



“Role of Civil Society in Public Administration Reform”

June 6 – 8, 2016 | Pristina, Kosovo*

Event Report



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* This designation is without prejudice to positions on status, and is in line with UNSCR 1244 and the ICJ Opinion on the Kosovo declaration of independence.



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Introduction

The “Role of Civil Society in Public Administration Reform - EU Standards and Practice” conference served as a forum to discuss public administration reform with an emphasis on citizen engagement and exploring modalities to advance cross-sector collaboration. This event considered “The Principles of Public Administration” (SIGMA/OECD) as well as the EC Guidelines for Support to Civil Society in Enlargement Countries” as recently established frameworks for support to the development of Public Administration and Civil Society (CS) in the Western Balkans and Turkey. The conference brought together participants from civil society, European institutions and national authorities from the six Western Balkan (WB) countries (Albania, Bosnia and Herzegovina, Kosovo, Montenegro, the Former Yugoslav Republic of Macedonia and Serbia) and Turkey to discuss:

- Standards and good practices of civil society organizations (CSO) participation in public administration reform (PAR) in the EU;
- Experiences from the region;
- Results of research on the current state of play in the region;
- Proposals for improvement of CSO involvement in PAR.





Expected results of the conference included:

- Increased understanding of the importance of cross-sector collaboration;
- Identification of mutually reinforcing elements between PAR and EC Guidelines for Civil Society Support in Enlargement Countries.

The conference was held over two days in Pristina, Kosovo with the first day focused on institutional presentations and lessons learned from European and Western Balkan countries along with small working group sessions. The second day focused on conclusions and recommendations from the focused working groups as well as next steps following the conclusion of the conference.

Introductory remarks were provided Kosovo's Minister for Public Administration, Mahir Yagcilar, who provided an overview of steps taken by the government to initiate and see through PAR, emphasizing the early establishment of a strong legal framework in Kosovo to support PAR with regular functional reviews and government strategies including a newly added section on modernisation of public administration. Mr. Samuel Žbogar, Head of the EU Office in Kosovo, followed by welcoming participants to the conference, highlighting the importance of civil society engagement in the early stages of PAR. During his remarks he noted that PAR in recent enlargements had at times not gone far enough and is an important pre-requisite for EU countries to be competitive on the European Single Market. In conclusion, he emphasized the need for governments to develop institutional mechanisms to engage civil society as credible partners in the PAR process. Finally, Ms. Jasenka Perović, Team Leader of TACSO, highlighted the frameworks in place that emphasized PAR, particularly civil society's engagement in the process, notably the 2015 – 2016 Enlargement Strategy focusing on the need for vigour in the PAR process and the EU Guidelines for Support to Civil Society. To open the conference, Ms. Perović emphasized the need for increased democratization of institutions across the region and a renewed focus on both government and civil society serving the needs of citizens through PAR.

Following two days of discussion, it was concluded that the topic of CSO involvement in the PAR process remains an issue requiring further attention to fully understand the capacity and limitations for successful engagement. The following set of conclusions and recommendations were made for relevant stakeholders as a result of the conference:

Recommendations to European Commission/Projects:

1. Develop a regular, formalized process for dialogue between the EU, national institutions, SIGMA, OECD and CSOs;
2. Screen PAR strategies for formalized CSO participation;
3. Support specific actions that contribute to public participation in the PAR process.

Recommendations to Government:

1. Support capacity development of public officials and civil society to enhance public participation for the PAR process;
2. Support and adhere to Open Data Initiatives, published PAR principles, OECD and EU guidelines;
3. Improve communication and information flow between government (including local government units), civil society and citizens at all stages of PAR strategy development and implementation.

Recommendations to Civil Society:

1. Increase capacity of CSOs to become a trusted partner for government and to provide concrete, evidence based responses for public participation;



2. Improve CSO networking and coordination, formally and informally, to share best practices, develop methodologies and identify priorities for PAR participation and monitoring;
3. Focus on outcome based impact and communication with citizens and media through innovative communication platforms.

