

**MAKE.**  
**ORG**

# Digital engagement in the service of society

↘ [Get to know Make.org](https://www.make.org)

# About Make.org

From consultation to action, Make.org turns  
engagement into tangible impact



# A European team committed to impact



Founded in 2016 by Axel Dauchez and Alicia Combaz, Make.org is a Civic Tech organisation and a leader in participatory democracy in Europe.

The teams at Make.org have developed unique expertise in **massive and innovative mobilisation** to co-create high-impact projects

Make.org's **participatory solutions** are recognised as references for local, national and European public authorities, as well as for large companies and, more broadly, for all civil society stakeholders.

## ▾ Mission

Involving citizens on a massive scale  
the positive transformation of society

## ▾ Ethical governance

An independent ethics council responsible for  
monitoring the alignment of Make.org's actions with  
its Ethics Charter

## ▾ Make.org Foundation

As the armed wing of Make.org, the Make.org  
Foundation designs, incubates and accelerates more  
than 90 civil society actions on 15 major national  
causes: violence against women, disability, the  
environment, young people, child protection, food,  
etc.

# We are Make.org

Make.org is developing **digital solutions** to engage stakeholders (citizens, customers, employees etc) into the positive transformation of society and organisations.

## Our specificities:

- ↘ Involving people on a massive scale
- ↘ Identifying consensus
- ↘ Improving information accessibility

## Key figures

**300.000+**

Written contributions

**10 Mo+**

activated citizens

**30+**

countries

**3**

Participatory solutions

**100+**

Projects delivered

**1.000+**

Organisations engaged

# A European team engaged for impact

Make.org is operating globally from its offices in Paris, Brussels and Berlin.



Project leads



Designers



Sociologists



CRM experts



Engineers



Data scientists



Democracy experts



Product managers

## Recent awards



**2019:** Talent Award for Democracy

**2021:** Participation and Concertation Trophy

**2022:** Innovation Media Grand Prix

**2024:** Digital experience Award 2024

# Our mission

Is to involve citizens in the positive  
transformation of society

# To pursue our mission

## we work in three contexts

with  
**MAKE.  
ORG  
FOUNDATION**

### Supporting projects of the public sector

- ↘ **Get citizens and public players to work together** to re-appropriate and prioritise public action.
- ↘ **Empowering people to make their own choices** and arming citizens against misinformation.

**50+** local, regional, national, EU institutions



### Great Causes

#### “Great causes” Make.org

3-year support for coalition of players on a major societal issue (e.g. violence against women, biodiversity) and implementation of actions by our endowment fund.

**900+** NGOs, companies, media & universities



### Supporting projects of the private sector

- ↘ Enable the **strategic, operational and inclusive transformation** of organisations by **involving their stakeholders**.
- ↘ **Improve CSR actions** through citizen engagement.

**80+** companies



# Our values

Our activities comply with the principles of **neutrality**, **independence**, and **transparency**, as set out in an **Ethics Charter** and validated by an independent **Ethics Council**. This council is composed of both experts and randomly selected citizens.

## ↘ Democratic

Make.org firmly believes in democracy as a political system and act to strengthen it.

## ↘ Civic

Make.org leads initiatives for the benefit of citizens.

## ↘ Transparent

Make.org guarantees transparent operations.

## ↘ Independent

Make.org is independent of any political, economic, or state organisation.

## ↘ Neutral

Apart from democracy itself, Make.org does not support any specific political or economic project.

## ↘ Respectful of personal data

Make.org ensures the protection of personal data and its users, always in accordance with EU law.

# Why we act

Improving democracies with technology

"The **top concern** for the next two years [...] it is disinformation and misinformation, followed closely by **polarization within our societies**. These risks are serious because they limit our ability to tackle the big global challenges we are facing. [...] **This is not a time for conflicts or polarization**. This is a time to build trust"

**Ursula Von der Leyen**, *President of the European Commission, 2024*

"Citizens of democracies are **less and less content with their institutions**; they are more and more willing to jettison institutions and norms that have **traditionally been regarded as central components of democracy**; and they are increasingly **attracted to alternative regime forms**."

**Roberto Stefan Foa** (*University of Cambridge*) & **Yascha Mounk** (*Johns Hopkins University*), 2016

"My understanding is that we are going to enter a different type of [...] politics. It is going to be more and more difficult [...] **because polarization is making it very difficult**."

**Ivan Krastev** (*Center for Liberal Strategies & Institute for Human Sciences*), 2023

"If you look at the [...] the ideological battle today [...], there are actually conducted against the background of **much more agreement** than in the previous eras. But people **do not see all the things that they agree about**."

**Yuval Noah Harari** (*Hebrew University of Jerusalem & University of Cambridge*), 2023

"What [is] a more fundamental, underlying **problem: severe political polarization**."

**Thomas Carothers** (*Carnegie Endowment for International Peace*) & **Andrew O'Donohue** (*Harvard University*), 2019

➤ **Goal: tackling polarisation**

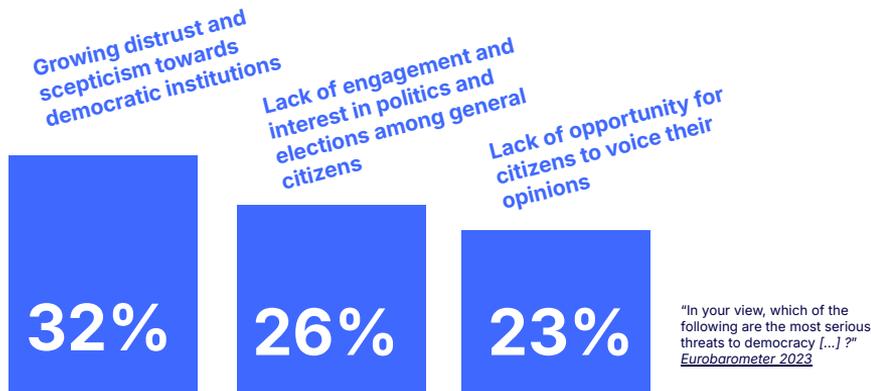
# Strengthen sustainable democracies by overcoming societal divisions

Democracies are increasingly struggling to **reconcile populations** and acting efficiently on citizens' realities: divisions are rising, and **identifying consensus** is difficult.

