



THE CITIZENS ASSEMBLY FOR NORWAYS FUTURE

– a voice from the citizens

A NATIONAL CITIZENS ASSEMBLY / MAY 2025

Norway is one of the richest countries in the world. How can we use our wealth to benefit the world, ourselves and future generations?

This is a translation of the original report in Norway.

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WHAT IS A CITIZENS ASSEMBLY?

A citizens' assembly is a group of ordinary people brought together to learn, deliberate, and provide collective input on important societal issues or political decisions. The goal is to highlight the views and perspectives of a broad and representative cross-section of the population – not just experts, politicians, or interest groups.





Reader's Guide

Dear reader

Between January and May 2025 56 citizens from all over the country in Norway's first national citizens assembly commissioned by civil society organizations. They gathered across differences to agree on concrete advice on how Norway can use its wealth for the good of the world, ourselves and future generations.

The Citizens Assembly for Norway's Future (Future Assembly) was initiated by seven civil society organizations that have committed to accepting the recommendations. They have also committed themselves to working to ensure that the recommendations are disseminated to decision-makers and to assess how they themselves should put them into use. The seven civil society organizations are Save the Children, Norwegian Church Aid, LNU - The Norwegian Children and Youth Council, Caritas, WWF World Nature Fund, Langsikt - the think tank for long-term policy, and the Future in our hands.

You are now reading the recommendations made by the members of the Future Assembly. Despite their different perspectives, the recommendations have broad support from assembly members and show a clear direction for how Norway should use its wealth.

The 56 members are a diverse sample of the Norwegian population selected to reflect a cross-section of the public with respect to geography, age, level of education, gender and political position. The recommendations reflect what a broadly composed group of citizens in Norway think about our common wealth. This report is the result of the citizens' experiences, learning, reflections and deliberative conversations. It has been prepared by the assembly members in collaboration with the secretariat from SoCentral and We Do Democracy.

The texts throughout this report in italics are statements from members of the assembly.

The report is divided into three parts:

1. Recommendations written by the members of the assembly
2. Description of the process, working methods and organization
3. Statements from the Future Assembly's various bodies

Image credit

Regine:LNU - page 9, 41, 57

Signe Luksengard/Pudder - page 3, 4, 7, 19, 23, 29, 35, 37, 45, 47, 53, 58

Seth Kane- page 1

We have seen how much we can learn from each other – and how much better ideas become when they are met with resistance.

”

Mission and mandate

Norway is one of the world's richest countries. At the same time, the world has several major problems, such as climate change, loss of nature, war and poverty.

The choices we make today are important for both us and future generations. But what options do we have and what do we want Norway to do?

The Future Assembly learned, discussed and worked its way to produce recommendations to answer this over several meetings. The assembly should think long-term, and ensure that those who are young today, and those who come after us, are taken into account.

The goal of the assembly is

- to provide increased knowledge about Norway's wealth and the problems we face
- create recommendations on how we can use our wealth to the benefit of the world, ourselves and future generations?
- start an open and knowledge-based national conversation about the recommendations
- to be a contribution to the further development of democracy

The commissioning bodies, Save the Children, Norwegian Church Aid, The Norwegian Children and Youth Council (LNU), Caritas, WWF World Nature Fund, Langsikt - centre for long term policy, and Framtiden i våre hender, asked the citizens' assembly to answer the following remit:

Norway is one of the world's richest countries. How can we use our wealth to the benefit of the world, ourselves and future generations?

- Which considerations and values should guide our choices?
- Which problems in the world do Norway have particularly good reasons to help solve?
- How should the Oil Fund be used now and in the future?

The Future Assembly has followed the OECD's guidelines for citizens' assemblies, which support a good and fair process.

The commission bodies have set the remit for the assembly, but had no influence on how the assembly was run, what knowledge was presented or the recommendations. This is to ensure that the results are credible and independent.

The commissioners undertake to receive the recommendations at the conclusion of the Future assembly and to respond to them in writing within 1 month.

The commissioners further undertake to:

- participate in an open event for assembly members and other interested parties, where the recommendations are presented and the commissioners give their feedback
- plan and organize at least three events where the recommendations are presented and discussed in the period May-October 2025
- create an event around the recommendations at Arendal Week in 2025
- present the recommendations in at least one seminar at the Parliament in 2025
- work for press coverage of the Future assembly's recommendations in 2025
- publish the Future Assembly's (unedited) recommendations on its own websites, possibly including the organization's assessment, within 2 months from the time when the recommendations are ready
- give an overall assessment after 12 months of how the recommendations have been used and what they have led to

The commissioners are not obliged to, nor do they have the authority to politically adopt the recommendations.



Introduction from the members of the Future assembly

We who write this report are ordinary people - we are teachers, students, pensioners, parents of young children, students and employees in both the private and public sector. We live in cities, towns and villages, from north to south and east to west. We have different backgrounds, experiences and opinions - and precisely that has been our strength.

When we were invited to join the Future Assembly, we didn't really know what we were agreeing to. But we became curious - and eventually curiosity turned into commitment. We heard from experts, discussed in groups, asked questions, were challenged - and not least; we listened. Throughout the process, we have had good support from a secretariat who has facilitated open, safe and inclusive conversations. It enabled us to contribute, even when the topics were complex.

Many of us have experienced this as one of the most meaningful things we have been part of. We have learned a lot - not only about the Oil Fund, global challenges, sustainability and the economy, but also about how other people think. We have become wiser, not only about the case, but also about each other.

I thought I came here to speak my mind. But I ended up listening a lot more than I talked. And I have never learned so much from other people before.

This has been democracy in practice. A reminder that we are not just citizens - we are also co-creators of

the future. We hope more people will have the opportunity to participate in similar processes. Because this has been educational. It has worked.

We want our recommendations to initiate a larger, broader and more inclusive conversation

We did not create this report to be put in a drawer. It is the result of many conversations, analyzes and reflections - and it has been written with a sincere desire to be used. And because we believe it can make a difference.

We don't have all the answers, but we've done our best to gather knowledge and insight, and then formulate some clear recommendations. It is an honest attempt to point out a direction we think Norway should go in - based on what we have learned, discussed and thought together. We want to create engagement, and for the report to challenge, inspire and create broad public conversation.

We hope our recommendations can help start - or continue - a conversation that is too important to be left to a few decision-makers. This is a conversation in which the whole nation should participate in.

What kind of Norway do we want to be in the world? And what kind of future do we want to create for our children and future generations? These are questions that concern us all. Now is the time to talk together - and act.

Members

Julius Alexander Bretteville
Frans Brockmeier
Jimmy Rådberg-Myrén
Karin Rydevik
Sigrid Dehli Jensrud
Silje Riseng
Anastasija Semyonova
Anastasia Minakova
Jonas Krogh
Per Røiem
Line Forsland
Bente Aasli
Agnete Tellefsen
Trine Stenmyren
Tom Erik Hovde
Jørn Harry Engen
Paulina Strand
Qiong Yao Xu
Anne Nielssen Stenmark

Kjell Moland
Vilde Ekrene Drægri
Maya Kittelsen Mostue Gray
Camilla Listøen Lerberg
Ole-Christian Carlsen
Thomas Berg Larsen
Jon Åsen Knudtsøn
Sunniva Hiim Foss
Edd Meby
Morten Malde
Håkon Stigen
Joshua Sarvig Can
John Christopher Moen
Torunn Vindslund
Lilly Bull Morild
Maria Prestegård
John Morten Kvammen
Tommy Schjønningens
Svein Dyrøy

Merethe Andersen
Margot Bygnes
Linda Hansen
Veronica Standal
Gard-Elias Bredesen Brandsøy
Lise Connelly
Erik Aleksander Forsmark
Lill Synnøve Ludvigsen
Petra Aursand
Edvard Stølan
Kjersti Eggen Skaufel
Ragnhild Nygård
William Åkerøy
Trond Kristensen
Vilde Mari Haugbakken
Bjørnar Hansen
Elvina Kobro Hammer
Eva Erdal Hammari



FRAMTIDSPANELET

1 OUR RECOMMENDATIONS

“As a young person, it can feel as if you have nothing to say. But here I have actually been able to help influence. It gives hope.”

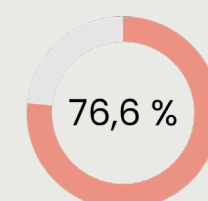
Our recommendations

As members of the panel, we have all contributed to shaping the recommendations. At the final session, we voted on all the proposals that had been developed. The 19 proposals that received more than 75 percent support are our recommendations. For each recommendation, the percentage of support is shown.

Proposals with less than 75 percent support are listed on page 26.

We have grouped the recommendations in five themes:

1. The Oil Fund – the people’s fund – a shared responsibility
2. Strengthen democracy, trust, and critical thinking
3. Show solidarity, take global responsibility, and promote cooperation
4. Prioritize sustainable development
5. A stronger Norway



Shows the percentage of support for each individual recommendation after a vote among the members.

Quotes from members

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What kind of Norway do we want to be?

We who have been part of the Future Assembly have listened to professionals, stakeholders and experts and discussed what we have learned, over several days. What kind of country do we want Norway to be in the future? How should we use what we have – wealth, knowledge and opportunities – for the good of ourselves, the world and those who come after us?

We agree on one thing: Norway has a responsibility. We want to be a country that makes wise and fair choices, and that takes care of both people and nature.

The Future Assembly envisages a society where Norway, as one of the world's richest nations, manages its wealth with a long-term perspective, responsibility and justice - for the good of both present and future generations. We want to use Norway's shared resources in a way that both promotes security and quality of life, and that contributes to sustainable development both nationally and globally.