Attendance at the conference included a diverse cross-section of stakeholders focused on the topic including 70 representatives from civil society, government, EU institutions and other relevant international organizations. Participants joined from the countries of Albania (5 participants), Bosnia and Herzegovina (4 participants), Kosovo* (15 participants), the Republic of Macedonia (5 participants), Montenegro (6 participants) and Turkey (7 participants). The conference hosted a total of 13 speakers in addition to 8 TACSO representatives and 2 participants from regional organizations.





Session 1: Public administration reform strategies

The first session of the conference focused on established frameworks developed by leading institutions focused on PAR. **Ms. Mirosława Boryczka, Senior Policy Advisor, SIGMA, provided an overview of the PAR strategies for the Western Balkans**, including the 14 indicators used by the SIGMA team to assess the state of PAR in the WB countries. She highlighted the Principles of Public Administration established by SIGMA, derived from the EU Acquis, as defining what a good public administration looks like. SIGMA seeks to establish benchmarks for countries engaging in the reform process and to develop guides for countries to reform while collecting and providing best practice recommendations. More information on the Principles is available at www.sigmaweb.org. Highlights from Ms. Boryczka's remarks include:

- Common challenges remain for all countries monitored by SIGMA including: establishing a professional and depoliticized public administration, enforcing the concept that citizens have a right to good public administration, the lack of a user oriented public administration and public scrutiny and, developing simplified administrative instructions;
- For PAR to be successful 3 factors must be present: a reform agenda, proper financial management with realistic allocations to the reform agenda and a strong civil society that applies pressure and engages in dialogue.

Mr. Mikael Erbs Jorgensen, Team Leader of the Centres of Thematic Expertise on Civil Society Support, DG NEAR continued with a presentation on mainstreaming the role of civil society in PAR, describing the role of the Centre as providing policy analysis, learning best practices across EU countries and strengthening the role of CSOs. The Centre also plays a key role in standardizing the section on civil society in the annual EU Country Reports as well as supporting implementation and monitoring roadmaps for CSO engagement in addition to supporting planning and programming for the Instrument for Pre-Accession (IPA) and European Neighbourhood Instrument (ENI). Highlights from Mr. Erb's remarks include:

- Approaches for CSO and PAR engagement were established in the Council of Europe Code of Good Practice on Civic Participation, including four main principles for collaboration: participation, trust, accountability and independence, and the 2012 Commission Communication "Roots of Democracy" approach (more information available at www.coe.int/en/web/ingo/civil-participation and at www.consilium.europa.eu/uedocs/cms_data/docs/pressdata/EN/foraff/132870.pdf);
- Civil society involvement in PAR can serve as a mechanism to fill crucial gaps in technical expertise not available within the government. It also supports minority inclusion and increased social cohesion during implementation;
- Emphasis that PAR relates to all policies across line ministries and is a condition for successful sector based policies (i.e., health, education, employment, security, environment, transportation and connectivity);
- Various levels for CSO engagement in the decision making cycle are available, and all are strategically important for different reasons (i.e. agenda setting, drafting, decisions, implementation, monitoring, reformulation).

The final speaker of the session, **Ms. Venera Hajrullahu, Executive Director of the Kosovar Civil Society Foundation, presented the Conference Discussion Paper *CSO participation in public administration reform in the Western Balkan countries***. Ms. Hajrullahu noted that in practice, the role of civil society is still greatly underestimated due to a lack of willingness and capacity on behalf of both government and civil society. Despite this, she noted a new momentum that exists in the Balkans to engage CSOs, particularly in the PAR process based



on a combination of result oriented strategies, policy dialogue, financial assistance to governments from the EU and the strong commitment of enlargement countries to the EU agenda. Coupled with this, civil society is gaining increased capacities to engage on PAR resulting in a theory of change. The discussion paper presented 28 recommendations to the EU Commission, civil society and to national governments to increase quality of CSO engagement in the PAR process available in more detail in Annex F. Highlights from Ms. Hajrullahu's remarks include:

- There is a need for CS to intensify engagement in PAR, going beyond consultations and monitoring, intervening at all stages of reform and policy development, and most importantly, to be genuinely invested in the process;
- Strong emphasis was placed on the need for capacity building on both sides, public administration and CS, in order to engage more meaningfully and to be seen as credible partners in the PAR process.