➤ **Goal: implementation of democratic innovations**

# Applying new modes of engaging citizens

We believe that to improve the functioning of our democracies, it is essential to involve citizens widely and develop the concept of “**permanent democracy**”.



“There is a cognitive bias introduced by the principle of elections, which is **not compensated by other forms of citizen participation**. [...] Europe and the world need citizen deliberation and participation”.

*Hélène Landemore (Yale University), 2022*

“Democratic activity now **extends well beyond the framework of electoral-representative** institutions. Many other **practices and structures of the sort explored** in the preceding chapters must also be **included**.”

*Pierre Rosanvallon (Collège de France), 2008*

“Many people are **tired of being merely objects of transformations**, and what they seek is the opportunity to **actively shape them**.”

*Rainer Forst (Goethe University Frankfurt), 2024*

“Non-participation in institutional politics thus does not necessarily equate to apathy, as many who do not go to the ballot box may actually **be uninformed, distrustful or disempowered**. This demonstrates the need to **look beyond traditional [...] categories** ”

*European Parliament, Study for the AFCO Committee, 2023*

“Existing additional opportunities for participation [...] **do not fill this gap** in citizens’ expectations of **better involvement**.”

*Dominik Hierlemann, et. al. (Bertelsmann Foundation), 2022*

# Supporting democratic institutions

In recent years, various European institutions have introduced reports and plans aimed at **strengthening democratic structures**. Our actions address the needs of these institutions and help them improve their connection with citizens. Our solutions and methodologies have now become the **go-to solution** for local, national, and European **public authorities**, as well as for **civil society** actors and businesses.

➤ **Goal: turning goals into action**

2025



## European Committee of the Regions

[Resolution on the priorities of the European Committee of the Regions for 2025-2030](#)

*"It is equally important to foster **citizen participation**, especially **youth participation**, ensuring that all generations have a voice in decision-making processes. This is essential for building a just, **transparent and accountable system of governance**."*

2025



## European Ombudsman

[The European Ombudsman's Strategy for the 2025-2029 mandate](#)

*"Priority 1: Empower citizens. Ensure that our communication platforms are **user-friendly and accessible** to the **widest possible audience**."*

*"Foster **transparent, inclusive and accountable EU decision-making** through **meaningful public consultations** on policies to support **citizen participation**."*

2025



## European Commission

[European Democracy Shield: Empowering Strong and Resilient Democracies](#)

*"Promoting **citizens' engagement in the democratic life**, through support to **participatory and deliberative tools**, is also needed to reinforce ownership, empowerment and public trust. These are key for building overall **societal resilience**."*

*"The Commission will stimulate innovation in **online platforms that enable participation in democracy (civic tech)**."*

2021



## European Parliament

[Report on Citizens' dialogues and Citizens' participation in the EU decision-making:](#)

*"Stresses that **digital technologies** should [...] especially be used to **encourage participation** among populations that have difficulties participating in traditional participatory instruments;"*

*"Develop **accessible, innovative and inclusive tools for citizens' participation** and dialogues, making better use of digital technologies"*

# What we do

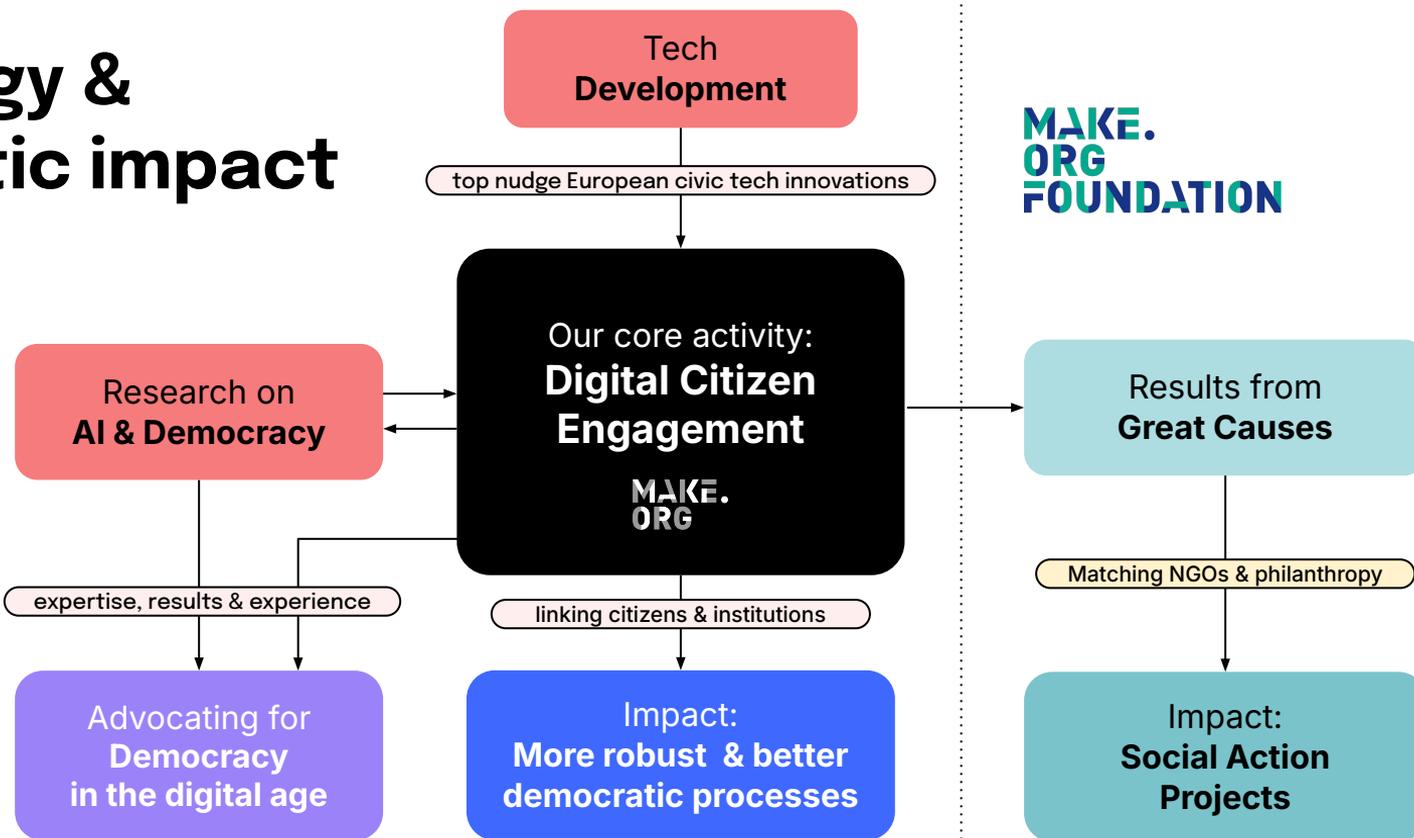
Practitioners, researchers and interlocutors