We envision a future Norway that:

- Takes care of nature and the climate - and leads the way in the fight against climate change
- Uses the oil money in a way that makes the world better - not just richer
- Strengthens democracy and allows more people to take part in decision making
- Builds a safe and inclusive society for everyone – regardless of background, age or place of residence
- Politicians who think long-term, not just about the next election, but about the next generation, and the generations after that

If our recommendations are taken seriously, we hope Norway will become a country that others can look up to - and be proud to live in.

Which values guide our choices?

When making recommendations for how Norway should develop further, one must also ask the question: What values should we govern by? What is most important to us?

We had many discussions about this, and even though we are different – in age, geography, experiences and background – we have managed to find some common values.

Values such as community, cooperation and respect for other people have been central to the assembly's discussions. We have also reflected on the necessity for future generations to have the same opportunities that we have had, and this created a deeper understanding that resources cannot be managed solely based on financial gain, but with a clear ethical framework.

Democracy and trust: Trust is the glue in Norwegian society. We believe

politicians must speak clearly and be open with us. We want a society where people have influence, and where all are listened to – not just those who shout loudest.

Global responsibility and solidarity: We live in a rich country - and that comes with obligations. We think Norway must use its influence and money to contribute to the world. It is simply the decent thing to do.

Knowledge and transparency: We believe in the value of learning. Of asking questions. By using research and experience, and not just gut feelings. It must be easier for people to understand what is happening in society, and how they can help influence it.

Respect for nature and the future: We have lived well because of natural resources. Now we have to live well with nature. It is about taking responsibility for ensuring that the Earth is also a good place to live for those who come after us.

Security, human dignity and community: Everyone should be able to feel safe - both financially, socially and physically. A good society is a society where people take care of each other, and where everyone gets a chance - regardless of who you are and where you come from.

A brave conversation

During the work, we have come across many difficult questions. And, in the limited time we had, we have not found clear answers to some of them. But that doesn't mean we should keep quiet about them - quite the opposite. We must dare to talk about what is difficult. That's what we mean by a brave conversation.

Some of the questions we have discussed are:

- Should we use the oil money to get the highest possible return - or to contribute to a better world?
- Should we be cautious, or should we be brave?
- What do we do when what is right is not necessarily the most profitable?
- What is our responsibility – and what should we leave to future generations?

We have disagreed about a lot. But we have listened to each other. We have moved, adjusted our views, challenged assumptions and learned - and brought out collective knowledge. It has been demanding, but also meaningful and rewarding.

We believe that politicians also should dare to take part in this brave conversation. Not behind closed doors, but together with the citizens. Across party lines, age groups and places. That's how we can make wise decisions - together.

RECOMMENDATIONS

Theme 1: The Oil Fund - the people's fund, shared responsibility

The Oil Fund is large. It is a symbol of Norway's wealth - and of our responsibility. It represents money saved up over many decades, and is jointly owned by all of us. Precisely for this reason, the people's voice should also be included when we discuss how it should be used.

In the Future Assembly, we have talked a lot about how the fund can be managed in a way that both takes care of future generations and contributes to solutions to today's major challenges. Many people in Norway have a distant relationship with the Fund - we hear about it in the news, but may not fully understand what it means. We believe it is important that more people get an insight - and have their say. Because this is not just about money. It's about values. About what we want to stand for as a country.

We believe it is time to rethink the Oil Fund. Not as something that should primarily grow as much as possible - but as something that should make the most use possible. We want the fund to be used in a way that:

- Is ethical and sustainable
- Contributes to global justice
- Strengthens Norway's role as a responsible country
- Withstands the test of time - and passes something good on to future generations

Should the aim of the fund be only growth, or should it be useful? Several of us believe that the investments must be more ethically based, even if it gives a lower return in the short term. The most important thing is what the money actually contributes to the world.

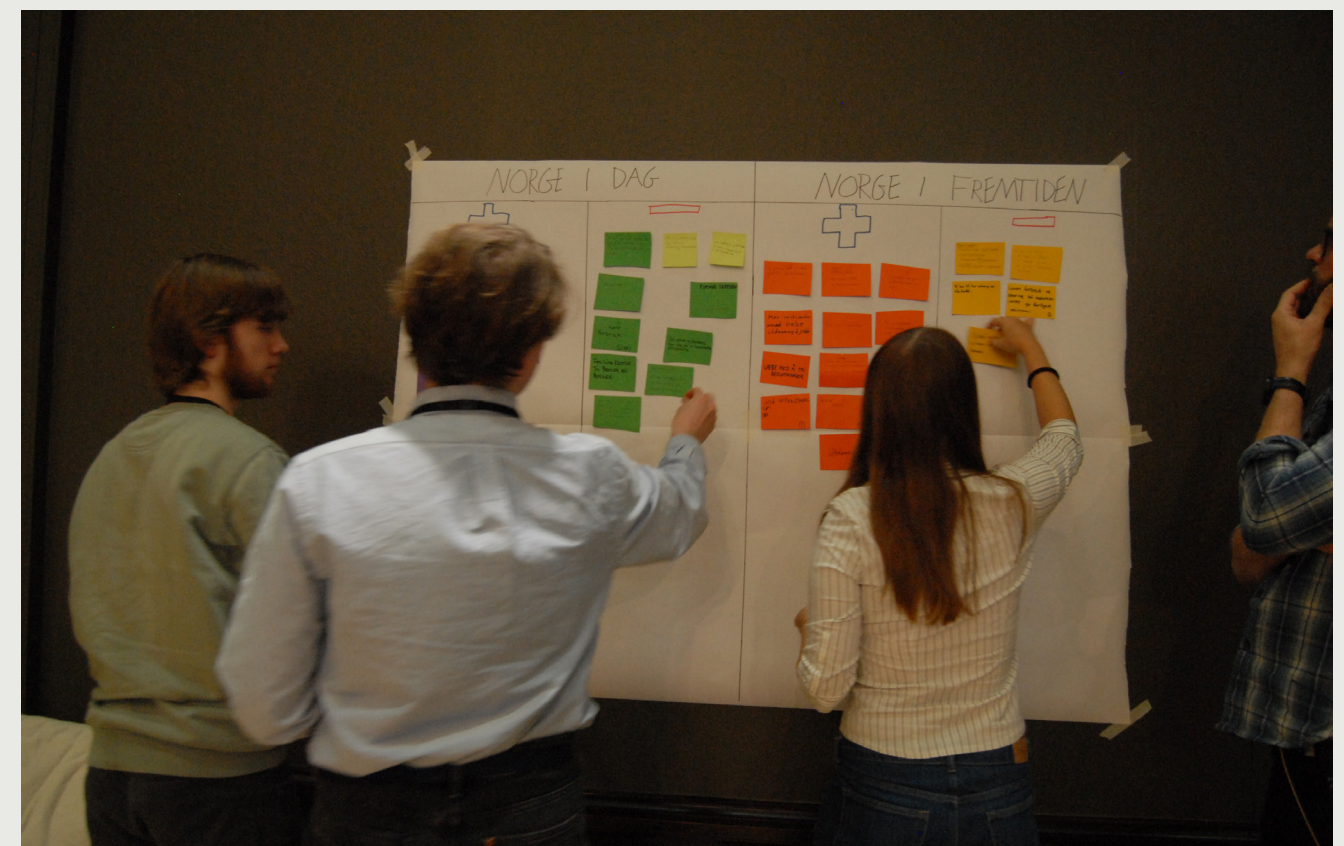
The world is facing major challenges, and Norway has a responsibility to contribute - also internationally. The Oil Fund has the potential to play a far more important role in the work for a sustainable future, including through support for funds such as Norfund, investments in prevention for children and young people, and measures that promote stability in vulnerable areas. At the same time, we believe that stricter ethical requirements should be imposed on the companies the fund invests in, and how the companies exercise their social responsibility.

This has raised several important questions:

- Should we use more of the fund for investments in poor countries, and how do we ensure that it has a real effect?
- Should we tolerate lower returns in order to do more good - and who decides where the line is drawn?
- And not least: Should the fund be the world's best piggy bank - or the world's most important tool for change?

These are not simple questions. But we believe they must be asked - and we believe people must be allowed to help answer. We therefore want clearer guidelines for how the fund can be used to strengthen areas such as education, health and infrastructure - both in Norway and globally. And we question whether the current 3% rule provides the stability and predictability needed to meet the challenges of the future.

The Oil Fund is the people's fund. It must also be used in a way that benefits the community - here at home and in the world. Both now and in the future.



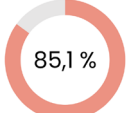
Is it right to invest in companies that contribute to harm? And why does the fund continue to invest in, for example, weapons and companies with bad ethics? This has raised questions about how clear and binding the guidelines really are.

Theme 1: The Oil Fund - the people's fund, shared responsibility

1. The Parliament should draw up new guidelines that earmark what the return from the Oil Fund should be used for in the national budget

Clear guidelines should be established for how the return (rule of action) from the Oil Fund that is included in the state budget is to be used. These funds should be earmarked for measures that benefit both the population and future generations. This will contribute to more long-term management of the fund.

These revenues should be earmarked for fundamental social structures such as education, health, infrastructure, entrepreneurship, innovation, research and renewable energy, which are crucial for the country's long-term development – not administrative expenses.