Session 2: From citizen participation to participatory governance

The session that followed focused on experiences from current EU members and PAR experts regarding the practice of engaging citizens in participatory governance. While many best practices and lessons learned emerged, panelists acknowledged that quality engagement in the policy process remains a challenge, even in countries with established legal frameworks and a history of citizen participation. Only by placing a high priority on CSO engagement at the most senior levels of government does meaningful, sustained dialogue occur, for which, civil society must also do its part to improve capacity and be the voice of citizens.

The first presentation by **Ms. Inese Kuške, Consultant to the Public Administration Policy Department at the State Chancellery of Latvia**, focused on the legal frameworks established in Latvia beginning in 2007, including both regulations and rules of procedures regarding public information, participation and monitoring. This legal framework requires the state administration to involve the society in all activities including through public consultation but also other stages of engagement. The legal framework also gives an equal voice to civil society and public bodies during the consultation process. Even before the established legal framework, a 2005 Cooperation Memorandum between the Cabinet of Ministers and CSOs (now 393) helped to formalize engagement, something Ms. Kuške emphasizes as a necessary prerequisite, aiming to both improve CSO capacity and ensure regular engagement of CS in the decision making process. Highlights from Ms. Kuške's remarks include:

- Establishing peer networks and nomination systems for NGOs to participate in government consultative bodies has improved the quality of engagement between CSOs and government institutions;
- Public participation must be easy, and to support this, Latvia requires each government institution to maintain a "Public Participation" page on their webpage identifying opportunities for engagement;
- Meaningful engagement with civil society requires planning and investment to avoid demotivation on both sides (i.e. providing valuable feedback to CSO submissions);
- Ex-ante evaluation of policy results/impact must be standard procedure in CS cooperation with government as well as for monitoring of the implementation of the legal framework for public participation. Without this, institution's commitment to CSO engagement is often sporadic.



Mr. Conny Reuter, Secretary General of the SOLIDAR Network in Belgium followed with an engaging discussion focused on making CSO participation a substantive activity. With experience working in a number of European countries, Mr. Reuter noted the cultural dimension of public administration must not be ignored, and must instead be factored into reform strategies to ensure impact. Further, he noted the importance of tempering expectations for PAR as the social need for reform in the WB countries is high, but the task of PAR requires intense investment and cultural shifts. To do so, he noted the importance of viewing capacity building for public institutions and civil society as a long-term investment rather than a cost to be avoided. Mr. Reuter emphasized the need to establish robust institutions and civil society capacities by noting “The principles for CS engagement with government are in place, the difficulty now is putting them into practice.... The process should be a facilitator, but depends on how disciplined citizens are”.

The presentation by **Ms. Madle Lippus, Researcher and Community expert with Linnalabor NGO in Estonia** focused on one example of a local Estonian neighbourhood association driving the discussion regarding public participation in decision making, particularly at the local level. While Estonia established a legal framework for CS engagement at the national level in 2002, no such guidance or legal framework was established at the local level, leaving citizens without a clear mechanism for engagement. 2006 saw the emergence of neighbourhood associations to address every day needs of citizens seeking improved standards of living resulting in proactive engagement with the local government. Associations focused activities on issues such as establishing public space, improving traffic and schools, ultimately bringing the voice of local citizens to their elected officials. In 2014, a movement to formalize this collaboration was launched, called the Urban Idea, that is still being finalized with municipal governments. Highlights from Ms. Lippus’ remarks include:

- It is necessary to establish formalized frameworks not only at the central level, but also at the local level as WB countries seek to fulfil the Charter on Local Self Governance and improve the lives of citizens;



- Civil society (in this case neighborhood associations) must make it easier for citizens to engage with government. For instance, complex information is often the only material presented to the public by the government; presenting this information in an easily consumed format is an added role for civil society.