The Make.org universe

# Technology & democratic impact



Supporting institutions with our insights and research to enhance digital democratic spaces



# Advocating for democracy in the digital age

We are key interlocutors for institutions, engaging in discussions on how to harness technology to safeguard democracy.

At Make.org, we operate at the **intersection of democracy and technology**. By developing **technological solutions to strengthen democratic systems**, we are at the forefront of understanding the risks and challenges posed by these advancements.

Our goal is to ensure that new technologies, particularly AI solutions, are developed and applied in ways that are fully compatible with democratic values and principles. This involves not only **rigorous research**, but also **advocacy in the broader conversation about their ethical use**.

↘ Goal: establish a strong EU civic tech voice

## Memberships

- ↘ Association Civic Tech (founding member)
- ↘ Democratic Tech Alliance (founding member)
- ↘ Future of Democracy Group (founding member)
- ↘ Alliance for AI & Democracy (founding member)
- ↘ France Digitale
- ↘ Démocratie Ouverte

## Initiatives

### Democratic Shield

Ahead of the 2024 EU elections, Make.org together with an expert task force published the **Democratic Shield**: a list of quick fixes to strengthen election integrity.

In the same spirit, the European Commission published the **European Democracy Shield**, calling - amongst others - for more **citizen participation** a strong role of **European civic tech**.

### AI & Democracy Roundtables

Make.org and ifok convened **two high-level roundtable discussions** on AI & democracy. One focusing on AI **Systems & Democracy**, the other emphasising the potential of AI in **participatory processes**.

The roundtables brought together researchers, CSOs, and public officials.

↘ **Goal: safeguarding reliable algorithms**

# AI for Democracy

## Democratic Commons

DEFINITION OF DEMOCRATIC PRINCIPLES  
THAT GENERATIVE AI MUST ADHERE TO

IDENTIFICATION OF BIASES AND ERRORS IN  
LLMs THAT IMPACT DEMOCRACY

DEVELOPMENT OF INNOVATIVE OPEN-SOURCES PROTOCOL FOR EVALUATING AND  
CORRECTING LLM's DEMOCRATIC BIASES BASED ON THIS VITAL CONCEPTUAL  
FRAMEWORK

ENSURING THAT CURRENT TOOLS SUCH AS MAKE.ORG'S PARTICIPATION  
PLATFORMS USE DEBIASED AI AT THE SERVICE OF DEMOCRACY

ENSURING THAT FUTURE AI GENERATIONS ARE INHERENTLY COMPATIBLE WITH  
DEMOCRATIC USES

↘ **A visionary initiative leverages** the immense potential of **generative AI to fortify democracy** by placing **ethics** at the heart of AI development

↘ Aims to propose **GenAI solutions as digital commons** to **enhance democratic processes**.