85,1 %

2. A specific percentage of the Oil Fund should be set aside for sustainable investments where we accept higher risk and lower returns to promote social and economic development in developing countries

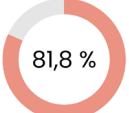
Increase the Oil Fund's investments in sectors that address global challenges, such as climate change and global health, especially in developing countries. This may involve increased investment in technology, education and health-promoting projects that can have a lasting positive impact. A significant strengthening of Norfund's model for investments in developing countries can also be included as part of this solution.



84,1 %

3. The Parliament must adopt clearer guidelines for the use of the oil fund in cases of crisis

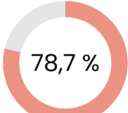
Clear guidelines must be developed for how the Oil Fund is to be used in crisis situations, which may include wars, natural disasters and pandemics. This may involve specific criteria and procedures for use that may be necessary under extreme conditions. Deviations from the normal guidelines can only be exercised in extraordinary cases of crisis.



81,8 %

4. The Oil Fund must receive instructions for a rapid upscaling in order to reach the target of 2% investments in renewable energy

A proportion of the Oil Fund should be set aside for investments that promote sustainable development, particularly with a focus on renewable energy and green solutions. The rapid scale-up must be ensured in order to reach the target of 2% of the investments in renewable energy. A share of the Oil Fund should be managed by the Climate Investment Fund and Norfund to strengthen the focus on sustainability, especially in developing countries. The Climate Investment Fund and Nordfund have great potential and expertise to make a significant difference in green investments.



78,7 %

RECOMMENDATIONS

Theme 2: Strengthen democracy, trust and critical thinking

Norway's wealth is not only about economics, but also about values, knowledge and democratic traditions. These resources must be used actively to support democratic development globally and ensure a strong and inclusive democracy here at home.

Our democracy is essential to our prosperity today. High levels of trust, protection of freedom of expression and property rights, and our free choices make it good to do business in Norway. We must remember not to become "lazy", but to further develop and strengthen our democracy so that it does not wither away.

Knowledge and critical thinking is essential for a well-functioning democracy. Without this, we as citizens are not included in the important decisions that are made. Then we become easy prey for actors who want to create discord and polarisation.

Young and new members of society must be given the opportunity to participate and understand democratic processes to an even greater extent. The school has an important role to play here.

At a time when democracy is under pressure, public education, critical thinking and access to fact-based information is crucial. We need strong institutions - but also strong participation by the people.

It is important to take care of trust in society. Many of us have known that this trust is under pressure - both from political polarization, social media and a lack of transparency. We believe that trust increases if people have more influence and better insight into the decisions that are made.

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Democracy must be renewed and strengthened by giving more people real influence. Not only through elections every four years, but through participation, involvement and debate that is actually taken seriously. Citizen assemblies are one way to do this. This process has been democracy in practice - and it has worked.

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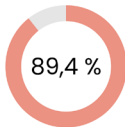
Critical thinking and digital judgment must be strengthened in society in general. Artificial intelligence and manipulated information can undermine trust and facts, and this is a challenge we as a society must take seriously.

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Theme 2: Strengthen democracy, trust and critical thinking

5. Citizens’ assemblies should be used more and, if they prove effective, become a permanent part of the Parliament’s permanent decision-making process

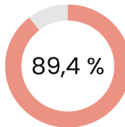
Norway should continue to use public assemblies as a tool to include citizens’ perspectives in political decisions. The politicians must undertake to listen to and assess the recommendations from the citizens’ assemblies in their decision-making processes. Citizens’ assemblies can help strengthen democratic participation by giving people a concrete and direct channel to influence politics. This can be a means of making politics more representative and include voices of groups that may not otherwise be heard in traditional political processes. Citizens’ assemblies can also make decision-makers more open to input from various social groups.



6. Schools must spend more time on societal understanding and critical thinking

To strengthen democracy and engagement among young people, curricula must be adapted with greater emphasis on politics and critical thinking to help young people reflect on and evaluate information they receive on social media and other platforms. The school should use weekly news reviews, assembly debates and policy meetings to promote understanding of society.

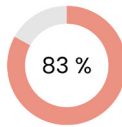
By adapting curricula, promoting political engagement and strengthening learning resources, schools can play a key role in preparing young people for active participation in society.



7. An independent Future Generations Commissioner must be established that promotes long-term goals and ensures that future generations have a voice in decision-making processes

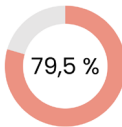
To ensure that long-term perspectives are prioritized in political decisions, Norway should establish an independent representative for the future, inspired by Wales Future Generations Commissioner. This commissioner will be able to work with politicians to promote long-term goals and ensure that future generations have a voice in decision-making processes.

Future Generations Commissioner must have a clear mandate to assess political decisions and measures against Norway’s long-term interests. The Future Generations Commissioner must be shielded from short-term political fluctuations and have the authority to put forward proposals that strengthen sustainability and benefit society.



8. Norway should introduce a more active democracy where the population can vote on major matters of principle

The Future Assembly has discussed increased political participation, and there is a desire to make people more involved in decision-making processes, not only as voters in elections, but also through direct democratic tools. In order to promote a more inclusive and active democracy, Norway may consider giving the population the opportunity to vote on major matters of principle. This can be done by introducing systems that give people direct influence on important political decisions, as other countries have already done. In extension of this, it is important to strengthen education about politics and the democratic process, so that more people feel ownership of the decisions that are made, and can understand the long-term consequences of these decisions both locally and nationally.



RECOMMENDATIONS

Theme 3: Show solidarity, take global responsibility and promote cooperation

Norway is a small country with great wealth and a correspondingly great responsibility to contribute to global solutions. To ensure sustainable development, we must prioritize long-term investments that provide both social and economic benefit. Norway should actively contribute to global development to ensure both international stability and sustainability. This will simultaneously strengthen our national security and give us a clearer voice in international issues. We have an ethical responsibility to engage in global challenges, promote economic growth, stability and increased independence in partner countries.

We want a higher priority to preventive work rather than emergency aid. Underneath this lies health promotion work, education and infrastructure that can help other countries to develop themselves. We must also share the knowledge and research we have. Our global responsibility is not only about financial transfers, but also about concrete support for community development - through education, infrastructure and entrepreneurship.

We depend on strong alliances and international cooperation to use our resources for the good of the world, ourselves and future generations. By strengthening global partnerships and supporting preventive measures in vulnerable areas, we can help resolve conflicts and reduce migration pressure. Norway should therefore also be an active participant in global dialogue, particularly in health, climate and safety, as a way of strengthening both our national security and our international position. This means increased involvement in multilateral organizations, and closer cooperation both with European partners and developing countries.

International cooperation is challenged by different national priorities and power balances, which can weaken stability. Therefore, Norway must be a clear promoter of fair distribution, long-termism and solutions that benefit both donor and recipient countries - and not least, future generations.

We don't think investments in international social development always will bring immediate benefits for Norway. But we think they are important nonetheless. They can contribute to less poverty, fewer conflicts and stronger democracies - and that makes the world safer for us all.

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We have talked about finding the balance between helping others and ensuring welfare here at home. We believe we must manage both. But that requires us to think smart and long-term - and not make ourselves too dependent on ever-increasing consumption.

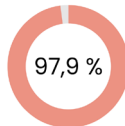
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Theme 3: Show solidarity, take global responsibility and promote cooperation

9. Norway must invest time, resources and money in projects within education, health and infrastructure, which create lasting value locally and globally

Norway should invest in projects that both support basic social structures in developing countries and at the same time provide a financial return. Investments in education and health have proven to be very effective in reducing poverty and facilitating stable societies. Norway should also focus on helping developing countries to become more self-sufficient, through investments that build up local businesses and infrastructure. This will help to reduce the countries' dependence on foreign aid in the long term.

Investments through Norfund have contributed to creating jobs and independence in developing countries, good examples of how Norway can contribute to lasting social improvements while achieving returns.

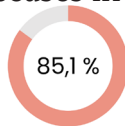


10. Norway must strengthen both research into global health challenges and the practical prevention of pandemics

Norway should contribute actively to global health research, with a particular focus on the prevention of pandemics and infectious diseases. This may involve investment in research into vaccines, antibiotic resistance and infection control, both in Norway and in collaboration with developing countries where preventive measures are necessary to prevent the spread.

We must increase investment in health prevention measures in developing countries, for example strengthening local health systems and training health personnel. This requires long-term cooperation between Norway and other nations, with a focus on building up basic health services.

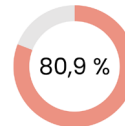
Norway has already played a central role through initiatives such as CEPI (Coalition for Epidemic Preparedness Innovations), which supports research into vaccines against diseases that often receive little attention internationally. Expanding such initiatives will contribute to better preparedness against future health crises. Norway has great expertise in health prevention, which can be used to help other countries develop their own health systems. For example, research and training in infection control techniques can help prevent the spread of diseases in developing countries.



11. Strengthen Norway's position in international climate initiatives

Norway must strengthen its involvement in global climate initiatives, contribute to emission cuts and cooperate with other nations for fair and sustainable development. To achieve this, we recommend increasing investments in renewable energy and green solutions through international climate investments, particularly in developing countries.

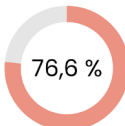
Norway is considered a leading country in climate research, and has already had success with climate investment funds that have reduced more emissions than the country has managed on its own in the last 30 years. Norway should therefore contribute to intensifying cooperation with other nations for the development and spread of new technology that can reduce emissions globally.



