



# **“WE AND THEM”**

**CITIZEN PARTICIPATION  
IN KOSOVO**



## CITIZEN PARTICIPATION IN KOSOVO

### **AUTHORS:**

Besnike Koçani  
Taulant Hoxha

### **DATA COLLECTION AND PROCESSING:**

Besnike Koçani  
Suzana Arni  
Rina Krasniqi

### **DESIGN AND GRAPHICS:**

Fidan Hallaqi

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## 1. INTRODUCTION

This publication is made within the two-year project on strengthening civil society inclusion in democratic policy making in Kosovo, funded by the United Nations Democracy Fund (UNDEF). The report was compiled mainly based on the activities, studies and good and bad practices developed during the last two years by the relevant institutions as well as by civil society. Also, the report is supplemented with secondary data from existing publications of KCSF, comparative analysis, various guides as well as information from laws, regulations and decisions applicable in Kosovo.

This project started in November 2009 and ends at the end of 2011. During this period KCSF has organized many workshops and advanced trainings coupled with practical manuals, through which it aimed at raising the skills of CSOs<sup>1</sup> and the public authorities to implement their role in relation to the civic participation. Also, the action is extended to the direct contribution to advancement of legal framework and other tracking mechanisms. In this way, KCSF has participated directly or indirectly in many developments on and about advancing the citizen participation in Kosovo.

However, this report is not limited to the activities and achievements of this project and KCSF, but aims to provide a more detailed and comprehensive overview on what is done during these years on the evolution and advancement of civic participation in Kosovo. Illustrated by concrete cases within this report, it intends to provide practical information on the space provided to civil society in different levels of decision-making, at the central level as well as at local level, but also to analyze its performance taken by civil society to place itself to a more powerful position within policy and law making in Kosovo.

By providing a theoretical introduction on civic participation, the report analyzes the European best practices, legal framework applicable in Kosovo; responsible institutions for implementation of legal mechanisms; the state of civil society in relation to this process, as well as specific good and bad cases at different levels of government. These findings shed light to significant achievements but also major challenges to be faced by public authorities and civil society, in order to promote civic participation in Kosovo. Finally, a number of concrete recommendations address the two sectors with the aim of making resources and expertise available mutually for the purpose of advancing the common good, which is the ultimate goal of the public authorities and civil society.

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<sup>1</sup> Recognizing the fact that not only registered non-governmental organizations (NGOs) are part of civil society, the term CSO refers to all forms of organized civil society. The term NGO in this report, is only used when speaking about concrete legal provisions which specifically refer to non-governmental organizations (NGOs).

### 2. WHAT IS CIVIC PARTICIPATION?

According to the 'American Association for Psychology' (American Psychological Association), civic participation is defined as '*individual or collective action, designed to identify and address issues of public interest*'. While the manual for civic participation developed by the 'International Centre for Political Studies' states that *Civic participation is a community-based process, where citizens organize themselves and their goals on practical level and work through non-governmental community organizations to influence the decision-making process. People are mostly involved in this process when the issue in question relates directly to them. Moreover, civic participation occurs when all stakeholders work together to implement changes*'.<sup>2</sup>

While according to the Code of good practice of civil participation in the decision-making process of the Council of Europe (see Appendix A), the essential contributor of civic participation is '*organized civil society including voluntary groups, non-profitable organizations, associations, foundations, charity organizations and community groups or geographically-based or interest-centred advocacy groups. Basic NGO activities are focused on the values of social justice, human rights, democracy and rule of law. In these areas, the goal of NGOs is to promote issues and improve people's lives*'.<sup>3</sup>

In all three cases, it is about contributing to achieving the common good, while more concisely, participation in decision-making means an opportunity to citizens, civil society organizations and other stakeholders to influence development of policies and laws which affect them.

However, when we consider the fostering of civic participation, there are some basic principles which should be followed, such as participation, trust, accountability, transparency and independence. Under the Code of good practices on civil participation in the decision-making process, these principles are defined as:

#### Participation

NGOs collect and channel views of their members, user groups and concerned citizens. This input provides crucial value to the political decision-making process, enhancing the quality, understanding and longer term applicability of the policy initiative. A pre-condition for this principle is that the processes for participation are open and accessible, based on agreed parameters for participation.

#### Trust

An open and democratic society is based on honest interaction between actors and sectors. Although NGOs and public authorities have different roles to play, the shared goal of improving the lives of people can only be satisfactorily reached if based on trust, implying transparency, respect and mutual reliability.

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<sup>2</sup> International Centre for Policy Studies, Civic Participation Manual, p. 16, <http://siteresources.worldbank.org/INTBELARUS/Resources/eng.pdf>, visited on 06.09.2011

<sup>3</sup> Appendix A, Code of Good Practice for Civic Participation in decision making, p.2

### Accountability and transparency

Acting in the public interest requires openness, responsibility, clarity and accountability from both the NGOs and public authorities, with transparency at all stages.