The final presentation of the session by **Mr. Goran Forbici, President of the Board of Directors for the European Network of National Civil Society Associations**, focused on the Slovenian experience with public participation in PAR. He emphasized during his opening remarks that it is first important to identify what the government's motives are for PAR, once that is identified, a strategy and engagement with CSOs is more easily developed. Mr. Forbici highlighted practical examples of how to integrate civil society into the PAR process around the topics of policy formulation, implementation, evaluation and capacity development. Highlights from Mr. Gorani's remarks include:

- Public administration engagement with CS does not come naturally, continuing education (capacity development) for PA officials is necessary to enhance quality of engagement. For example, a 3-day training was implemented in Slovenia modeled after the Open Policy Making Office in the UK Cabinet, with 7-day intensive trainings for nominated officials to support a multiplier effect within institutions;
- External actors need capacity building (particularly CSOs) regarding the policy making process to make them a more credible partner for the public sector;
- Strategic planning and efficient implementation of government support to CSOs (to build capacity and support engagement) is also necessary to develop a cohesive framework for identifying CSO priorities. A comprehensive manual was developed for Slovenian PA and incorporated into the public administration training;
- CSOs and private entities can be partners for service delivery. In Slovenia, each Ministry is required to conduct a strategic analysis of the cost/benefit of transferring public services to external actors to improve delivery of services through partnerships;
- Embedding monitoring and evaluation of CSO engagement within public administration as part of the policy process must become practice;
- Innovation is needed to support joint capacity development such as "Partnerships for Change", a short term work exchange for Slovenian civil servants, private sector and CS officials that helps to build respect for the other sectors and their approach to policy development and implementation.

Session 3: Preconditions and challenges to participatory governance

The session focused on Preconditions and Challenges to Participatory Governance. Experiences from Western Balkan countries aimed to answer the questions: Do citizens engage sufficiently in public affairs? Who gets involved and how? What motivates them and what barriers do they face?

The first presenter, **Mr. Gentian Elezi, an independent expert from Albania and previous official with the Albanian Ministry for European Integration** identified a number of positive actions taken in Albania, along with a number of remaining challenges. A key point he left the audience with was that the concept of civil society engagement must be broadened to include non-state actors (NSA), particularly business and citizens themselves. With proper buy-in from non-state actors, implementation of policy can become easier if community stakeholders have already been engaged. Highlights from Mr. Elezi's remarks include:



- Engaging NSA at multiple steps along the PAR process (conceptualization, design, legislative drafting, impact review, etc.) can improve the quality of engagement and long-term support;
- Momentum for PAR often rests with the political will of senior officials; if senior levels elevate the importance of PAR, reform is more likely to be successful;
- Developing process for institutionalizing civil society engagement is sometimes more effective with a bottom-up approach vs top-down to encourage buy-in (i.e. In Albania, NSA devised the plan for enabling civil society engagement which the government then adopted);
- Allocating government funding to support NGO capacity development is crucial to develop CSOs as a credible partner, but also to show genuine investment on behalf of the government;
- Developing sector specific databases within government institutions of qualified, targeted CSOs helps ensure quality input, and also builds informal relationships between government and CSOs;
- Providing substantive feedback from the government when CSOs do engage is necessary to encourage improved and more regular input;
- Improved coordination and long-term orientation of CSOs, rather than fragmented donor-dependent projects, is necessary to improve capacity in the field.