12. Norway must expand its international collaboration by building new strategic alliances in order to develop sustainable solutions globally

In an uncertain and unpredictable world, where power relations can change quickly, it is crucial that Norway strengthens its role in international alliances. This can be achieved by entering into partnerships, also with countries that do not seem central today, but which may have great strategic importance in the future. This includes partnerships in areas such as technological innovation, climate, health and development.

An important step in strengthening Norway's international cooperation is to develop ethical guidelines for which countries we choose to enter into alliances with. Today's guidelines are challenged by new dilemmas related to technological development, the green transition, and global health, where potential partners do not always meet current ethical standards. There is therefore a need to further develop and refine these guidelines so that Norway can balance a values-based foreign policy with strategic alliance-building in a complex global landscape. This involves assessments of human rights, democracy and sustainability, and can help Norway to choose the most ethically responsible partners, even in a time of political uncertainty.



RECOMMENDATIONS

Theme 4: Prioritize sustainable development

Norway is a rich country with high consumption, and we have a particular responsibility to take the lead in combating climate change. Our prosperity is built on natural resources, especially oil, which have given us great opportunities - and a correspondingly great responsibility. Not all countries can build their prosperity on oil as a resource in the future. Therefore, we must take leadership in the development of a sustainable society based on renewable energy.

To ensure a sustainable society, both nationally and globally, we must manage resources wisely. We must also prioritize investments that not only provide a financial return, but also contribute to solving global challenges and creating a good Norway for future generations.



”

The money we will use to create a greener future comes from oil and gas. This is experienced as a moral paradox, and it has made it even clearer to us how important it is to use these funds wisely.

”

We also know that investing in green energy can give a lower financial return. Nevertheless, we believe that it is right. It is not only about money, but about taking responsibility for the planet.

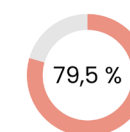
RECOMMENDATIONS

Theme 4: Prioritize sustainable development

13. The Parliament must approve to increase spending* on renewable energy and sustainable innovation in Norway

We recommend that the Parliament decide to increase public support for pilot projects for green industry, particularly in renewable energy (such as solar, wind and ocean energy), green transport and carbon capture technology. Examples of such projects could be supporting local projects for green energy that can provide both financial gain and reduce the climate footprint, such as offshore wind power projects in Norway. We must strengthen incentives for green business development and ensure that sustainable solutions are prioritized in the public and private sector.

Furthermore, we recommend increasing investment in research and innovation in areas that can drive the green transition in Norway. This includes both basic research and applied research, and increased support for sustainable agricultural projects that combine increased food production with a lower climate footprint.



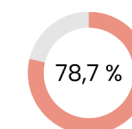
The original proposal was “The Parliament must approve a drastic increase in spending on renewable energy and sustainable innovation”. This received a support of 70.2% of the members.

14. We must reduce our consumption and become more aware of our climate footprint

We must promote a circular economy, where products and materials are reused and recycled, rather than being thrown away after use. Policy should support initiatives that reduce overconsumption, especially within the sectors that have the greatest environmental impact, such as food production and the textile industry. A possible measure could be to introduce taxation of products that require energy or resources in production and distribution.

Politicians must use education campaigns and information strategies that contribute to increased awareness of the climate footprint linked to consumption. This can include publishing the climate footprint of products and services, and supporting technologies that help consumers make more informed and sustainable choices.

Reduced food waste must be a public responsibility, through both legislation and awareness campaigns. It is important that politicians contribute to reducing the consumption of food resources by supporting measures that promote a more sustainable food culture and reduce food waste at all levels - from households to industrial production.



RECOMMENDATIONS

Theme 5. A stronger Norway

We have discussed how Norway can be further developed as a good and sustainable society, both in the short and long term. There are several dilemmas, such as challenges related to geopolitical instability, value creation and how to deal with future economic uncertainties. To meet these challenges, we must find a balance between the necessary investments in welfare, education and infrastructure, and at the same time be prepared for global crises. A strong and secure Norway is important for us to be a contributor internationally.

It is important that we invest in areas such as education, health and mental wellbeing to create a robust society, while at the same time strengthening our infrastructure, both to meet current needs and to prepare for future challenges. A fair distribution of resources in districts and municipalities requires a holistic approach where we utilize the country's resources in a way that also benefits future generations. We must also prioritize national security and preparedness, especially in light of increasing threats from an uncertain world.

We will pass on a strong Norway to the coming generations.

”

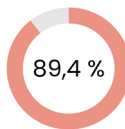
We don't think we can continue to spend money the way we do today. There must be changes - in the national budget, in our consumption and in how we prioritize. We may have to get used to living with a little less, to ensure more for those who come after us.

”

Theme 5. A stronger Norway

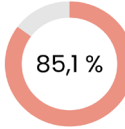
15. We must strengthen the investments in Norwegian infrastructure

In order to promote further growth and development in Norway, it is necessary to strengthen investments in infrastructure, particularly in roads, water, internet and power grids. A special investment in reducing the backlog in the infrastructure will help to minimize societal costs, reduce the environmental impact and facilitate further growth, especially in rural areas. It is important not only to build new infrastructure, but also to maintain and upgrade existing buildings and facilities to avoid high costs of demolition and reconstruction. Reuse and upgrading of existing buildings should be prioritized.



16. We must invest more in technological innovation and knowledge development

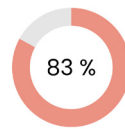
In order to strengthen Norway’s competitiveness and promote long-term value creation, it is important to invest in research and innovation in forward-looking sectors, such as renewable energy, green technology and digitalisation. It must be economically beneficial to carry out research, and incentives should be provided for new thinking and innovation. In addition, arrangements should be made for more work placements and internships, regardless of study choice.



17. We must strengthen our national security and our defense in an uncertain geopolitical situation

To ensure that Norway is well equipped to face future threats, more investment should be made in the Armed Forces. This may involve increasing staffing, upgrading equipment and infrastructure, as well as strengthening preparedness to deal with new types of threats.

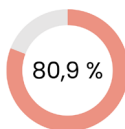
In addition to strengthening the Armed Forces, Norway should contribute to peacekeeping measures through active participation in international forums and organizations. This includes promoting diplomacy, international dialogue and cooperation to avoid conflict and maintain global peace.



18. We must ensure responsible regulation and use of artificial intelligence (AI)

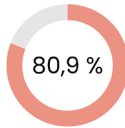
Technological advances, including artificial intelligence (AI), must be used responsibly. Regulation is necessary to prevent misuse such as the spread of fake news and propaganda. This means that we follow the requirements of the EU’s AI Act, which is under development, to ensure responsible use of AI.

At the same time, AI must be utilized to streamline bureaucracy and improve educational processes in schools, with an ethical and responsible framework, to ensure good learning that is more adapted to the student’s needs.



19. We must strengthen trust between the private and public sector by creating better conditions for all business development, and making public administration more efficient

In order to promote value creation and investment in Norway, the framework conditions for companies must be improved. Labor is society’s most important resource, by changing the tax and regulatory framework to facilitate new establishment and growth. By increasing value creation and innovation for industry, agriculture and favorable working conditions, this will create jobs. By simultaneously streamlining the public sector through a systematic review of procedures, laws and regulations. This will help to strengthen trust between businesses and authorities.

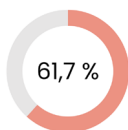


Proposals with less than 75% support

The proposals below received between 50% and 75% support from the members. They are included in this part of the report to show what the majority of members supported. They are not included in the other chapters as they are not viewed as formal recommendations from the assembly.

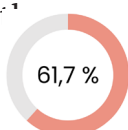
We want to reduce the return requirement in the Oil Fund for sustainable investments

Adjust the return requirement for investments that promote green energy such as solar, wind and ocean energy as well as technology that supports a green transition. Reduce the required rate of return for investments that follow ethical guidelines and sustainable values, especially those that focus on combating social inequality and environmental damage. Norway must avoid investing in industries such as the arms industry and fossil fuels. Create a system for investment monitoring which considers both financial return and social benefit in the long term and which accepts a lower return in the short term.



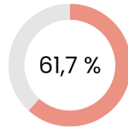
Norwegian municipalities must make their youth councils more visible in order to ensure wider participation in the social debate

In order to promote wider participation in the social debate, municipalities should make youth councils visible and make them an integral part of the political process. This will give young people an important voice and opportunity to influence decisions that concern them, while also strengthening democratic participation across generations. The media should take greater responsibility for showing the voice of the youth councils in public. This can be done by including young people’s perspectives in news broadcasts and debates, and actively promoting the initiatives the youth councils take.



The state and interest organizations must carry out more public information and general training in democratic participation

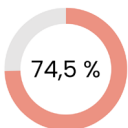
In order to strengthen democracy and make politics more accessible, public education should be invested in through various channels such as television, social media, and courses to give the population better insight into political processes and create a more engaged and informed society. The state and interest organizations must spread reliable information and initiate informed discussions about democracy, political processes and social issues through social media in order to reach widely.



We need more source criticism and fact-based information dissemination

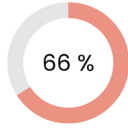
In order to promote a more informed and critical society, it is necessary to move news reporting away from click-based models and back to more informative and factual journalism.

In addition, open platforms should be established where the population can discuss political and society-related issues, while fact-based information is disseminated and critical thinking is encouraged.



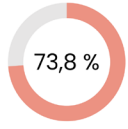
A state research fund for climate technology must be established

We must establish a research fund that focuses on the development and commercialization of climate technology. The fund should prioritize projects that can reduce emissions of greenhouse gases, improve energy efficiency, and make renewable energy more accessible and efficiently stored. This includes research on carbon capture and storage (CCS), energy efficiency technologies and solutions for the storage of renewable energy such as battery technology or other energy storage systems. In order for the research fund to be able to achieve lasting results, it is important that it receives long-term funding, regardless of political fluctuations and short election cycles. The fund should be stable and predictable in order to attract both public and private investment.