### Independence

NGOs must be recognised as free and independent bodies in respect to their aims, decisions and activities. They have the right to act independently and advocate positions different from the authorities with whom they may otherwise cooperate.

Certain criteria need to be met in order to meet these principles that influence their achievement and implementation, such as conditions for civic participation and involvement. Conditions for civic participation mean creating a favourable environment that include the rule of law, support to fundamental democratic principles, political will, enabling legislation, clear procedures, long-term support and resources for a sustainable civil society and the common space for dialogue and cooperation. Inclusion means different levels of involvement, such as information, consultation, dialogue and partnership.

To meet these criteria, adequate mechanisms and tools must be found. These may be: annual reports, brochures, guides, books, telephone services, direct correspondence through email, public meetings, public consultations, surveys, etc. These conditions allow for building a constructive relationship between civil society and public authorities, building mutual trust and mutual understanding for *participatory democracy*.

A document which elaborates quite well all these issues and provides good practice is the 'Code of good practice on civil participation in the decision-making process' (see Appendix A). This Code does not have a binding character, thus does not impose certain rules or enforcement mechanisms. Code provides all the actors of the democratic process instructions derived from concrete practical experience of dialogue and cooperation between civil society and public authorities. The ultimate goal of this Code is to facilitate this interaction and enhance citizen empowerment and their participation in democratic processes at local, regional and national levels.

### 3. BEST EUROPEAN PRACTICES ON CIVIC PARTICIPATION

In Europe, the civic participation and decision-making in general have evolved and developed considerably in recent decades. Nevertheless, being an integral part of governance, there is still a long way ahead towards bringing citizens closer to government processes.

In this regard, there are many examples of good and sustainable civic participation that could be used as a model by the young and evolving democracies. However, one of the main problems is that in these countries, including Kosovo, these cases are not sufficiently known. A great step forward would be made through research and identification of good examples from other countries and providing them to civil society, public authorities and the general public.

Up to date, numerous papers have been drafted, and also different models were created which support and strengthen civic participation. Some of these documents are: White Paper on European Governance and the General principles and minimum standards for consultation of interested parties by the Commission (EC Principles and Minimum Standards) developed in 2001 and 2002 by the European Commission<sup>4</sup>; resolution on the perspectives of Developing Civil Dialogue under the Treaty of Lisbon, drafted in 2009 by the European Parliament<sup>5</sup>, the European Charter of Local Self-Government (1988)<sup>6</sup>; Code of good practice on civil participation in decision-making process (2009)<sup>7</sup> as well as other documents.

In some countries, such as for example in Hungary, procedures and rules for civic participation were regulated by laws and regulations, starting from the country's constitution. At the central level these include: the Law on Legislation<sup>8</sup>, the Law on social participation in drafting of legal regulations<sup>9</sup>, the Law on Freedom of Technical Information<sup>10</sup>, while at local level these include: the Law on Local Governments<sup>11</sup> and the Decree on relations between CSOs and the Municipality of Budapest.<sup>12</sup>

In England and Austria, civic participation is regulated primarily through various documents which are not binding. Some of these documents are: Freedom of Information Act 2000<sup>13</sup>, Decree on the relationship between Government and community and voluntary sector, Code of good practice on consultation and evaluation of policies.<sup>14</sup>

<sup>4</sup> COM (2001) 428. Text of the White Paper:

<http://eur-lex.europa.eu/LexUriServ/LexUriServ.do?uri=COM:2001:0428:FIN:EN:PDF>

<sup>5</sup> P6\_TA (2009) 0007, 13.01.2009. Text of the Resolution: <http://www.europarl.europa.eu/sides/getDoc.do?pubRef=-//EP//NONSGML+TA+P6-TA-2009-0007+0+DOC+PDF+V0//EN>

<sup>6</sup> The text: The text of the European Charter: <http://conventions.coe.int/Treaty/EN/Treaties/Html/122.htm>

<sup>7</sup> The text of the Code of Good Practice: [http://www.coe.int/t/ngo/Source/Code\\_English\\_final.pdf](http://www.coe.int/t/ngo/Source/Code_English_final.pdf)

<sup>8</sup> Act CXXX of 2010 adopted in November 2010, entered into force on 01.01.2011

<sup>9</sup> CXXXI Act of 2010, entered into force on 01.01.2011

<sup>10</sup> XC Act of 2005. Text of the act:

[http://ec.europa.eu/information\\_society/policy/psi/docs/pdfs/implementation/hu\\_trans\\_2005tv90.doc](http://ec.europa.eu/information_society/policy/psi/docs/pdfs/implementation/hu_trans_2005tv90.doc)

<sup>11</sup> Act LXV of 1990

<sup>12</sup> 61/2008.(XI.21.) Text available at: [http://www.budapest.hu/engine.aspx?page=civil\\_deklaracio](http://www.budapest.hu/engine.aspx?page=civil_deklaracio)

<sup>13</sup> The text of the Act: [http://www.legislation.gov.uk/ukpga/2000/36/pdfs/ukpga\\_20000036\\_en.pdf](http://www.legislation.gov.uk/ukpga/2000/36/pdfs/ukpga_20000036_en.pdf)

<sup>14</sup> List of departments and agencies of the United Kingdom that practice the code is available in the website of the Better Executive Regulation.