Next, **Mr. Stevo Muk, President of the Managing Board at Institute Alternative in Montenegro**, focused on the need to make PAR and the policy making process more accessible to CSOs and average citizens. Noting that despite nearly 54 CSOs participating in public consultations in Montenegro, the strategy for EU integration lacked a human face due to the lack of inclusion of CSOs during the drafting and review process. Highlights from Mr. Muk's remarks include:

- Consultations with CSOs often take place only for review of legal acts, with highly technical documents the average citizen is not interested in. Engagement at various stages, and with more comprehensible information presented to CSOs, the quality and quantity of input would also improve;
- There is a need to involve citizens and businesses more directly, even those not directly working on PAR, in order to improve cross sector collaboration, leading to improved citizen centered public administration;
- Input from junior level civil servants is often overlooked in the PAR process despite them being a good representation of the average citizen's opinion with a greater grasp on reality. More emphasis should be placed on utilizing the skill-set of officials throughout institutions to diversify input in the PAR process.

The final speaker for the session, **Ms. Malinka Ristevska-Jordanova, Director of the European Policy Institute (EPI) in Macedonia**, highlighted the current challenges of the country in the PAR process despite early progress. She noted that while a strong legal framework was put in place early on, increased politicization of government institutions decreased the priority placed on PAR, resulting in "selective implementation". Across WB countries the fast pace of reform can cause challenges as governments attempt to pass legislation in a hurry to meet EU requirements, often skipping genuine engagement of CSOs. Highlights from Ms. Ristevska-Jordanova's remarks include:

- Governments and the EU must maintain focus on the big picture of reforms and what they mean for the daily lives of citizens, not only specific indicators which results in a "ticking boxes" governance mentality;
- CSO monitoring should focus on the areas government is not monitoring themselves. CSO priorities need not match those of the government and instead should remain independent;
- Priority for CSO re-granting schemes should be focused on supporting local priorities outside the capital, enhancing broad CS capacity for engagement with the government on PAR and the policy making process.

Parallel working group sessions



The afternoon of June 7th was dedicated to small working group sessions with approximately 15 – 20 participants in each group. The discussions provided a forum for participants to discuss the current state of affairs as well as challenges and opportunities in the specific topics addressed. The morning of June 8th began with a report out and discussion of the previous afternoon's conclusions, included below.

Group 1: Transparency and Accountability

Moderator: Ms. Inese Kuške, Consultant at Public Administration Policy Department, State Chancellery of Latvia

Rapporteur: Ms. Lejla Ibranić, Executive Director, Transparency International Bosnia and Herzegovina

Group 1 identified positive preconditions in the WB for the state of transparency and accountability in terms of the legal framework for PAR, acknowledging some level of engagement of CSOs in expert drafting groups or monitoring. Despite this, the lack of formalized mechanisms for CSO engagement and communication with government institutions on PAR inhibits full implementation of legal frameworks. Key conclusions and recommendations included the following:



- Establishment and effective implementation of proper legal framework including mandatory involvement of CSOs in decision-making processes is needed;
- Mainstreamed cooperation and involvement of civil society throughout the whole policy-making cycle must be facilitated;
- Awareness raising regarding the importance of meaningful involvement of CSOs in government institutions is needed in order to increase informal engagement at various levels;
- Strengthening M&E capacities and role of CSOs in the policy making process, with particular focus on policy impact analysis would support CSO ability to be a credible partner;
- Establishing clear criteria and expectations for CSOs would ensure proper selection of CSOs for consultation councils;
- Government institutions must establish formal communication channels with CSOs;
- Promoting CSO research and use of results by public institutions would enhance opportunities for engagement;
- By building and strengthening CSO sectoral networks their potential to contribute to decision-making could be better utilized by public bodies;
- CSOs and citizens must advocate for the implementation of open data policies;
- Promoting a culture of transparency and accountability for public institutions through proactive disclosure of information that is of public interest in user-friendly formats is needed.