The state and municipalities must establish arrangements that give everyone better opportunities to establish themselves in all parts of Norway

In order to ensure that everyone has opportunities to establish themselves in all parts of the country, arrangements should be established to ensure local benefits, such as education, jobs and infrastructure, remain available also in rural areas. This can include support for local business and investment in education and health systems outside the big cities. This will help promote social equality and make it easier for everyone to create a life for themselves throughout the country. A proposal that was put forward in the Future Assembly is to make it easier for everyone to establish themselves in the districts by offering tax benefits for everyone who starts their own business in less populated areas. This can stimulate more local value creation and prevent people from leaving the rural areas for job opportunities in the larger cities.



Minority Opinions

In the Future Assembly, it was possible to deliver minority opinions. This ensures that different points of view and nuances are also reflected in the report.

In line with the OECD's guidelines for deliberative processes, the Future Assembly has allowed members who did not fully support a recommendation to submit a minority opinion. This means that all voices get a place, even those who have a different view, and shows that disagreement and different perspectives are a natural part of good deliberation. In this way, we bring out the full breadth of what the assembly discussed, not just what the majority agreed on.

The minority opinions delivered by individual members of the assembly are presented below.

Recommendation 14: We must reduce our consumption and become more aware of our climate footprint

We, Anastasija Semyonova and Håkon Stigen believe that Recommendation 2 "We must reduce our consumption and become more aware of our climate footprint" lacks a clear recommendation on reducing meat production and consumption, as well as reducing other animal products. This is strongly recommended by the UN climate assembly, and the Government's latest Climate Statement agrees with this.

- Anastasija Semyonova and Håkon Stigen

Recommendation 17: We must strengthen our national security and our defense in an uncertain geopolitical situation

I believe that national preparedness must include a stronger and more systematic security of supply in medicines and medical equipment. Norway should establish a state-controlled emergency preparedness system modeled after Finland, where the authorities have an active role in both regulation and supervision.

I propose that the following principles be used as a basis:

- **State governance:** The authorities determine which drugs and medical products are critical and must be included in emergency stocks.
- **Cost sharing:** The state covers part of the costs associated with storage and rotation, to ensure sustainability for pharmacies and wholesalers.
- **Rotary bearing:** Instead of static warehouses, an arrangement is established where the stock is continuously rotated through ordinary sales - which ensures that the products are within their shelf life and in active distribution.
- **Supervision:** Public supervision of emergency stocks is introduced to ensure that the requirements are met.

Such a system makes Norway better equipped to handle supply crises that may arise during pandemics, natural disasters or geopolitical unrest - and reduces the risk of panic buying and hoarding. I recommend that the same model is also considered in food supply, through the establishment of contingency agreements with wholesalers and shops.

- Qiong-Yao Xu



2 PROCESS WORKING METHODS ORGANIZATION

About the method

The assembly is based on a deliberative democratic method. A diverse sample of citizens gets the opportunity to discuss, assess and make recommendations on important societal issues. The method has proven to be particularly suitable for complex and value-based questions, because the participants get time, knowledge and build confidence to develop well-thought-out and balanced proposals that reflect a wide range of perspectives in the population.

Citizens' assemblies are characterized by three main elements:

1. **Randomly selected participants:** The assembly is put together by a diverse sample a cross-section of the population, drawn through a stratified lottery, so that the participants reflect the diversity of society.
2. **Knowledge and deliberation:** Participants get access to professional knowledge, time to reflect, and room to discuss challenges, dilemmas and solutions together.
3. **Common recommendations:** The process culminates in a joint statement and specific recommendations that the participants stand behind.

The method is currently used systematically in the EU, Denmark, Canada, Great Britain, Germany, Australia, Ireland, Bolivia, Belgium and Finland, among others.



Composition of the people's assembly

The future assembly originally consisted of 66 randomly selected citizens from all over Norway. The assembly should reflect the diversity of the Norwegian population in terms of gender, age, place of residence, level of education and political position. The final group that completed the process consisted of 56 participants. The dropout during the process was due to changed life situations and illness.

The selection was drawn by the company Analyse & Tall based on data from Statistics Norway and the election results from the 2021 general election. To ensure representativeness, a stratified selection was carried out where people were chosen based on five criteria:

- Sex
- Age
- Geographical affiliation (region)
- Education level
- Political position (based on voting results in 2021)

Totally 40,000 invitations were sent to randomly selected citizens over the age of 18. In addition, citizens between 16 and 18 were encouraged to sign up through a website. The aim was to establish an assembly that mirrored the Norwegian population, whilst at the same time safeguard the principles of deliberative democracy - namely that those who participate have different perspectives, experiences and life situations.

Sex

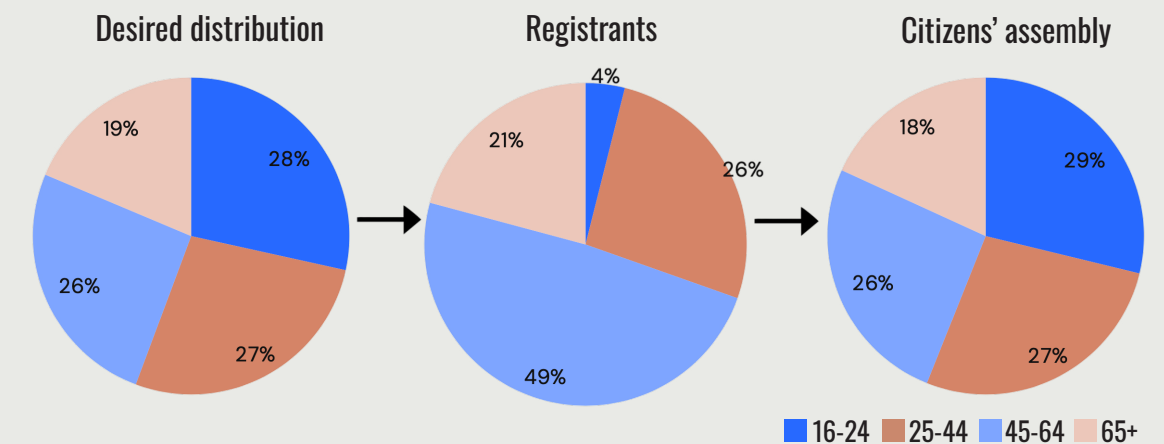
The people's assembly consisted of 33 women and 33 men, in line with the gender distribution in the population. The enrollment basis had a slight predominance of men, but this was evened out in the selection process. People who stated "other" or "do not wish to answer" had an equally high probability of being selected.

Age

Participants in the 16–24 age group were prioritized, as they represent both their own group and the 0–15 age group. The assembly ended with the following age composition:

- 16–24 years: 19 people
- 25–44 years: 18 people
- 45–64 years: 17 people
- 65 years or older: 12 people

The age distribution in the assembly corresponds with Statistics Norway's statistics for the population over 16 years of age.

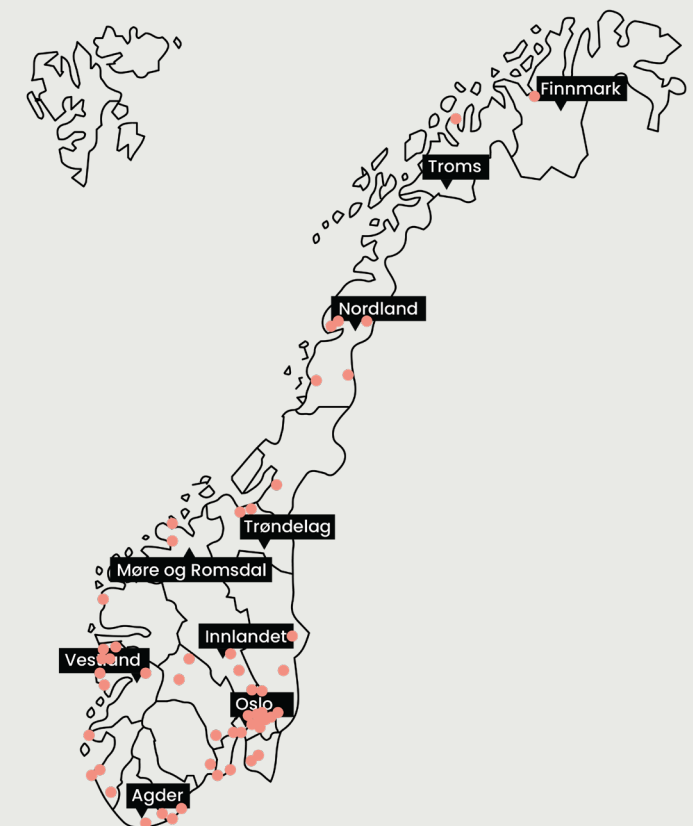


The graphs have been prepared by Analyse & Tall based on data from the Framtidspanelet sample. The figures are rounded to the nearest whole number. The distribution of registered participants and the composition of the citizens' assembly are shown alongside the age distribution of the Norwegian population (SOURCE: Statistics Norway, Table 10211, 2024).