But there are also countries such as Croatia, which have combined both of these options. In addition, in Croatia, the right to participate has been embraced within the Constitution. The first level of public participation is provided by the Act on the Right of Access to Information.<sup>15</sup> The general principles, standards and performance measures for consultation are regulated by the Code of Practice on consultation with the interested public on the procedures for adoption of laws, regulations and other acts (the Code).<sup>16</sup> The Croatian Government has also established the Office for Cooperation with CSOs, and the Council for the Development of Civil Society, while the Charter of cooperation between the City of Sisak and Associations represents only one of the various agreements of cooperation at the municipal level<sup>17</sup>.

Also, some aspects of the civic participation in various countries are regulated by laws on freedom and access to information, laws governing the legislative process, particularly the laws on participation in legislation and laws on local self-government (Hungary, England, Croatia, etc.). At national level, most of the regulations dealing with procedures for consultation in the process of policy making and decision-making in the government ministries and other public authorities.

Estonia has a so-called Estonian Code of good practice on involving public institutions, which is practiced to a considerable extent but is not mandatory. This code harmonizes the principles under which public institutions and non-governmental organizations must operate in inclusion of public and interest groups in decision-making.<sup>18</sup>

While at the level of Parliament, Latvia is among the few countries with good practices of CSOs' involvement in law-making, and in 2006 the Latvian Parliament (Saeima) has signed a Declaration on the development of civil society in Latvia<sup>19</sup> and cooperation with non-governmental organizations. Through this statement, the Latvian Parliament considers CSOs as equal partner and recognizes that the participation of CSOs provides a substantial contribution to the process of initiation, preparation and evaluation of laws. The implementation of this statement is under the oversight of the Parliament - CSO Forum, which is an annual meeting. Forum participants discuss and evaluate the results of cooperation and define the program and action plan for next year.

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<sup>15</sup> <http://www.transparency.hr/dokumenti/zakoni/FOI-RH-ENG-1.pdf>

<sup>16</sup> Code is approved by the Government on 21.11.2009, [http://www.uzuvrh.hr/userfiles/file/code% 20of% 20practice% 20on% 20consultation-croatia.pdf](http://www.uzuvrh.hr/userfiles/file/code%20of%20practice%20on%20consultation-croatia.pdf)

<sup>17</sup> <http://www.sisak.hr/uploads/documents/povelja-o-suradnji-gradana-siska-i-udruga-gradana.pdf>

<sup>18</sup> Estonian Civil Society Development Concept

<sup>19</sup> [http://www.nvo.lv/files/Cooperation\\_Saeima - NGOs.pdf](http://www.nvo.lv/files/Cooperation_Saeima_-_NGOs.pdf)



### 4. CIVIC PARTICIPATION IN KOSOVO

In Kosovo, the origin of modern civil society is identified with the first initiatives and organizations of civil society founded by the late 80's and early 90's. These were initiatives and organizations established primarily by young people and intellectuals of that time, as an important part of a fully parallel system and civil resistance against the Serbian regime of the time. These initiatives/organizations were primarily of humanitarian character (providing humanitarian aid, protection of human rights, various civil movements, etc.), which later took the form of a general peaceful resistance against the structures of that time.

This self-organization of the Albanian population of Kosovo came to expression especially following the abolition of Kosovo's autonomy, when the boycott against Serbian institutions from started across the Albanian population in Kosovo, which was largely expelled from social and health services. This situation inevitably led to organizing civil society in becoming the leading supplier of these services. Thus, in 10 years, the Mother Teresa charity organization collected humanitarian aid domestically and from abroad and established a system for distributing aid and health services to poor families throughout Kosovo. More than 7.200 volunteers were actively engaged in this initiative. The Council for the Defence of Human Rights and Freedoms during the same period monitored, identified and raised awareness on human rights' violations, contributing directly to informing international community on the systematic oppression of the Albanian population by the Serbian regime.

NATO intervention and the establishment of the United Nations Mission in Kosovo (UNMIK) and the Provisional Institutions of Self Government (PISG) in 1999 was a turning point for the overall development of civil society in Kosovo. Greater needs for emergency assistance, reconstruction, and ethnic reconciliation, led civil society to transforming its operations and adapt to new reality. Greater financial support and technical support from international donors resulted in massive growth in the number of CSOs, which not necessarily was accompanied by increased quality of their work. 'Easily accessible' funds, combined with the dependence on foreign donations, created many donor driven NGOs, and 'passive' NGOs that were activated only when funding is available. As of 1999, the number of registered NGOs has increased steadily and this especially due to the fact that the Law on NGOs has had no specific provision on termination of passive NGOs for a longer period of time.