### Founding Partners



SciencesPo



### Project Partners



Hugging Face



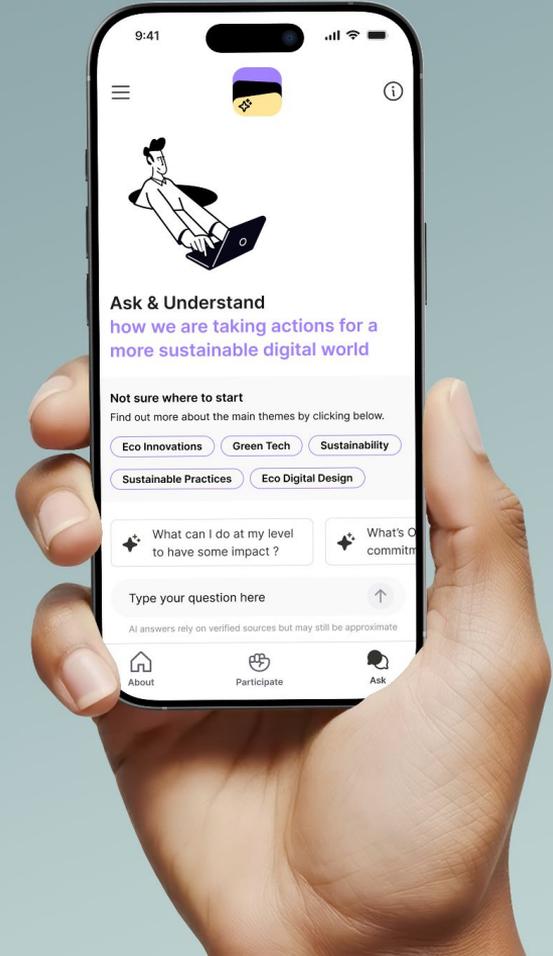
Center for AI and  
Digital Policy

### Project Board

**Audrey Tang**, Taiwan's Cyber Ambassador; **Hélène Landemore**, Yale University, Prof. of Pol Science; **Yochai Benkler**, Harvard University, Director Berkman Klein Center; **Karine Perset**, OECD, Head of AI Unit; **Raja Chatila**, Sorbonne University, Emeritus Professor; **Michelle Barsa**, Omidyar Network, Principal; **Djamé Seddah**, Inzija, Associate Professor; **Constance de Leusse**, ENS & Sciences Po, Senior Advisor; **Josef Lentsch**, Political Tech Summit, Founder & CEO

# Our platforms

Explore our tools that enable large scale participation  
and easy access to information

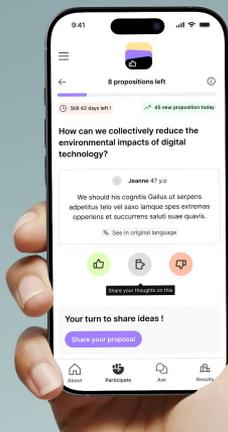


# Our large-scale collaboration solutions



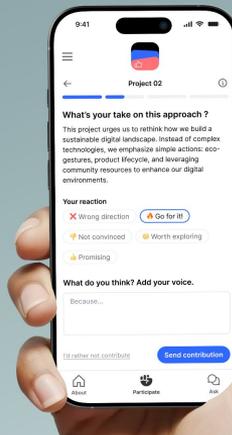
## Consultation

Our solution designed to engage people on a massive scale and build consensus



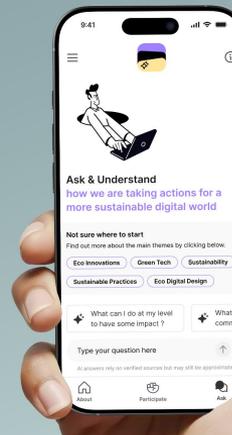
## Dialogue

Our co-creation platform for collectively testing and improving ideas, initiatives and projects



## Panoramic

Our AI tool to democratise understanding of complex subjects for everyone



# Our principles for impactful participation on our online tools



## Highly engaging

Intuitive design to facilitate participation for all



## Customisable and flexible

Complementary approaches and customisable tools to fit all use-cases



## AI to support qualitative participation

Smart use of AI to enhance impact for participants and decision-makers



## Fully multilingual

Collaborative multilingual approach for transnational participation



## Anti-trolling, human moderation and bias reduction

Ensuring the reliability of results thanks to strict anti-trolling mechanisms



# Consultation

Built to engage at scale and drive consensus

↘ **Massive reach:** highly-engaging experiences to facilitate participation all citizens regardless of their level of expertise or digital-friendliness.

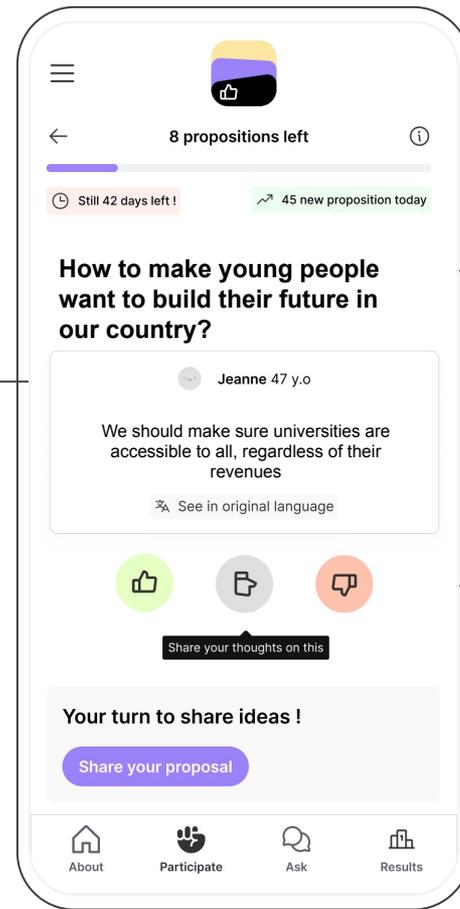
↘ **Identification of consensus,** even in a polarised context

↘ **Safe, multilingual, limiting trolling and biases**

Try **Consultation**

## Proposal

Constructive solutions written by participants in 140 characters  
*Option to make it anonymous*



## Question

Open and inclusive, simple and clear to maximize participation.

*Together, we shape the right question to ensure relevance and unlock strong engagement.*

## Reactions

Easy voting with a possibility to qualify a vote (love it, realistic...).

*Our sociologists, supported by AI, then identify the consensus that unite participants and the controversies that divide them.*

*Visual for inspiration.  
The platform will reflect your brand identity.*



# Dialogue

our co-creation solution to test, refine, and improve initiatives together

➤ **Easy reactions to complex content**  
breaking down projects in blocks of content and questions allowing citizens to understand complex content and quickly react

➤ **Customised participation**  
very flexible experience that can be adapted to all use-cases

➤ **Efficient implementation**  
getting feedback on projects to finalise action plans and ensure large-scale buy in.

Try Dialogue

## Clear and short presentations

Each project is presented using short texts to get straight to the point.