Geographical affiliation

The citizen assembly's geographical distribution was based on the Parliament's distribution of mandates, to ensure that voices from the whole country were heard. The distribution was as follows:

- Oslo and Viken: 22 people
- Western Norway: 16 people
- Agder and South-East Norway: 9 people
- Northern Norway: 8 people
- Trøndelag: 6 people
- Inland: 5 people



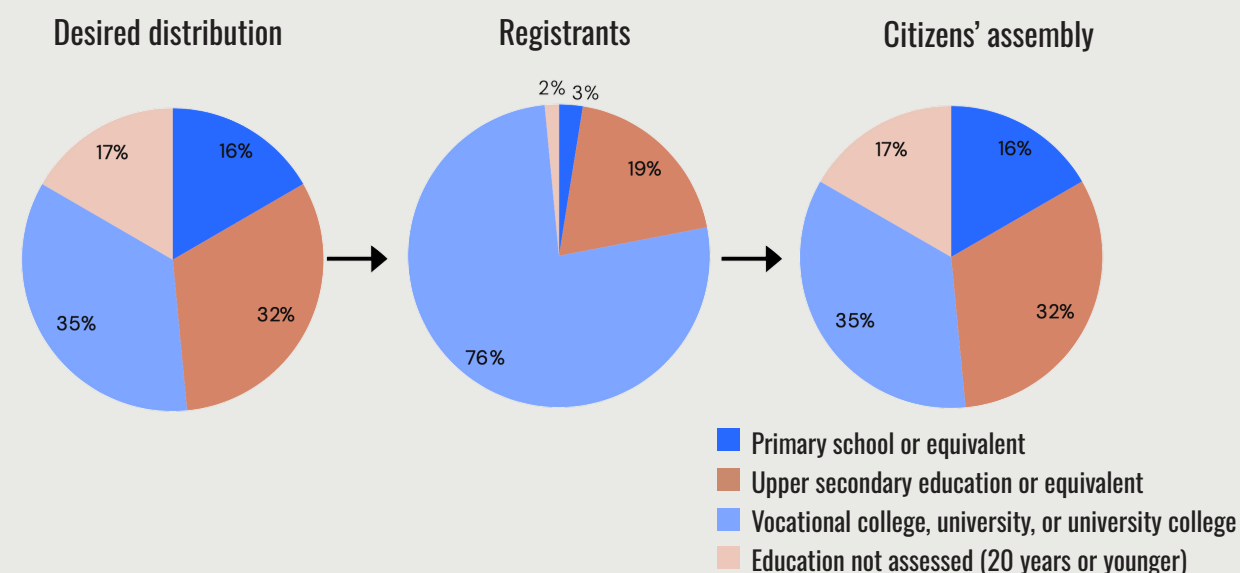
By using this distribution, the assembly gained broad geographical representation from city and country, north and south.

Education level

Education was not assessed for participants aged 20 or younger. For the others, a weighting based on the age composition of the population was used. The final composition was:

- Primary school or equivalent: 11 people
- Secondary school or equivalent: 21 people
- Vocational school, university or college: 23 people
- Not rated (20 years or younger): 11 people

The assembly thus had a good spread in educational background, and evened out a clear over-representation of higher education among those registered.



The graphs have been prepared by Analyse & Tall based on data from the Framtidspanelet sample. The figures are rounded to the nearest whole number. The distribution of registered participants and the composition of the citizens' assembly are shown alongside the age distribution of the Norwegian population (SOURCE: Statistics Norway, Table 10211, 2024).

Political position

When registering, the participants were asked what they voted for in the general election in 2021. This provided a basis for ensuring political balance in the draw. Of the 55 participants who were eligible to vote in 2021, 78.1% answered that they had voted - a turnout in line with the general population.

The assembly closely mirrored the population's political distribution, with some minor deviations: a slight over-representation of people who voted Conservative, and a slight under-representation of voters from the Center Party and Socialist left-party (SV).

This contributes to the recommendations that come from the assembly being anchored across political viewpoints and outlooks on life.

Lottery and recruitment

1. Selection criteria

The selection was based on the following selection criteria:

- Sex
- Age
- Countryside
- Education
- Political affiliation (based on voting in the 2021 general election)

2. Invitations

Invitations were sent out by SMS and Digipost to 40,000 randomly selected citizens over the age of 18 from all over the country.

A total of 3,785 people registered, which gives a registration rate of 9.5% (64% percent of those who signed up had received the invitation via Digipost). This is a high response, which might indicate an eager interest in the questions asked. In addition, 31 people between the ages of 16 and 18 signed up via a separate form, without having received an SMS invitation. To reach citizens between 16 - 18 years, selected schools shared across the country information about the Future assembly.

3. Extract

A stratified selection was then carried out among those registered, including the young people between 16 and 18 years of age. 66 profiles were to mirror the diversity and should reflect the Norwegian population across the five selected criteria. Finally, people who fit these profiles were selected.

The goal of the selection process was to ensure a balanced and representative composition - both demographically, geographically and politically - so that the citizen assembly's recommendations would gain a high level of legitimacy and a broad base in the population.

All selected members were presented the possibility to get additional support that could reduce barriers for participation, including stipends and technical support.



The Future Assembly's organization

The Future Assembly was organized to ensure an independent and transparent process. The organization consisted of several key components:

- **Commissioners:** Seven civil society organizations joined forces to start the Future Assembly. These are Redd Barna, Norwegian Church Aid, LNU- The Norwegian Children and Youth Council, Caritas, WWF World Nature Fund, Langsikt - the think tank for long-term policy, and Future in our hands. The commissioning parties formulated the remit the assembly must answer, but had no influence on the process or the recommendations the assembly arrives at.
- **The Secretariat:** The process was led by a secretariat consisting of people from SoCentral and We Do Democracy. The secretariat was responsible for organizing the entire process, from recruiting participants to organizing the meetings. They ensured that the assembly had access to balanced and relevant information, and that the process was carried out independently and impartially.
 - » Thomas Berman, head of secretariat
 - » Sofie Furu, facilitator and head of process
 - » Hogne Hareide, lead facilitator
 - » Tessa Hartman, Members and logistics
 - » Cathrine Skar, facilitator
 - » Kolja Dahlin, facilitator
 - » Zakia Elvang, facilitator
 - » Mette Øinæs Habberstad, communication
 - » Nora Ulrikke Andersen, communication
- **The expert group:** A group of 6 professionals who had strong knowledge and experience on the topics the assembly worked on. The expert group helped with giving the assembly a good foundation, including by finding skilled speakers who could give the participants useful insight.

The expert group consisted of:

- » Sony Kapoor – CEO of the Nordic Institute for Finance, Technology & Sustainability
 - » Siri Granum Carson – Professor of applied ethics at NTNU
 - » Ida Sognnæs – Researcher at CICERO Center for climate research
 - » Haakon Gjerløw – Senior researcher at PRIO, Department of Peace Research
 - » Knut Anton Mork – Professor at the Department of Social Economics at NTNU
 - » Ottar Mæstad – Researcher at Chr. Michelsen's Institute (CMI)
- **The Stakeholder advisory board:** An independent council made up of people with different backgrounds and experience. The Stakeholder group had an advisory role and ensured that the process was transparent, fair and balanced. They monitored that the knowledge presented was balanced, and gave advice to the secretariat along the way. The council had no influence on the assembly's final recommendations.

The members of the community council are:

- » Kristin Halvorsen
- » Leo Ajkic
- » Else Kåss Furuseth
- » John Shanmugaratnam
- » Hello Camera
- » Tobias Dahle
- » Knut Kjær
- » Thina Margrethe Saltvedt
- » Erik Haugane
- » Nina Solstad
- » Tord Link

- **The deliberative advisory board:** The Future Assembly is supported by a group of internationally recognized experts on deliberative democracy. The deliberative advisory board has both practical and research experience, and their role was to ensure that the Future Assembly followed the OECD's international standards for people's assemblies. They helped to safeguard the integrity of the process and ensure the quality of the methodology.

The members of the deliberative advisory board are:

- » Graham Smith
- » Oliver Escobar
- » Arild Ohren
- » Catherine Holst
- » Kathryn Machin
- » Katie Reid

This organization ensured that the Future Assembly operated with a high degree of independence and integrity, and that the process was open and inclusive.

The Future Assembly process

The Future Assembly had eight working sessions in the period January to April 2025. The assembly met both physically and digitally, and the meetings were structured to give the members insight, reflection and tools to develop well-thought-out recommendations. Each session had a clear thematic structure, and built on the work from the previous session.

Through the meetings, the members were presented with professional input, conversational exercises, value discussions and group work, and they gradually developed both knowledge and suggestions. The assembly worked both individually and in theme-based groups, and had the opportunity to meet experts and stakeholders, as well as give and receive feedback on the content they developed. The process was built on principles from deliberative democracy: time, knowledge, reflection and community.