In relation to the civic participation in this period, it should be noted that due to the nature of governance of the country, the involvement of citizens and civil society in decision-making system led by UNMIK was almost impossible. Indeed, it was often pointed that the PISG had difficulties in participating too, especially in the initial stage of administration of Kosovo by the United Nations.

After declaring independence in 2008, Kosovo has entered a dynamic period of socio-economic and political developments. Naturally, civil society had to follow social developments and adapt to its new role within the framework of institution building. Currently, almost 12 years later, the Department of Registration and Liaison with NGOs, has registered over 6.300 NGOs<sup>20</sup>, of which

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<sup>20</sup> Bajram Kosumi - NGORLD, launch and open discussion on the report Beyond Zero, organized by TACSO, 02.09.2011

not more than 10% are considered to be active<sup>21</sup>. However, a number of these active NGOs is continuously developing towards profiling and becoming credible organizations, influencing policy and specific developments, and as such have raised civil society as an important sector in the state building and democratization process.<sup>22</sup>

Currently, Kosovo's civil society is continuing its path in adapting to the new situation, in particular through enhanced activities and capacity to influence public policies and decision-making, advocating for the benefit of its members, aiming at holding government accountable, and in particular in contributing to the process of Kosovo's membership in the European Union. Creating an enabling environment for civic participation is becoming an increasingly important part of civil society engagement, both through pressure for inclusion in its various sectors as well as directly contributing to identification, establishment and functioning of various mechanisms.

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<sup>21</sup> With no accurate data about active NGOs, related data are KCSF assumptions based on its daily activities with NGOs in Kosovo

<sup>22</sup> See the index of the CIVICUS Civil Society for Kosovo, KCSF, March 2011

## 5. LEGAL FRAMEWORK FOR CIVIC PARTICIPATION - SUMMARY OF MAJOR CONSTITUTIONAL AND LEGAL PROVISIONS

The legislative process in Kosovo is regulated by two fundamental documents: Rules of Procedure of the Assembly (2010) and Rules of Procedure of the Government of Kosovo (2011).<sup>23</sup> Also, the Constitution of the Republic of Kosovo in its Article 79 provides that the initiative to propose laws may come from: the President of the Republic of Kosovo from his/her scope, Government, Members of Parliament, parliamentary groups or at least ten thousand citizens in the manner provided by law.<sup>24</sup>

Although under the Rules of Procedure of the Assembly of Kosovo (Article 53) as well as the Republic of Kosovo Constitution citizens may initiate laws, in the absence of the applicable law that right cannot be exercised. But it should be noted that at the time of publication of this report, the Government has prepared the Draft Law on Legislative Initiative, which is expected to regulate this issue, while the draft is now in the phase of the Assembly and its adoption is expected soon.

### 5.1 Assembly

CSO consultations with the Assembly can undergo according to rules 65 and 66 of the Rules of Procedure of the Assembly. These rules allow the participation of NGOs in parliamentary committee meetings and public hearings that may be organized by such committees.<sup>25</sup> However, this regulation uses the formulation 'may', without going further in the manner of use of this possibility. Consequently, although the possibility exists, it is still up to the committee to decide if they want to use these instruments as part of the legislative process, while in the activities of CSOs, these opportunities should be utilized to exert pressure. From the recent practice, statistics show that not more than 1/3 of the laws previously approved by the Assembly go through public discussions organized by various parliamentary committees.

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<sup>23</sup> <http://www.assembly-kosova.org>

<sup>24</sup> Constitution of the Republic of Kosovo, Article 79, <http://www.assembly-kosova.org>

<sup>25</sup> Rules of Procedure of the Assembly, <http://www.assembly-kosova.org>, visited on 31.05.2011

## Rules of procedures of the Government (2010)

### Article 65

#### Supplementary provisions for committees (f.29)

- 1 Assembly Committee meetings, in principle, are open, except in cases where a committee:
  - a) discusses confidential matters of security in Kosovo
  - b) discusses the details of commercial contracts, in which the Republic of Kosovo institutions enter with a third party, where confidential commercial issues are discussed,
  - c) prepares draft recommendations or final recommendations, including crafting of relevant reports to the Assembly,
  - d) various evaluations.
- ...
- 3. The Committee may engage consultants - experts in accordance with procedural and financial instructions of the Presidency.
- 4. The Committee may invite to meetings representatives of civil society and to present: evidence or to provide important documents.

### Article 66

#### Public hearings

- 1. The Commission may hold public hearings to obtain information about issues that are under review, with public organizations, experts, representatives of interest groups and other persons.
- 2. To clarify the facts the commission may discuss extensively with people who provide information.

It should be noted that this regulation is in the process of amending, and by the end of 2011, adoption of new Rules of Procedure of the Assembly is expected.

## 5.2 Government

Unlike the old Rules of Procedure of the Government (2007) which contained statements such as 'may-if they want', and through which the possibility of involvement of civil society depended on the personal willingness of senior members of government (Article 6, old Rules of Procedure of the Government), the new Rules of Procedure of the Government is much more specific and provides a good basis of inclusion.