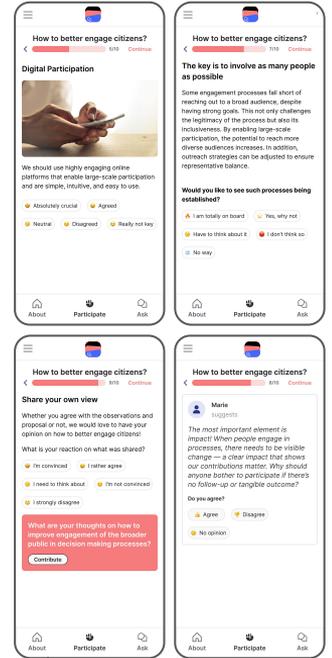
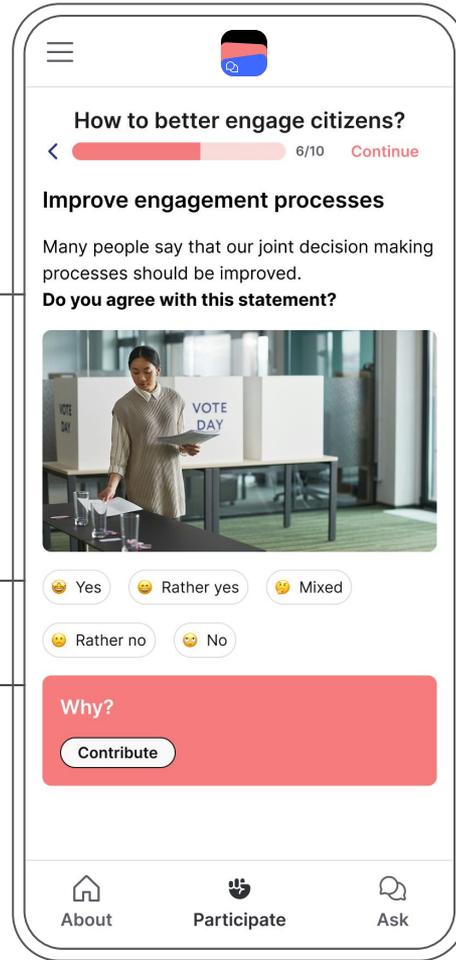
## Easy reactions

Participants can react quickly to each sub-part of the project

## Open Comments

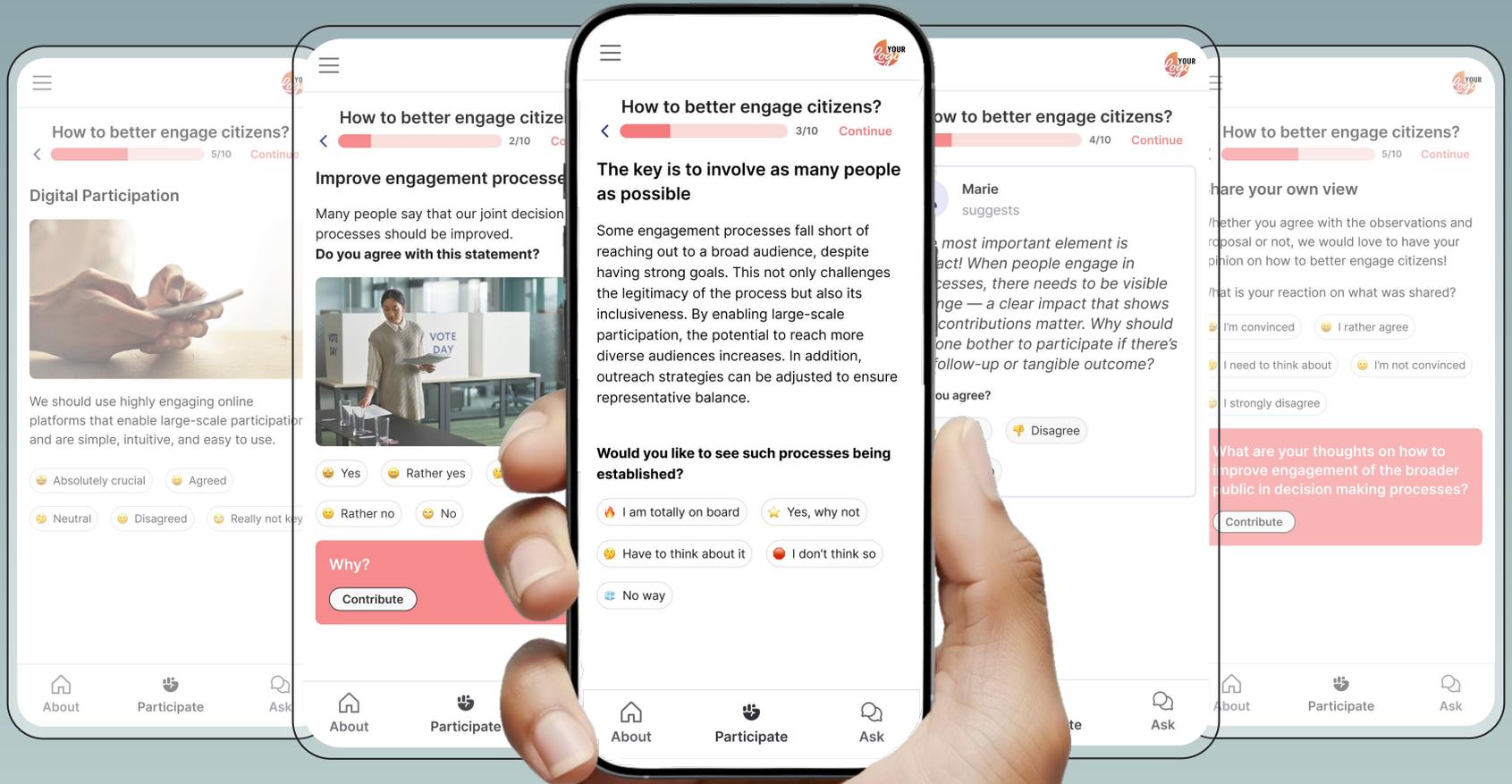
Participants can comment, sharing additional recommendations, inspirations, risks, etc.