Group 2: Citizen Participation

Moderator: Ms. Filloreta Bytyçi, Independent Expert, Kosovo

Rapporteur: Mr. Hajrulla Ceku - Executive Director, Ec Ma Nryshe, Kosovo

Group 2 focused on challenges for genuine citizen participation in the PAR process, identifying the lack of capacities and access to information as key inhibitors for engagement. Key conclusions and recommendations included the following:

- The lack of capacity within CSOs to approach the government and engage in the policy making processes limits impact;
- Limited consultation of CSOs and the public in the initial phases of policy drafting policies discourages engagement;
- Lack of clear guidance at the local level on how to implement certain provisions of PAR Strategy results in poor implementation and the ability for CSOs to monitor;
- Improved organization of local communities is necessary, perhaps through a neighbourhood association model;
- Increased funding is necessary for CSOs at the local level to actively engage with government on PAR.



Group 3: Effective Service Delivery

Moderator: Mr. Erik Akse, Founder and Director of Training at Impact Assessment Institute, Belgium

Rapporteur: Ms. Rana Birden Çorbacıoğlu - Director of Programmes, Turkey Europe Foundation

Group 3 focused on public administration that delivers effective services for citizens. To do so, a number of questions were posed to participants: Are laws detailed, clear and simple enough? How about the budget? Do the perfect or do the practical? What is effective service delivery?

The discussion identified key traits of positive service delivery, specifically that services are fast, simple, cost-effective, standard, practical, and equally accessible to any person based on objective rules and criteria. Recommendations for PAR focused on improved service delivery included the following:

- Improved opportunities for sharing experiences, best practices and lessons learned from study visits, training courses, and results of project interventions should be established;
- Existing CSO networks should be empowered to encourage collaboration and identification of standardized monitoring for PAR;
- Increased focus on efficient service delivery as an impact of PAR is needed to make importance visible to citizens;
- Involvement in PAR need not be limited only to CSOs covering PAR topics. CSOs represent citizens who are consumers of government services, making diverse sector based engagement crucial;
- A system for providing carrots, or positive reinforcement, for high performing institutions should be established (i.e. DEMOS performance management awards);
- Empowerment of public officials is necessary. Often, civil servants who are willing to implement change are not empowered by senior officials to do so, resulting in low performance and a lack of innovation.

Group 4: Monitoring Public Administration Reform

Moderator: Ms. Milena Lazarević – Program Director, European Policy Centre, Serbia

Rapporteur: Mr. Leopold Rollinger - Project Manager, European Policy Centre, Serbia

Group 4 focused on CSO activities in monitoring PAR, noting that the main monitor of PAR remains the government. Instead, CSOs must become more active in this field, uniting to identify a common monitoring methodology for the PAR technical fields. The discussion also noted that improved communication, with adapted wording easily comprehensible to the public, is needed to support improved engagement between government and CSOs on PAR topics. Key conclusions and recommendations included:

- CS should expand as much as possible to the local level;
- The more specialized organisations, which have greater capacity and access to expertise, have the responsibility to build and maintain networks and coalitions, support the development of capacities and facilitate inclusion of smaller, especially local organisations;



- CS must focus on building capacity for conducting surveys to develop evidence-based recommendations. This will legitimize their monitoring work and their recommendations to the government;
- Aspects of PAR which are strongly related to government openness and transparency should be the focus of CS monitoring of PAR as they are also of public interest;
- CS should disseminate and exchange good practices and success stories related to PAR monitoring;
- CS can add value by spotting citizens' needs and communicating them to government.

Session 4: Enabling civil society to influence PAR processes: EC regional support

Mr. Karl Giacinti, Programme Manager for Civil Society and Media from DG Neighbourhood and Enlargement Negotiations, delivered a final presentation to familiarize participants with the support mechanisms offered by the European Commission (EC) to CSOs particularly in the field of PAR, public financial management (PFM) and participatory governance. The recent DG Enlargement Guidelines aimed to increase structured dialogue between the EC, governments and CSOs while creating an enabling environment for public engagement and capacity development for CSOs. These guidelines also aimed to translate policy objectives into concrete “results frameworks” for improved monitoring of performance. Further, the Civil Society and Media Facility (CSF), a funding tool offering grants and service contracts was specifically developed to enhance CSO engagement in participatory democracies. The facility will allocate 87.32 million EUR in the 2016 – 2017 funding cycle, broken down into specific areas of focus. To date, the facility has funded over 700 CSOs. During his remarks it was emphasized that while a high number of programs exist, donor and project coordination must be improved with more strategic implementation in order to achieve maximum impact. Feedback on how the EC can improve support to CSOs was also welcomed. To conclude, Mr. Giacinti offered the following recommendations:

- Strengthen and improve communication between EC, SIGMA, TACSO and CSOs;
- Identify specific priorities for the 2017 – 2018 CSF call addressing current challenges;
- Improve the capacity of public institutions for reliable data collection to support transparency in PAR and PFM related fields;
- Involve CSOs in more sector-based programs.

The event concluded with Ms. Hajrullahu presenting the high level conclusions, listed in section 1, placing emphasis on the need for specific action plans to be developed based on each conclusion in the weeks following the conference. Final remarks from Ms. Jasenka Perović, highlighted the need to move away from simple capacity building as an answer to challenges. Capacity building needs to be innovative and tackle core challenges related to the 6 technical PAR areas and also be designed to utilize existing frameworks and regional networks (such as WeBER <http://ten.europeanpolicy.org>). Ms. Perović encouraged participants to continue reflection and discussion on the themes of the conference to identify interventions to act on recommendations and particularly, how TACSO can further support CSO engagement on PAR.



Conference conclusions and recommendations

The conference sessions represented diverse perspectives and in-depth discussions on a variety of topics related to CSO engagement in PAR. A summary of key conclusions and recommendations has been compiled here, combining input from all conference sessions and question and answer periods.

Governments have the responsibility to support civil society engagement by:

- Simplifying, formalizing and adequately planning and preparing the consultation process;
- Analyzing at what stage CS consultation is most effective for increased engagement and to support long term buy-in for implementation;
- Presenting material that is comprehensible and user-friendly for the general public;
- Providing feedback to CSOs that contribute to improve quality of contributions, and encourage more;
- Broadening engagements to include all non-state actors and sector specific fields to gain cross-sector input;
- Developing diverse internal databases of qualified non-state actors;
- Developing internal structures that support consistent, quality public participation, including monitoring adherence to national legal frameworks and published principles such as the Principles of Public Administration and OECD Guiding Principles for Open and Inclusive Policy Making, Code of Good Practice on Civic Participation, etc.;
- Promoting to and adhering to Open Data initiatives across the government to make information more readily available for CSOs;
- Improving communication to local government units regarding PAR implementation and public participation;
- Supporting training programs for lawyer-linguists to develop well formulated, properly translated material in all official languages;
- Investing, and trusting, in capacity of both civil society organizations and public administration officials to support more genuine engagement.

Civil society can also support improved engagement by:

- Being proactive, following the legislative calendar and government work plans to bring proposals to the government regarding upcoming initiatives;
- Engaging in information sharing and collaboration among CSOs at the national and regional level to organize feedback to government, identify priority issues and best practices;
- Monitoring the government's adherence to previously mentioned legal frameworks and principles;
- Developing a standard methodology to monitor PAR in the WB;
- Developing concrete, evidence based, responses to government calls for public participation;
- Developing citizen's capacity to engage on and monitor government reform efforts across the spectrum (to avoid creating "A Civil Society Without Citizens");



- Utilizing diverse, innovative, communication tools focused on outcome based indicators to engage the public in PAR and reach government actors and the media;
- Focusing on long-term organizational development of CSOs rather than short-term, donor dependent projects, to support sustainability;
- Supporting internal capacity to become a trusted partner for government on policy making (formalize internal structures and engage on sector specific as well as PAR specific fields).