In the context of the new rules, there are four articles which determine the manner and timing of involvement of civil society. They are: Article 32-Public Consultation: Article 39-Drafting procedures in the ministry, Article 69-Government Cooperation with civil society, and Article 70-Answers to questions, initiatives and proposals addressed to the Government.<sup>26</sup>

Under Article 32, the proposing body publishes the contents of the proposal for public comment and specifically by NGOs. Proposing body under Article 39, *inter alia* undertakes public consultation. Government cooperation and debate with civil society is envisaged by Article 69 of these rules. While under Article 70, the Government must answer questions, initiatives, proposals and petitions addressed to the Office of the Prime Minister, to the Prime Minister himself or Deputy Prime Ministers.

<sup>26</sup> visited on 19.09.2011

**Rules of Procedure of the Government of Republic of Kosovo (Nr.09.2011)**

**Article 32**

**Public Consultations**

- 1. In relation to any proposal for which a concept document is required, in addition to consulting other ministries and public administration bodies as required by article 7 of this regulation, the originating ministry shall publish the substance of its proposal for public comment and shall specifically seek the comments of any non-Governmental organization that would be substantially affected by the proposal.
- 2. In conducting this consultation, the originating body shall provide sufficient information in a publicly understandable form to permit the public to understand the nature and consequences of the proposal. The originating body shall also publicly announce the beginning of the consultation exercise, and shall permit sufficient time for the public and non-Governmental organizations to consider the recommendations and offer a considered response.
- 3. The results of such consultations shall be reported to the Government meeting or Ministerial Committee as part of the concept document or explanatory memorandum required by articles 29 and 30.
- 4. The consultation process shall be conducted in accordance with an instruction to be issued by the Secretary proposed by the Legal Office.
- 5. In addition to the requirements of paragraph 1, the Prime Minister, the Government meeting or a Ministerial Committee may require a Minister to undertake public consultation on any other issue.

**Article 39**

**Drafting Procedures in the Ministry**

- 1. The originating body is responsible for the procedures of drafting the first draft in conformity with the principles and standards on legislative drafting specified by the Government and the OPM:
  - 1.1. Coordinates the work with other Ministries and seeks assistance from the Legal Office and the MEL, as appropriate;
  - 1.2. Conducts consultation with the public;
  - 1.3. Carries out the initial compatibility with the *Acquis Communautaire*;
  - 1.4. Submits the package of the standard documents according to this regulation and the applicable regulation on the principles and standards of legislative drafting.
- 2. The Legal Department of the relevant ministry shall serve as the secretariat of the originating body.

**Article 69**

**Government Cooperation with the civil society**

- 1. The Government shall cooperate with the Chamber of Commerce and other chambers, associations, professional associations, NGOs, unions, communities and other entities through the Office of the Prime Minister or the relevant ministries.
- 2. The Government shall, in particular, debate their opinions and initiatives, take a position on them, inform them of its positions and measures and, where necessary, invite their representatives to attend the meetings of the working bodies of the Government, and organize other forms of cooperation.

It is worth noting that at the end of September 2011, the Office of the Prime Minister has signed the Guidelines for Public Consultation Process, a document prepared in cooperation with

Kosovar Civil Society Foundation and the Office for Legal Support Services (OLSS) within the Office of Prime Minister, as prescribed in Article 32, paragraph 4 of the Rules of Procedure of the Government.

### 5.3 Municipality

With regards to the local level, the basic documents governing the process of public consultation include the Law on Local Self-Government and municipal regulations that derive from this law, such as the Municipal Statute, Regulation on Transparency, and Regulation on Organizing and Functioning of Consultative Committees in the municipalities. These documents specify the method of informing and consulting the public.<sup>27</sup>

Law on Local Self-Government recognizes the right of citizens of a municipality to participate in the activities of the municipality (Article 4.5). The law requires open meetings of the Municipal Assembly, moreover, requires the public to be notified about the date of the meetings and adoption of rules to allow public participation in such meetings (Article 45). Access to information at local level is also regulated by this law (Article 68.5).

This law also provides a regular mechanism for information and public consultation: at least twice a year, every municipality should organize public meetings (Article 68.1-2). In addition, the municipality must notify citizens about 'important plans or programs for public interest' (Article 68.3); and the Municipal Assembly should adopt local regulations to ensure effective implementation of this law (Article 68.4).

Besides these provisions, the Law on Local Self-Government stipulates the right of petition (Article 69), citizens' initiative (Article 70), as well as local referendum (Article 71), providing a good basis for civic participation in general. Moreover, the law specifically refers to CSOs in Article 73, obliging municipalities to establish consultative committees within sectors, where representatives of CSOs should be invited.