Speakers of the Future assembly

- Tor Haugnes, Historian and business economist
- Henrik Syse, Department of Peace Research and Oslo Nye Høyskole
- Knut Kjær, professor of climate risk NMBU, first leader of NBIM (Oil Fund)
- Erik Abild, Director of the Department for Humanitarian and Comprehensive Efforts, Norad
- Amanda Hylland Spjeldnæs, medical student and leader of Norwegian People's Aid Solidarity Youth
- Kristin Teien, department director for the research department that includes the Atmospheric Research and Climate Effects groups, CICERO
- Hans Jacob Huun Thomsen, project manager Civita
- Tellef Thorleifsson, Director Norfund
- Christopher Wright, Head of Sustainability Risk, NBIM
- Camilla Bakken Øvald, associate professor, Høyskolen Kristiania
- Angela Cummine, climate and sustainability partner at Deloitte, author and Doctor of Philosophy (Ph.D.), Political Theory at the University of Oxford
- Dina Von Heimburg, associate professor, Department of Pedagogy and Lifelong Learning, Norwegian University of Science and Technology (NTNU)
- Truth witnesses, female farmers from Zambia (via Church Aid)
- Haakon Gjerløw, Senior Researcher, Institute for Peace Research (PRIO)
- Øystein Børsum, Deputy Governor of Norges Bank (Norwegian bank)

First session: Introduction to the Future Assembly and first speaker (January 14, digital)

The assembly's first meeting marked the start of the process. Head of Secretariat Thomas Berman welcomed and introduced what it means to be a member of the Future Assembly. The participants learned how they had been selected, and what the aim of the process was. Historian and business economist Tor Haugnes gave an opening presentation about Norway's road to wealth, and asked questions about what we really mean by the term "wealth", and how we can use it in a sustainable way. The participants discussed in groups which themes they thought were most important for Norway's future, and which questions they wanted to explore further.

Second session: Norway's role in the world and ethical values (February 1–2, physical)

The first physical meeting took place in Oslo, and addressed Norway's global role and which values should underlie the management of our wealth. The participants worked on mapping dilemmas and reflecting on ethical issues related to Norway's responsibility in the world.

The presenters included among others Henrik Syse on moral dilemmas (philosopher and ethicist), Knut Kjær (former head of the Oil Fund) on Norway's wealth, and a number of experts who gave perspectives on global inequality, climate, health and global poverty, including Erik Abild, Amanda Hylland Spjeldnæs, Kristin Teien, Hans Jacob Huun Thomsen and Tellef Thorleifsson. The assembly worked to identify which global challenges Norway has particularly good reasons to contribute to solving.

Third session: The Oil Fund and economic opportunities (February 11, digital)

In the third session, the members had a deep dive into the history and role of the Oil Fund in the Norwegian economy. The purpose was to understand how the fund works, and which values and considerations should govern its use going forward. The participants received presentations from Knut Kjær, Christopher Wright (NBIM) and Camilla Bakken Øvald, and gained insight into the fund's development, ethical guidelines and potential for international influence. Reflections and group work laid the foundation for further work with value-based recommendations.



Fourth session: Dilemmas and perspectives (March 6, digital)

This session was devoted to the further processing of knowledge and the new perspectives. The participants worked in theme-based groups, and reflected on dilemmas and missing voices in the process. They received input from Dr. Angela Cummine, specialist in national monetary funds, on ownership of national wealth and Dina von Heimburg on quality of life and representative of the future, as well as a video portrait with a global truth witness. The participants were introduced to deliberative "lenses" such as responsibility, justice and solidarity, and used these to deepen their work with various themes.

Fifth session: Future visions (March 15-16, physical)

In this meeting, the assembly worked to create common future visions and formulate their first recommendations. The session started with exercises in future imagination and scenario building, and progressed to concrete writing work. The presenters were, among others, Haakon Gjerløw (PRIO) on geopolitical matters and Øystein Børsum (Norges Bank) on political guidelines for the Oil Fund. The assembly carried out a joint smiley vote to map agreement, disagreement and the need for further development, and an editorial group and mirror group were established to follow up the work.

Sixth session: Open meeting with input (March 25, digital)

The sixth meeting was open to the public, and the participants presented their preliminary recommendations to invited guests, the Stakeholder Advisory Board and commissioners. The guests participated in theme-based group rooms, and gave input to each theme via digital whiteboards. The aim was to get honest feedback on content and language, and to identify any blind spots. The input was documented and taken further into the writing work.

Seventh session: Writing workshop and prioritization (March 29, digital)

The assembly was working on finalizing its recommendations. A digital assessment round was carried out where all recommendations were marked with: "good as is", "needs elaboration" or "should be cut". The work was intensive and focused, and the aim was to ensure that the recommendations were well grounded and linguistically clear.

Eighth session: Final processing and consent (April 10, digital)

The last meeting aimed to finalize the final report. The groups reviewed all content and made the final adjustments. The focus was on ensuring that as many people as possible could support the recommendations, which was done through an anonymous voting process.

The assembly assessed the text based on what they could live with, and what might have to be changed. The result was a comprehensive and well-worked report that the assembly could hand over with pride.

Ninth session: Review feedback and discuss further follow-up on the recommendations (August 26, digital)

In this session, the panel members will reflect on the input and feedback received on the recommendations and agree on a joint statement to be addressed to all political parties in the Norwegian Parliament.



Working methods

The work in the Future Assembly was developed and carried out in line with the OECD's international principles for deliberative processes. The aim has been to facilitate an inclusive, knowledge-based and reflective process where a diverse sample of the population is given the opportunity to discuss complex social issues and arrive at recommendations through thorough deliberation.

The whole process was designed and facilitated by the secretariat, and used a number of methods and tools to promote equal participation, respectful conversation, reflection and critical thinking.

Interaction and forms of conversation

The assembly worked through a mixture of individual reflections, work in pairs, small groups and plenary. This created variety in the working methods and made it easier for everyone to have their say regardless of background and preferences. In several gatherings, physical and creative exercises were used to train "democratic muscles" such as listening, empathy and the ability to handle disagreement. A central method was the "Wholebrain" exercise, which provided insight into different thinking styles and forms of communication.

Knowledge base

The OECD recommends that participants in citizens' assemblies gain access to balanced and diverse knowledge. In line with this, the Future Assembly has received:

- Written knowledge material prepared by the secretariat and the expert group
- Presentations from leading subject experts in economics, climate, ethics, global health and geopolitics
- Input and questions from the audience during the open session
- Dialogue and continuous contact with the expert group

All knowledge posts and presentations are made openly available on the Future assembly's website: <http://www.framtidspanelet.no/kunnskap>

The participants were also encouraged to ask questions, be critical and evaluate the sources of knowledge along the way.

Creative exploration

Large and complex questions require both analysis and imagination. The assembly used methods for scenario building and "moral imagination" to train the ability to envision futures and alternative spaces for action. During session 5, the participants carried out a future exercise where they collectively developed different scenarios for Norway and the world in the future, with a focus on desired outcomes. This stimulated both critical thinking and a long-term perspective.

Other methods used in the process include:

- Value mapping to highlight what the participants emphasized as important in the assessments



- Dilemma exercises where different interests and considerations were pitted against each other
- Disagreement exercises that highlighted different positions among the members
- Stakeholder assessment/assessment of different perspectives, where the participants analyzed which groups are affected by different choices
- Smiley voting, which provided indications of consensus and disagreement in the drafts
- Help group, which gave response and feedback to the editorial group during the writing work

Production and ownership

The participants themselves have written drafts, assessed formulations and developed the text of the recommendations. Thematic groups were created which worked closely together, and the texts were processed through writing workshops and assessment rounds. This practice supports the OECD's principle that the recommendations should be drawn up by the participants themselves, not by the facilitators.

Documentation

All sessions were documented through photos, notes, digital boards and forms. This ensured transparency and verifiability, and made it possible to follow the development of the groups' work over time.

Openness and transparency

The process has been open and verifiable. On the website framtidsassemblyt.no, the programme, material and documentation were continuously published. The open meeting, (sixth meeting) was open to input from the public, in line with the OECD's recommendations on the possibility of public feedback.

Together, these methods have made it possible for the assembly to work thoroughly, confidently and productively with a complex and value-laden topic, and at the same time meet the requirements for quality in deliberative processes as defined by the OECD.

3 STATEMENTS

Stakeholder advisory board

The Stakeholder advisory board has followed the work of the Future Assembly independently. We are a group of individuals with diverse professional and societal backgrounds, and have served in an advisory role to the secretariat to help ensure that a variety of societal perspectives are represented.

Our advisory role has contributed to the legitimacy of the process. Our main tasks were to:

- Provide input on the framing of the assembly’s mandate
- Assist in the selection and quality assurance of the expert group
- Observe and advise during the implementation of the assembly’s work

Through these tasks, we have worked to create solid foundations for the Assembly and to support the secretariat in facilitating a process that allowed participants to carry out their work independently and thoroughly. Our role has been to offer input to ensure that the Assembly’s work was conducted transparently, fairly, and with high professional quality—from the formulation of the mandate, through thematic focus, to implementation.

We have not influenced the panel’s recommendations. Still, we clearly see that several of our suggestions have been taken into account—especially in how the mandate was designed to reflect the diversity of the population and in how the panel’s voice now carries real weight in the public debate.

A conversation that must continue

We view this as an inspiring example of how open and reasoned deliberation can strengthen democracy—and how ordinary citizens, given the right framework, take responsibility for complex societal choices with impressive insight and seriousness. This lays the foundation for strengthening mutual trust in society—the very glue of a liberal democracy.

But the work is not done. The broad, values-based conversation that has now begun must be continued. And it must be sharpened: the real political decisions remain—where not all concerns can be addressed at once.

Now, based on the direction pointed out by the Future Assembly, we must make the difficult choices. This demands courage, transparency, and collaboration—both from decision-makers and from all of us as a society. We in the Advisory Council look forward to following this further. The Future Assembly is not the end of a process, but the beginning of something new.

Expert group

The central question – how Norway can use its national wealth for the benefit of the world, ourselves, and future generations – requires cross-disciplinary insight, ethical reflection, and collective judgment.

The panel members discussed:

- How to shift focus from short-term profit to long-term societal value,
- How investments can serve both people and the planet,
- And how Norway can act as a constructive and responsible global actor.