*Visual for inspiration.  
The platform will reflect your brand identity.*



## Great Flexibility

The order, setup, and experience of the different cards can be adjusted and customised to suit your needs.



# Dialogue



# Panoramic

our platform which uses the power of generative AI to provide a comprehensive and concise overview of a selected body of content.

➤ **Easily explore** all content on the subject in a massive database and find answers to questions, with supporting sources

➤ Create a **shared knowledge base** and a legacy for the initiative

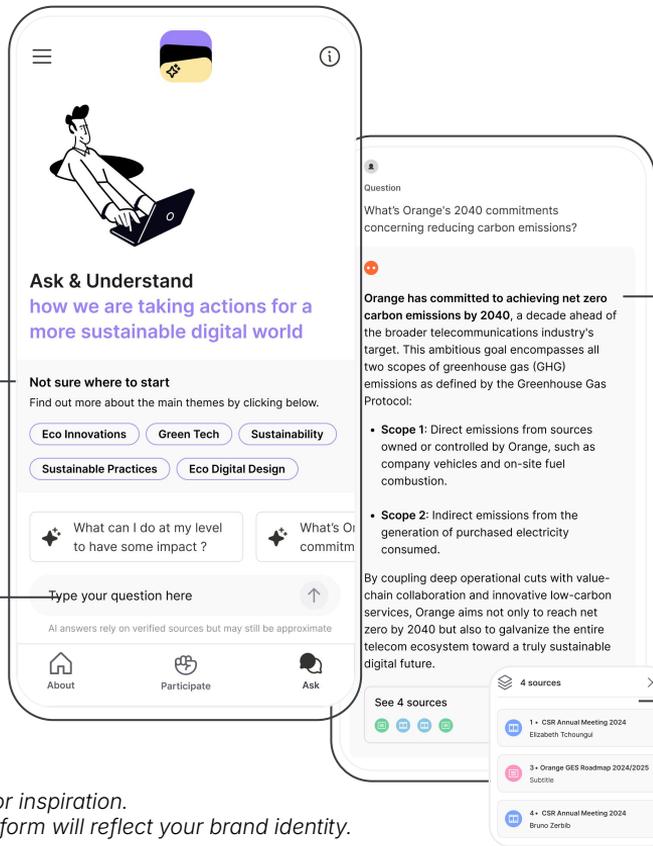
➤ Create a **showcase** and internal communication tool for the project

Try Panoramic



**Entry by topics**  
Through clear, thematic pathways. Predefined topics are jointly tailored.

**Entry by open prompt**  
And ask freely and get tailored, AI-powered answers



**Clear, simple answers**

Get responses that are concise, well-structured, and easy to understand — turning complex content into clarity

**All sources, at a glance**

See every source behind the answer instantly — with direct access to the exact page, timestamp, or excerpt

*Visual for inspiration.  
The platform will reflect your brand identity.*

# Our extra expertise

We support our tools with our know-how in  
communication and analysis

Large-scale participation

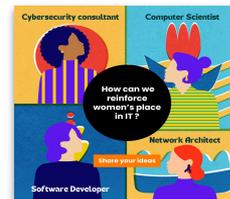
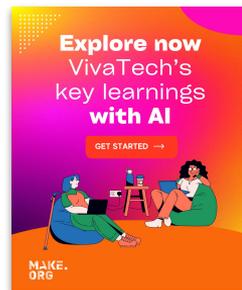
# Our expertise in citizen activation

We can support you in putting in place a major **communication campaign** to obtain a massive diverse participation, thanks to:

1. **Acquisition campaigns on social networks:** run by Make.org, these paid ads enable to reach a wide range of participants outside your own networks.
2. **A communications kit containing engaging visuals and language elements,** to support your communications
3. **Integration of the experience directly in web pages** via a widget : useful for the **press** (integration into online media articles) or **popular web pages**
4. **Advice on your communication plan:**
  - **Leveraging your usual communications channels:** mailings, social networks, newsletters, etc.
  - **Mobilising your ecosystem of partners** to take part and communicate about the consultation

Try the widget

examples: communication visuals



Actionable results

# Turning data into decisions

## Live Dashboard with the results

Throughout the projects, follow the topics discussed by citizens in real time using an AI-assisted exploration tool.

## Consensus Agenda of a Consultation

highlights areas of consensus and debate

At the end of the Consultation or Dialogue, our **sociologists and data scientists** combine artificial intelligence and human expertise to **analyse all contributions**.

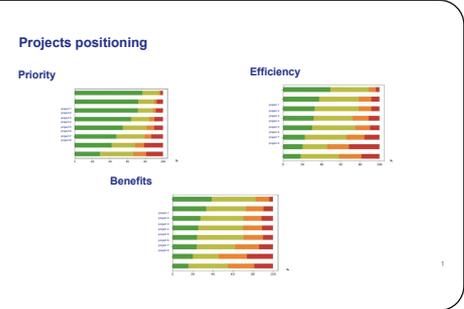
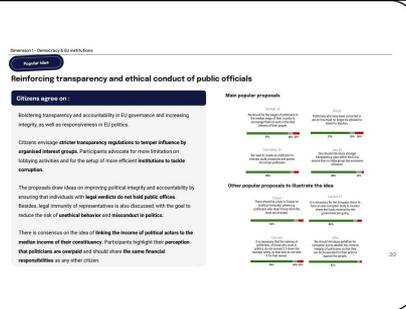
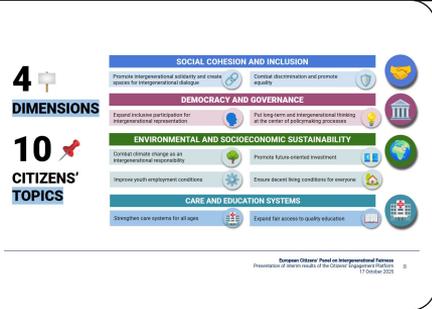
The result is a **concise, actionable report** highlighting key findings and focused on **consensus** among participants.