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<sup>27</sup> <http://www.gazetazyrtare.com>, visited on 05.02.2010

### Law no.03/L-04 on local self-government

#### Article 45

##### Open meetings

- 45.1 Meetings of the Municipal Assembly and all its committees are open to the public. Members of the public are permitted to follow and participate in meetings of the Municipal Assembly in the manner specified in the Rules of Procedure.
- 45.2 A notice of the meeting of the Municipal Assembly shall be made public

#### Article 68

##### Public Information and Consultation

- 68.1 Each municipality shall hold periodically, at least twice a year, a public meeting at which any person or organization with an interest in the municipality may participate. The date and place of the meeting shall be publicized at least two weeks in advance. One of the meetings shall be held during the first six months of the year.
- 68.2 At the meeting municipal representatives shall inform participants about the activities of the municipality and participants may ask questions and make proposals to the elected representatives of the municipality.
- 68.3 In addition to the public meetings noted above, Municipalities are obliged to inform the citizens of the Municipality of any important plans or programs of public interest, which shall be regulated by the Municipal Statute.
- 68.4 The Municipal Assembly shall adopt municipal regulation promoting the transparency of the legislative, executive and administrative bodies of the municipalities, enhancing the public participation in the decision making at the local level, and facilitating the public access to official documents of the municipalities. The ministry responsible for local government may issue administrative instructions on municipal transparency.

#### Article 73

##### Consultative Committees

- 73.1 The Municipal Assembly shall establish consultative committees within sectors for the purpose of enabling citizen participation in the decision making process
- 73.2 The membership of the committees shall include citizens and representatives of nongovernmental organizations.
- 73.3 The consultative committees may submit proposals, conduct research and provide opinions on municipal assembly initiatives in accordance with the Municipal Statute.

Regulation on Transparency and Regulation on Organizing and Functioning of Consultative Committees in municipalities contain provisions and concrete mechanisms for implementation of legal obligations *vis-a-vis* the participation of citizens in their work.

## 6. RESPONSIBLE INSTITUTIONS FOR CIVIC PARTICIPATION - SHORT DESCRIPTION OF RESPONSIBLE INSTITUTIONS AND CIVIL SOCIETY STAKEHOLDERS

### 6.1 Public authorities

Despite the fact that all public institutions are in principle called upon to involve citizens and civil society in their work, the specific institutions responsible to foster civic participation and cooperation with civil society at the central level are: Information Office of the Assembly, the Office of Good Governance within the Office of the Prime Minister, and the Department for Registration and Liaison with NGOs within the Ministry of Public Administration.

#### 6.1.1 Information Office of the Assembly

Currently, the Assembly of Kosovo has no office, nor any officer who deals exclusively with communication and cooperation with civil society. However, within the Assembly there is the Media and Public Relations Office, which deals primarily with communication with the media, but not directly with civil society organizations, although the Regulation on Order and Access of the Media and Public to the Work of the Assembly Kosovo<sup>28</sup> includes NGOs too.

According to one of the officials of this office, *'information and communication with civil society is not their job, but is often based on their willingness to respond to various inquiries submitted by citizens/civil society'*, mainly referring to the response to surveys, or to provide various information on the Assembly and organizing of group visits. Usually, civil society representatives directly contact the Complaints and Appeals Office, Secretary of the Assembly or Parliamentary Committees.<sup>29</sup> The readiness of some officials of this institution, in particular the Secretary of the Assembly, to cooperate with civil society has been confirmed by the representatives of civil society, but this is considered insufficient to promote civic participation and civil society involvement in decision-making processes of the Kosovo Assembly.

*'This office should perhaps be re-organized and one of the employees of the office be assigned to information/cooperation with civil society'*, said a civil society representative directly involved in monitoring the work of the Assembly. Currently, it is very difficult for any citizen or representative of civil society to access a document, draft law or any information given in the absence of a contact point for civil society, unless they have personal contacts with officials of certain units of the Assembly'.<sup>30</sup> More specifically, if an organization is looking forward to attend the Assembly plenary session or to participate in public hearings of parliamentary committees, it should submit a written request to the Complaints and Appeals Office, and in some cases contact the Secretary of the Assembly, but not the Office for Media and Public

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<sup>28</sup> Adopted by the Presidency of the Assembly of Kosovo, 19.04.2011

<sup>29</sup> Interview with Shefqet Konjufca - office of media and public relations/Assembly, 23.09.2011

<sup>30</sup> Interview with Isuf Zejna - KDI, 26.09.2011



Relations of the Parliament. As regards to invitations for CSOs to participate in public hearings, invitations are sent by the Committees' Support Office.

