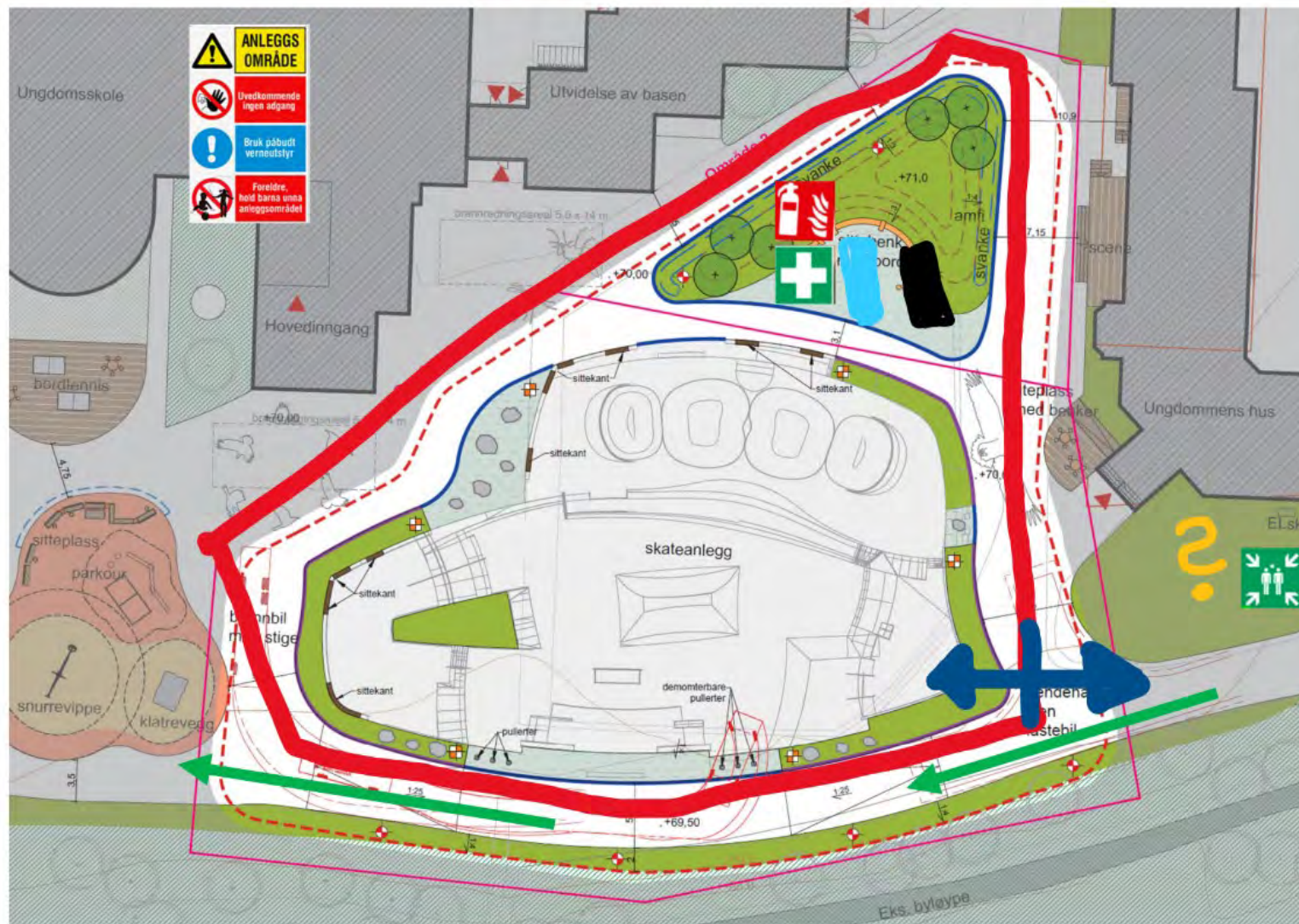
Risten Hætta v/Bygg- og eiendomsutvikling
Kenneth Waggesta-Stoa og Jeremy Donaldson v/Curve studio
Anna Andreassen Utkilen v/ Miljø, Park og Idrett

Alta aktivitetspark – Byggetrinn 1

- Planleggingen er påbegynt.
- Skate/ Rullepark – Ca 1350 m2. Utformet slik at både barn, unge og proffe skatere skal kunne bruke anlegget.
- Sparkesykkel, BMX sykkel, skateboard, rullesko etc.
- Liten parkdel på Nordsiden. Skal brukes til forestillinger, samlingspunkt, kunst med mer.
- Ringvirkninger:
 - Positivt påvirkning av psykososiale miljø i skolehverdagen
 - Positivt for elevenes læring
 - Uorganiserte treningstilbud
 - Gratis for alle
 - Nærmiljø tilbud for barn i alle aldre
 - Skateklubben får ett godt og trygt anlegg å trene på