## Detailed idea of a Consultation or Dialogue

details and nuances of an idea highlighted by participants

## Project prioritisation and positioning

positioning of proposals on matrices (e.g. perceived priority x perceived impact) etc. (Dialogue)



Bridging between technology and society

# Experts in AI and democracy



## The Democratic Commons

**A research initiative launched in 2024 to advance ethical AI that strengthens democratic resilience.**

Led by Make.org in collaboration with Sciences Po, Sorbonne University, and the CNRS, this two-year project brings together over 50 researchers and engineers. Its aim is to develop a scientific framework for applying democratic principles to AI, create a model for evaluating and debiasing large language models (LLMs), and build citizen participation platforms aligned with these principles.



## Worldwide Alliance for AI & Democracy

**A global alliance launched in February 2025 to address the challenges of AI and democracy.**

The Global Alliance for AI and Democracy is an independent coalition of civil society, academia, NGOs, companies, and institutions. United by the mission to strengthen democracy amid geopolitical shifts and the rise of AI, members commit through a Manifesto and concrete initiatives to boost democratic resilience.



## The Global Citizens' Assembly on AI & Society

**A global citizens' assembly on AI and society, launched at Vivatech 2025.**

The Global Citizens' Assembly on AI and Society is an ambitious initiative that puts citizens at the center of decisions about the future of AI in support of resilient societies. It combines large-scale online consultations with deliberative citizens' assemblies within a shared global framework. France is the first country to launch its national process, followed by Canada. More countries are set to join this momentum.

# Our Track Record

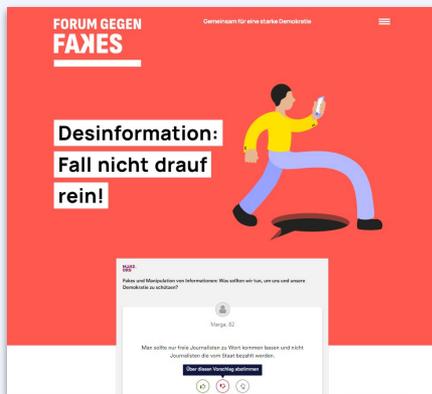
From consultation to action, Make.org turns engagement into tangible impact

## “Forum gegen Fakes”: Fakes and manipulation of information: What should we do to protect ourselves and our democracy?

Consultation part of a major citizen assembly in 2024

Over 400.000 participants

3.314 proposals and comments and over 1.509.720 votes



The close integration of a nationwide German in-person citizen assembly with three online participation processes, opening the debate to a very wide audience:

- setting the agenda of the citizen council thanks to a large citizen Consultation
- improving the final recommendations thanks to 2 online Dialogues with German citizens

This uniquely designed participation format initiated a nationwide debate on tackling disinformation in Germany. Together with citizens, measures for addressing disinformation were explored and discussed.



STIFTUNG  
MERCATOR



In September 2024, the citizens' report with policy recommendations was presented to the Federal Ministry of the Interior and Community (BMI) and the Bertelsmann Foundation. The BMI is using these recommendations, among other things, to develop a strategy for addressing disinformation.

# Use-case



## Gen(Z)AI National Youth Assembly on AI in Canada



### Context:

Gen(Z)AI is a national initiative in Canada bringing together 100 young people aged 17–23 across four regional forums to deliberate on the societal and policy impacts of artificial intelligence and formulate recommendations for Canada's AI strategy.

### Objectives:

Make.org contributes by powering a large-scale consultation that gathers feedback from both youth and experts on the assemblies' drafted recommendations, enriching and prioritising them to strengthen the legitimacy and ownership of the final outcomes.

The *Dialogue* platform, developed by [Make.org](#), is scheduled to launch late November 2025

The project represents a major step in **democratic innovation** by bridging mini-publics (youth assemblies) and maxi-publics (nationwide consultations) — combining in-depth deliberation with large-scale participation to create more legitimate, inclusive, and actionable policy recommendations.

Check out the official webpage of the project [here](#)



Centre for MEDIA,  
TECHNOLOGY  
and DEMOCRACY

**DoT**

Dialogue on Technology Project  
SFU Morris J. Wosk Centre for Dialogue

# Use-case



How can we reduce the environmental impacts of digital technology (equipment, internet, mobile, video usage, etc.) together?



Massive email, SMS, social media and print campaigns

18 million customers and 50,000 employees reached;  
6,050 proposals and 2.6 million votes

## The context

Orange France has set ecological transition as a key strategic goal, focusing on reducing its carbon footprint, encompassing both its operations and the environmental impact of its services and products used by customers. To expedite this commitment, Orange has chosen to initiate a **comprehensive participatory initiative involving its entire ecosystem.**

## Objectives

Structure the Orange roadmap on the basis of the key priorities of employees, customers and citizens.

## Impact & results

- An agenda of +20 major plebiscites used by Orange and its partners to build roadmaps
- A multi-stakeholder collaborative relationship that has been initiated and will be continuously nurtured thereafter
- A significant impact on brand image (supporting indicators)

All the results are available [here](#)

# Use-case

## Panoramic for EuroPCom



European Committee  
of the Regions

**Ask, Understand EuroPCom at a glance.**

This platform uses **Artificial Intelligence** to make **complex subjects** accessible to citizens.

**Transforming Public Communication / Futureproof Public Engagement / Strategic Digital Communication**

EuroPCom 2024 brings together Europe's public communication experts to explore transformative tools and techniques shaping the future of citizens engagement. Under the theme "Engage Europe. Communicat..."

[Show more...](#)

**Not sure where to start?**

Find out more about the main themes by clicking below.

AI-driven local and regional transformation   Strategic message amplification   Targeted communication techniques

Transformative communication tools

What has been said on AI and Public Communication?   What are the main takeaways from the conference?   How can we enhance communication with diverse audiences?