Regarding staff, the office has 8 officers, a number which according to its heads is insufficient to cover the entire scope of works.<sup>31</sup> On the other hand, civil society representatives feel that this office has a large number of workers who, despite their willingness to communicate with civil society, in practice right now are doing the same job as some officials of the Committee Support Division, which is drafting the minutes of plenary sessions, meetings/public hearings of parliamentary committees, and posting them in the Assembly's official website. In reality, there is more bureaucracy and often, in the absence of coordination of duties or failure to communicate between certain divisions within the Assembly, it results to overlapping of works.<sup>32</sup>

The office also faced with frequent staff turnover, especially in the field of Information Technology, which in fact is manifested directly to the official website of the Assembly, which often does not present information on the work of Parliament and parliamentary committees or final versions of adopted laws. OSCE, in cooperation with the Kosovo Assembly, these days is expected to start a project for enriching the website of the Assembly with a special section for CSOs, which will enable automatic delivery of the latest information directly to NGOs registered in this database.<sup>33</sup>

### **6.1.2 Office of Good Governance at OPM**

So far the Office of Good Governance (OGG) remains the only body of the Government at the central level responsible for civic participation and civil society involvement in government work. It was established officially with the Regulation 2001/19 on the Executive Branch, and then the mandate and duties of this office were reconfirmed with other relevant regulations.<sup>34</sup> This office is based within the Office of the Prime Minister (OPM), and is operational since 2002 and currently has 7 employees.

OGG mandate includes supervision of and advice to the Government's work in areas of good governance, human rights and equal opportunities. More specifically OGG task is to establish policies and issue guidelines, examine draft government regulations, advise and make recommendations to the Prime Minister and Ministers, consult with the public and advisory bodies; create, promote and raise awareness on the international standards on human rights, transparent governance, gender equality, equal opportunities, against fraud and corruption and other principles of good governance, democracy, transparency and encourage civic participation in governance.<sup>35</sup>

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<sup>31</sup> Interview with Shefqet Konjufca - Office of Media and Public Relations/Assembly, 23.09.2011

<sup>32</sup> Interview with Isuf Zejna - KDI, 26.09.2011

<sup>33</sup> Interview with Shefqet Konjufca, Head of the Office of Media and Public Relations, 23.09.2011

<sup>34</sup> UNMIK Regulation no. 2005/15 Amending UNMIK Regulation No. 2001/19 On the Executive Branch of Provisional Institutions of Self-Government

<sup>35</sup> Trendelinë Dreshaj, OGG, 20.07.2011

However, although this office has been relatively active in the field of human rights and equal opportunities, the field of fostering civic participation has remained virtually untreated. This because of the fact that the mandate of this office is currently very broad and it has not enough staff to cover all of these areas. So far OGG has played more the role of the reporter and has been focused mainly on reporting of events/activities performed by units/ministries rather than engaged in monitoring and implementation of designed strategies, or in advising ministries in the respective areas or to develop concrete cooperation with civil society, namely drafting of documents necessary to stimulate this cooperation.

Regarding the cooperation with civil society, OGG currently has no comprehensive document on cooperation with civil society, although there was some cooperation with many local and international organizations, mainly in the field of human rights, gender equality, persons with special needs, etc.

Many of these organizations were also involved in the development of strategies, action plans and documents such as: Strategy and Action Plan on Human Rights in the Republic of Kosovo 2009-2011; Strategy and National Plan of Action on Children's Rights 2009-2013 and other documents. There were times when representatives of various NGOs were also involved in inter-ministerial mechanisms, steering committees, committees and working groups such as: the National Council for Persons with Disabilities, Committee for Children's Rights, the Inter-institutional Steering Committee for Implementation of the Kosovo Action Plan for Integration of Roma, Ashkali, and Egyptian 2009 – 2015, etc.

OGG is also responsible for '*encouraging civic participation in governance*',<sup>36</sup> which means that this office is required to be active regarding the participation of citizens in general. However, so far OGG has mainly focused on human rights, minorities and gender issues, while civic participation in general seems not to have been treated at all.

The recent initiative related to OGG deals with the strategy on cooperation between civil society and government, while in September of 2011, this office has been mandated to initiate the process of drafting this document.

### **6.1.3 Department for Registration and Liaison with NGOs**

Department for NGO Registration and Liaison, is located within the Ministry of Public Administration. This department was established originally as an office within UNMIK<sup>37</sup>, to become a department in 2005. Currently the Department employs 11 staff, who are distributed in two divisions: NGO Registration Division and Reporting and Monitoring Division.

NGO Registration Division handles applications for NGO registration, reviews applications for registration and NGO applications for public benefit status; while NGO Reporting and Monitoring Division handles and reviews annual and financial reports, monitors whether NGOs respect their statutes and cooperates with other relevant institutions.

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<sup>36</sup> The official mandate OGG

<sup>37</sup> UNMIK Regulation 1999/22, [http://www.unmikonline.org/regulations/1999/re1999\\_22.htm](http://www.unmikonline.org/regulations/1999/re1999_22.htm), visited on 8.07.2011

More specifically, DRLNGO receives and analyzes the applications for NGO registration, reviews requests for public benefit status, receives and analyzes the annual reports with financial statements of NGOs, monitors the activities of NGOs to ascertain respecting of their statutes and other laws, and makes recommendations for improvements, cooperates with relevant institutions and makes decisions on NGO registration, awarding or suspending the public benefit status and deregistration of NGOs.<sup>38</sup>

Although this Department exists since years, only few things have changed. The Department currently has 11 officers, who mainly deal with the issue of registration of NGOs but little, if at all, the liaison with NGOs. Actually, 6,300 CSOs are registered at the Department, but only 10% of them are considered active. Online NGOs registration database, developed in early 2009, was finally launched in September 2011, raising hopes of providing accurate information on which CSOs are active and which areas they operate in. Although there are periodic meetings between the department and CSOs (conferences, meetings, working groups for drafting laws, etc.), they are mainly insufficient, especially when it comes to the liaison role that this department should perform.