Utkast Riggplan 23.03.2023 Trinn 1. Park og Anlegg



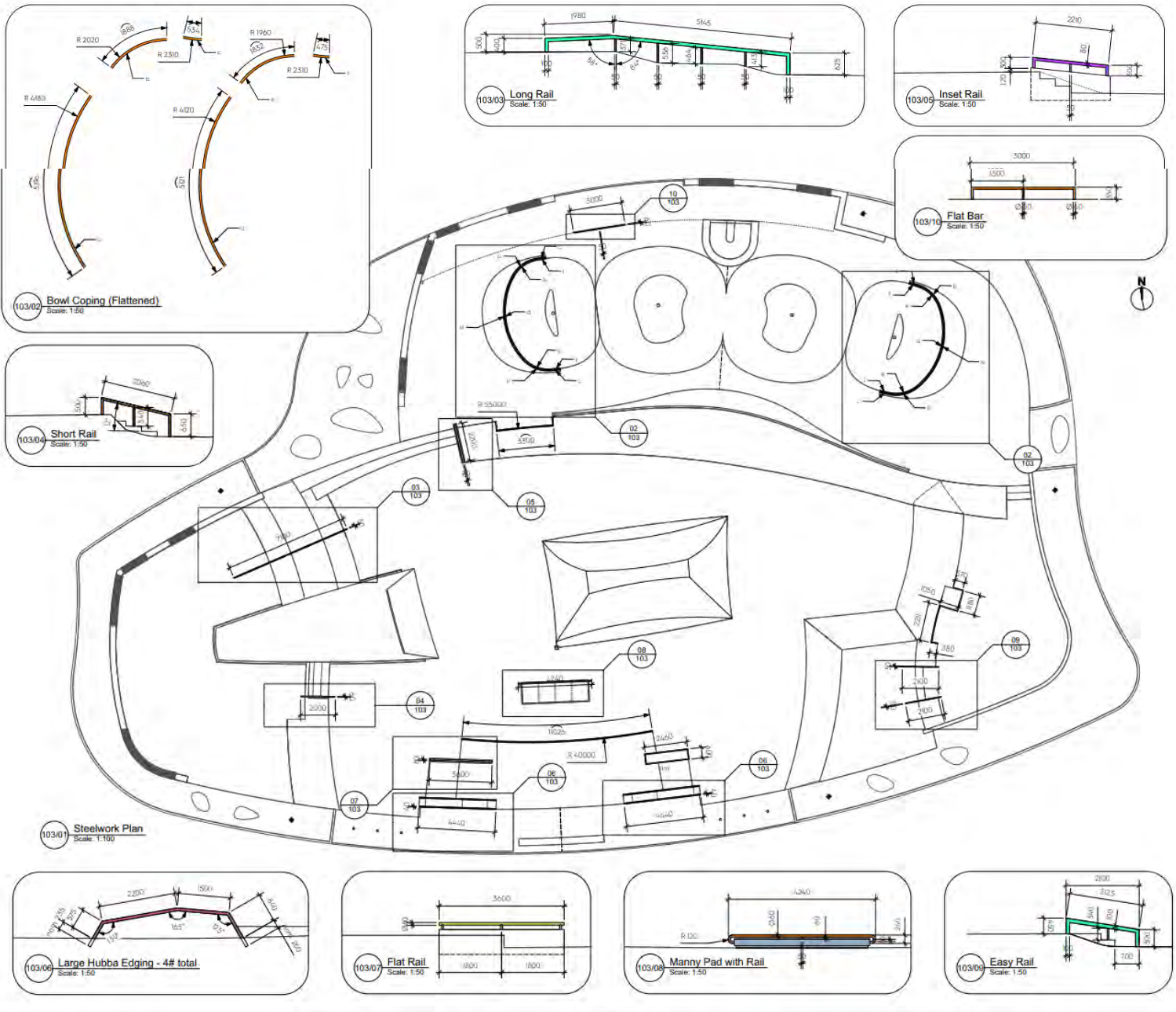
Riggområde for lagring, brakker, kontainere. **Kaffebrakke i lys blått.** **Kontainer i sort**

Det blir behov for noe justeringer når prosjektet går i gang, justerer da også riggplan.




Curve Studio





Fremdriftsplan	
<i>Formannskap – Orientering</i>	<i>8.februar</i>
Kommunestyrevedtak	21.Februar
Kontraktsinngåelse - Entreprenør	Ultimo februar
Oppstart prosjektering	Primo Mars
Grunnarbeider	Mars.
Betongarbeider	Mai-Juni
Grøntanlegg	Juni-Juli
Ferdigstillelse	Juli



Byggetrinn 2

Miljø, park og idrett



Byggetrinn 2



Byggetrinn 2

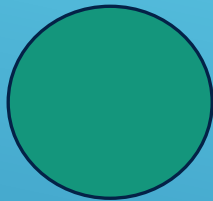


Byggetrinn 2



Byggetrinn 3?





Imagine a situation where the municipality is to prepare a zoning plan for a specific area. How would you proceed to ensure that the residents are heard?

Are there any individuals or groups in the local community who are particularly important to reach? Who are they, and how can you get in touch with them?

Do you have the resources and time to run such processes?

Do your municipality have a strategy for citizen participation?

Iedomājieties situāciju, kad pašvaldībai ir jā sagatavo detālplānojums konkrētai teritorijai. Kā jūs rīkotosies, lai nodrošinātu, ka iedzīvotāji tiek sadzirdēti?

Vai vietējā kopienā ir kādi konkrēti indivīdi vai grupas, kuriem ir īpaši svarīgi nodrošināt iespēju izteikties? Kas tie ir un kā ar viņiem sazināties?

Vai jums ir pietiekami resursi un laiks, lai veiktu šādus procesus?

Vai jūsu pašvaldībai ir iedzīvotāju līdzdalības stratēģija?





Who is an Norwegian?

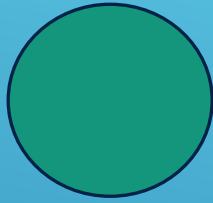


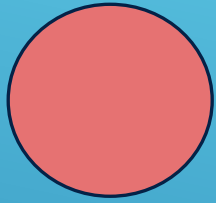


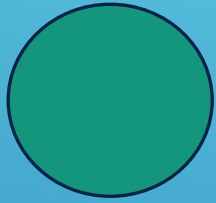
PROTECT YOUR MUNICIPALITY

An anti-corruption handbook









Municipality Council

Main committees

Senior Council

Council for People with Disabilities

Council for immigrants