Type your question here

While the AI's answers are based on verified sources, they may still contain approximations.

**Try Panoramic  
for EuroPCom**

### The context:

Panoramic is an AI-powered platform that simplifies the understanding of complex topics for the general public, encouraging informed opinions and engaged participation.

EuroPCom is the largest European gathering of public communication professionals. For EuroPCom 2024, Panoramic AI has been tailored to meet the unique needs of the conference.

### Goal:

Panoramic AI synthesizes the discussions and allows participants to revisit the content of the various panels. This enables post-conference engagement by allowing participants and stakeholders to interact directly with Panoramic AI to ask questions, explore themes, and access verified sources.

### Results:

- **True transparency and accessibility of the discussion**
- **A rigorous approach ensuring the quality of responses**
- **A collection of the most frequently asked questions by citizens**
- **The first step of an ambitious research program with Sciences Po, CNRS, and Sorbonne for AI compatible with democracy.**

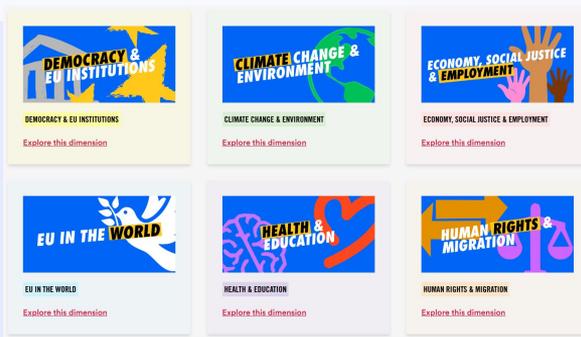
# Use-case

## #EurHope: What are your ideas for building together a Europe capable of meeting the challenges of tomorrow?

Initiated by Make.org and JEF Europe, with the support of the European Parliament

The first multilingual and pan-European consultation in history, available in 22 languages in 27 countries

- 1.5M votes
- 5000 proposals
- 220,000 visitors



On May 9, 2023, Make.org and JEF Europe launched a massive, multilingual, pan-European online consultation to engage young European citizens, on an unprecedented scale. Its results will serve as a basis for advocacy with European political parties in view of the 2024 European elections.

### Goals

- Allow all Europeans, and more particularly young people, to express their priorities for the Europe of tomorrow without language barriers
- Re-engage as many citizens as possible with politics and Europe
- Massively mobilise citizens ahead of the 2024 European elections

Results available at [eurhope.org](https://eurhope.org)



# Use-case



Internal consultation in a French insurance company, to improve the daily work of the team in charge of relationship with policyholders



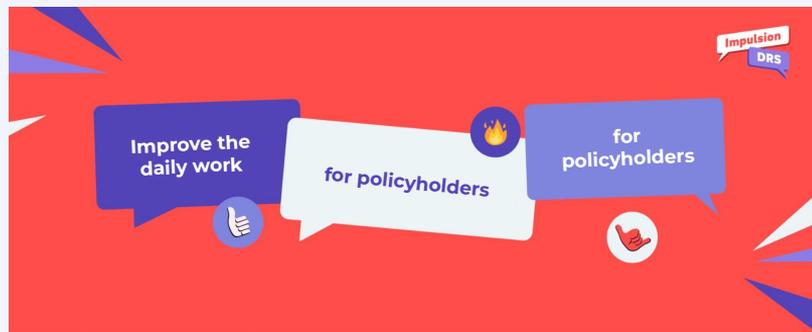
## Context

In a highly competitive environment where players are making progress in terms of corporate relations, MAIF must redouble its efforts to maintain its lead in relational excellence.

In order to preserve this strategic asset, the Corporate Relations Department wishes to launch a major participatory initiative with MAIF network advisers and managers to tackle these new challenges together.

## Objectives

Enabling all 4,700 employees of the MAIF Network to express themselves and share their ideas for improving their daily work in the service of member relations.



## Impact & results

- + 2,300 participants (one in two employees took part in the consultation)
- + 2,400 proposals and + 260,000 votes
- 29 consensus points identified and 9 controversies
- The results of the consultation, combined with the work carried out in field workshops, will enable priority actions to be defined, which management is committed to implementing subsequently.

## WahlCheck 2025: The most important information for the German federal elections 2025.

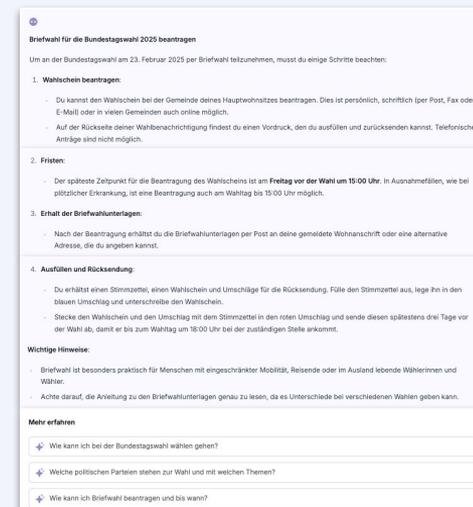
Participants  
**13.657**

### Goals

To inform voters in an understandable way about political programs, positions, and socially relevant issues—and to use AI to make the objective comparison of political parties easier.

### Results

The tool recorded high usage rates and very positive feedback in the run-up to the federal election. It helped promote informed, fact-based voting decisions and was considered an example of the responsible use of AI in a democratic context. The [project website](#) provided additional information and background.



The 2025 German federal election was one of the central political decisions in Germany. To inform citizens in the best possible way, Make.org, together with the Federal Agency for Civic Education (bpb), developed the interactive platform “WahlCheck 2025,” funded by the bpb. Project duration: January 13 – February 23, 2025.



# Thank you!

Contact us to know more:



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