They explored the tensions between economic growth and environmental limits, national interests and global solidarity, as well as democratic ideals and political realities.

Composition and role of the expert group

The expert group consists of researchers and professionals with broad expertise in economics, finance and sustainability, ethics, climate, development, and international affairs. Our role has been to:

- Provide solid, research-based knowledge to the panel members,
- Identify relevant topics and suggest speakers,
- Participate with professional presentations and answer questions during meetings.

Participant engagement and effort

We are impressed by the participants' enthusiasm and thoroughness. They have spent many hours in discussion, evaluation, and critical reflection, and have produced forward-looking recommendations on a complex topic. The assembly's work highlights the value of involving a broadly composed group of citizens in key societal questions.

Main recommendations

The recommendations from the Citizens' Assembly reflect a shared desire to manage Norway's wealth in a responsible and sustainable way, both nationally and globally. The main points are:

1. Promote sustainable development.
2. Strengthen democratic participation and transparency.
3. Use the Sovereign Wealth Fund strategically for global solutions, while also preparing for future challenges.

Final reflection

The Citizens' Assembly's recommendations constitute a strong and broad mandate from a cross-section of the population. We hope they will contribute to a wider debate and lead to action – both in Norway and internationally. We thank the assembly members for their engagement and look forward to the next steps in the process.

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Hvorfor investeres så lite av fondet i grønne løsninger, i Norge og i verden? Hvis vi mener alvor med bærekraft, må vi bruke pengene på det.



Statement from the Deliberative Advisory Board of the Citizens' Assembly for Norway's Future (Framtidspanelet)

April 25, 2025

Around the world, democratic innovations are offering new ways to engage citizens more deeply in the decisions that shape our shared futures. Norway, through Framtidspanelet, has placed itself at the forefront of this global movement, exploring how citizens' voices can help navigate complex societal challenges.

The Citizens' Assembly for Norway's future has been a bold and timely initiative. At a time when societies must confront global inequality, climate change, democratic backsliding, and a growing disconnection between citizens and political decision-making, the Citizens' Assembly for Norway's future stands as a clear example of public deliberation towards democratic renewal. Its central question

- how Norway can use its national wealth for the benefit of the world, ourselves, and future generations
- demands not only economic insight, but also ethical reflection and collective judgment.

The citizens in the panel have deliberated on how to shift from short-term profit to long-term public good, how to ensure that investments serve people and the planet, and how Norway can be a constructive, responsible global actor. They've tackled the tension between economic growth and environmental limits, between national interests and global solidarity, and between democratic ideals and political realities. In doing so, they have shown the strength of a well-facilitated deliberative process.

As members of the Deliberative Advisory Board, we were honored to support the Citizens' Assembly for Norway's future throughout its journey. Our role has been to help safeguard the integrity of the process by ensuring it meets the highest international standards for deliberative processes, as outlined by OECD guidelines. We have advised the third-party secretariat led by SoCentral and We Do Democracy based on international best practices and lessons learned from similar processes around the world.

We have been consistently impressed by the care and professionalism with which the Citizens' Assembly for Norway's future was organized. The commitment to transparency, inclusion, and quality deliberation has been evident at every stage. We commend the secretariat for their openness to input and their dedication to creating a process citizens could trust.

Particular areas of focus for the Deliberative Advisory Board included:

- Ensuring the citizens' assembly had a clear and meaningful mandate
- Framing questions in ways that allow for both reflection and creativity
- Advice on the design of a deliberative process that encouraged equality, respect, and informed discussion
- Strengthening the link between citizens' recommendations and decision-making bodies as well as other stakeholders
- Creating opportunities for broader societal discussion and inspiration

We thank Norway for investing in public space to mobilise citizens' wisdom and for taking a significant step toward a more participatory and deliberative democracy. It has been a privilege to contribute to this pioneering process. Our hope is that the work of the Assembly will inform and inspire all relevant stakeholders, including the broader public, and that the recommendations are translated into positive action.

The Deliberative Advisory Board of the Citizens' Assembly for Norway's future:

- Graham Smith, Professor of Politics at the University of Westminster. Chair of the Knowledge Network on Climate Assemblies (KNOCA)
- Oliver Escobar, University of Edinburgh, Professor of Public Policy and Democratic Innovation at the University of Edinburgh
- Arild Ohren, Researcher at the Department of Interdisciplinary Cultural Studies at NTNU, Senior Democratic Expert in DemSoc - NetZero Cities
- Cathrine Holst, Professor of Philosophy of Science and Democracy at the Department of Philosophy, History of Ideas and Art and Classical Languages at the University of Oslo.
- Kathryn Machin, head of community engagement at WWF England
- Katie Reid, Advisor (Children's Rights & Democracy), Child Rights International Network

Secretariat

How we use Norway's wealth today will have consequences for the world, ourselves and future generations.

At the same time, we live in a time characterized by major global challenges: climate change, increasing inequality, geopolitical unrest and loss of nature. In the face of such big questions, it is easy for the public debate to become polarized or deadlocked.

The Future Assembly shows that there is another way: to gather ordinary citizens, give them time, knowledge and space to reflect together - and together find ways forward.

Citizens' assemblies are an international approach that has grown significantly over the past 20 years and has proven to be a good way to facilitate constructive public conversations about complex and dilemma-filled issues.

We in SoCentral and We Do Democracy have together made up the secretariat of the Future Assembly. We have worked in line with the OECD's international principles for deliberative processes. This statement is an account of our perception of the extent to which this people's assembly has fulfilled these principles. As Norway's first national citizens' assembly initiated by civil society organizations, this process has the potential to set a standard for future national and local citizens' assemblies.

As the secretariat, we have been responsible for leading, designing and facilitating the citizen assembly's work. The prerequisite for this work has been that we have been able to freely design and implement the process in accordance with OECD principles. The citizens' assembly has worked independently, without interference from the commissioners, and with guidance from an independent stakeholder group, an independent external expert group and an independent deliberative advisory board. The recruitment to the citizens' assembly has followed international standards for stratified lotteries, which has ensured representation from all over Norway. The process has been transparent, with observers present, and the public has had the opportunity to follow the process via the citizen assembly's website. External researchers have also been involved to follow developments. The commissioning parties have published a mandate which obliges them to receive, respond to and publish the recommendations unedited.

We have worked closely with the commissioners - representatives from seven civil society organizations - to coordinate the sending of invitations, press work, dialogue with the citizen assembly and the launch of the recommendations. It has been a learning process for all parties, and we are sure that this will further simplify future processes. We have experienced great respect for the OECD principles as well as a genuine interest in the citizens' perspectives and in creating the best framework for the process and recommendations.

The participants

The Future Assembly's members have worked constructively and openly across backgrounds, generations and life experiences - even when attitudes and values have differed. With great commitment and curiosity, they have participated in dialogues with experts, stakeholders, fellow citizens and each other.

All members have had the opportunity to comment and contribute to the final recommendations. The citizen assembly has met through eight meetings, with a total of 52.5 hours per participant spread over four months. There has been a natural drop-out of participants along the way, which is described in more detail in the first part of the report. Members have traveled from all over the country, some with a journey time of more than 24 hours, which underlines their motivation to represent their region and contribute to the citizen assembly's work.

Along the way, the assembly voted on the direction and content of the recommendations. A group of editors, selected by the assembly, has been responsible for the final editing, and only recommendations with more than 50% support have been highlighted in the report. Three members have chosen to give a minority opinion related to existing recommendations.

Citizens' assembly for the whole of Norway

For the second time, a national citizens' assembly has been conducted in Norway, with participants from all over the country. And for the first time, civil society organizations have been the commissioners.

The members are clear that many of the recommendations require cooperation between politicians, business, civil society and citizens themselves to succeed. They recognize that change is a shared responsibility. We hope that commissioners and decision-makers will take these recommendations as seriously as they were prepared. It is clear that the citizens' assembly members both understand the need for action and want action now.

On behalf of the secretariat,
Thomas Berman
SoCentral og We Do Democracy





THANKS!

To all members of the Citizens' Assembly for Norway's Future, a big and warm thank you!

What a journey this has been!

When we started in January, we knew we had something special in the making. But I hadn't anticipated how inspiring, educational, and at times, emotional and deeply moving, it would turn out to be. Being part of this journey has been a privilege and a joy that I will carry with me for the rest of my life.

From the first meeting as strangers, you have transformed into a kind of democratic collective, full of warmth, disagreements, laughter, reflection, and genuine collaboration. It has been beautiful to witness. You've spoken from the heart, listened with curiosity and patience, and worked hard to address a question that many politicians hesitate to tackle. (Maybe that changes now?) You have every reason to be proud!

I also want to give a huge thanks to everyone who contributed from the moment the idea for the Citizens' Assembly was born in the summer of 2024 until today. This has been a collective initiative that has grown thanks to many individuals, generous funders, courageous commissioners, knowledgeable experts, wise advisors, and a big group of passionate supporters.

And a special thank you to the whole secretariat: Sofie and Hogne who safely guided us through the sessions; Cathrine, Kolja, and Zakia who designed, facilitated and continuously adapted the process; Tessa who was the steadfast contact point for participants and had full control of all practical matters. And our rising young helpers—Mikkel, Embla, Thea, Sigrun, and Johanne—who supported the process with transcription, facilitation, practical implementation, and vital support to the team.

Dear panel members: Thank you for everything you've shared. For showing up. For demonstrating what our democracy can be.

And thank you for making the future a little more hopeful, at a time when we need it the most!

Kind regards
Thomas



FRAMTIDSPANELET