Annexes



Annex 1: Agenda

Day 1 – 07 June 2016

08:30 - 09:00 **Registration of participants**

09:00 – 09:30 **Opening of the Conference and introductory remarks:**

Mr. Mahir Yagcilar, Minister of Public Administration, Kosovo

Mr. Samuel Žbogar, Head of EU Office in Kosovo

Ms. Jasenka Perović, Team Leader, TACSO

09:30 - 10:30 **Session 1: Public administration reform strategies**

Ms. Mirosława Boryczka, Senior Policy Advisor, SIGMA

Mr. Mikael Erbs Jorgensen, Team Leader of the Centres of Thematic Expertise on Civil Society Support, DG NEAR

Ms. Venera Hajrullahu, Executive Director, Kosovar Civil Society Foundation

10:30 – 11:00 Coffee break

11:00 - 12:15 **Session 2: From citizen participation to participatory governance**

Ms. Inese Kuške, Consultant at Public Administration Policy Department, the State Chancellery of Latvia

Mr. Conny Reuter, Secretary General at SOLIDAR, Belgium

Ms. Madle Lippus, Researcher/Community expert in Linnalabor NGO, Estonia

Mr. Goran Forbici, President of the Board of Directors, the European Network of National Civil Society Associations

12:15 – 13:30 Lunch break

13:30 – 14:30 **Session 3 - Preconditions and challenges to participatory governance: experiences from Western Balkan countries**

Mr. Gentian Elezi, Independent Expert, Albania

Mr. Stevo Muk, President of the Managing Board at Institute Alternative, Montenegro

Ms. Malinka Ristevska-Jordanova, Director at European Policy Institute (EPI), Macedonia

14:30 - 15:00 Coffee break



15:00 – 17:00 Parallel working groups sessions:

1st group - Transparency and Accountability

Ms. Inese Kuške, Consultant at Public Administration Policy Department, the State Chancellery of Latvia

2nd group - Citizen Participation

Ms. Filloreta Bytyçi, Independent Expert, Kosovo

3rd group - Effective Service Delivery

Mr. Erik Akse, Founder and Director of Training at Impact Assessment Institute, Belgium

4th group - Monitoring Public Administration Reform

Ms. Milena Lazarević – Program Director, European Policy Centre, Serbia

Day 2 – 08 June 2016

09:00 – 10:30 Session 1: Plenary session – presentations from the working groups

10:30 - 11:00 Coffee break

11:00 – 12:00 Session 2: Enabling civil society to influence PAR processes: EC regional support

Mr. Karl Giacinti, Programme Manager Civil Society and Media, DG NEAR, Unit D3 – Regional Cooperation and Programmes

Conference conclusion and wrap up

Ms. Jasenka Perović, Team Leader, TACSO

12:00 - 13:30 Lunch

13:30 Departure of participants



Annex 2: List of participants

Title, Name, Surname	Organisation Position in organisation	City	Country
Mr. Lulzim Aliaj	Independent Oversight Council Civil Service of Kosova Head of Council	Pristina	XK
Mr. Kosum Aliu	Ministry of Finance Director of the Central Harmonization Unit for Internal Audit	Pristina	XK
Ms. Ilgin Atalay	Prime Ministry of the Republic of Turkey Head of Foreign Affairs	Ankara	TR
Mr. Lorik Bajrami	COHU Executive Director	Pristina	XK
Mr. Erion Banushi	Agency for Support of Civil Society in Albania Head of Sector - Projects Development	Tirana	AL
Ms. Sarah Baughan	USAID Kosovo Director of Democracy and Governance Office	Pristina	XK
Ms. Rana Birden Corbacioglu	Turkey Europe Foundation Director of Programmes	Istanbul	TR
Ms. Ana Blazhevaska	NIPAC/SEA State Secretary	Skopje	MK
Ms. Danijela Bozovic	Belgrade Open School (BOS) Project Coordinator	Belgrade	SR
Ms. Ayca Bulut Bican	TACSO Turkey Office Resident Advisor	Ankara	TR
Mr. Florim Canolli	Ministry of European Integration Director Department of Development Assistance/NIPAC office	Pristina	XK
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