That is due to the fact that there is still no clear concept in the Department about the responsibilities and activities to be involved in liaison process. As of now, the meaning of liaison within the department is limited primarily to providing information about the process of NGO registration and provision of official information about the number of NGOs and the Public Benefit Status to other public institutions, such as the Tax Administration of Kosovo and Kosovo Customs.<sup>39</sup>

### **6.1.4 Information Offices in Municipalities**

Municipal Public Communication Offices constitute a very important segment of the normal and efficient functioning of democratic legitimate institutions, deriving from a free vote of the people. Unfortunately, these offices are so far insufficiently consolidated and properly functionalized, either in terms of equipping them with concrete tools to work, or in terms of their staffing with required trained staff.

Under the Regulation on Public Communications Service, Municipal Public Communication Offices are responsible for communicating with the public about municipal policies and activities. Functions of the adequate administrative structure in the municipality can be performed by an officer with combined functions, or by a larger number of officers with the same function.<sup>40</sup>

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<sup>38</sup> Department of NGOs, <http://map.rks-gov.net/sq/Page.aspx?id=18>

<sup>39</sup> Interview with staff of the Department of NGO Registration and Liaison, Prishtina, 12 May 2010 (produced for CIVICUS Civil Society Index for Kosovo)

<sup>40</sup> Regulation on Government Communication Service with Public, Art 14, [http://www.kryeministri-ks.net/repository/docs/RREGULLORE\\_03\\_2011\\_PER\\_SHERBIMIN\\_E\\_KOMUNIKIMIT\\_QEVERITAR\\_ME\\_PUBLIKUN.pdf](http://www.kryeministri-ks.net/repository/docs/RREGULLORE_03_2011_PER_SHERBIMIN_E_KOMUNIKIMIT_QEVERITAR_ME_PUBLIKUN.pdf), visited on 03.05.2011

However, many of these offices mainly serve the structures of political party in power that run with such municipalities. Often there is no political willingness and they are closed to the public and civil society, particularly CSOs that monitor their work.

In most cases, meetings with civil society are *pro forma*, without further proceeding issues/suggestions that arise from such meetings, information to citizens is prolonged and there is a lack of the necessary materials on topics to be discussed in the meetings; their websites are not updated and full of outdated information. In some cases, these offices are regarded as very closed and negligent towards civil society and the general public.

The most concrete case is the Public Relations Office in Pristina Municipality which is considered by civil society and some members of the Municipal Assembly that it does not serve the public, and that *'this office is closed and only serves the governing structures in power, not the others. This office organizes eventual public meetings only for the sake of showing that such meetings are held, while the necessary information and documents are published much later in the official website of the Municipality'*.<sup>41</sup>

## 6.2 Civil society - sectoral and general platforms

While the bodies established by the state institutions responsible for facilitating civic participation in decision-making can be considered far from being comprehensively functional, similar situation currently prevails also on the side of civil society. There is a small number of platforms, while only some of them are functional and do play their role as representatives of their members.

Among the many sectors which are covered by civil society organizations in Kosovo, only few managed to gather in various networks. Kosovo Women's Network is among the rare examples that despite difficulties, has managed to maintain functional the platform which represents over 60 women organizations in Kosovo. "Democracy in Action" is another example of formal cooperation of a number of organizations that monitor the election process and aims at contributing to electoral reform in Kosovo. It is worth mentioning some other sectors within which various organizations have been organized in various networks, in particular sectors of social services provision or shelters for victims of human trafficking.

As far as general platforms of civil society, some non-formal or formal initiatives have managed to survive for a while, but did not achieve any long-term sustainability. A typical example is the Advocacy Advisory Group, an informal group of a number of civil society organizations in Kosovo, which met regularly to discuss and jointly advocate over issues of general interest. At the beginning focusing mainly on the Assembly, later the Advocacy Advisory Group had expanded its interest on other issues which directly affect civil society organizations and citizen groups that those organizations represent. Despite some major successes that the group had achieved as a result of joint work, after about 3 years of operation, the group has long ceased its activity.

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<sup>41</sup> Interview with Shemsi Veseli, a member of the Municipal Assembly of Prishtina, 04.05.2011

## CIVIC PARTICIPATION IN KOSOVO

Out of general formal initiatives, the only one that remains active is the CiviKos Platform. This initiative of civil society organizations in Kosovo, established to create a suitable environment for formal cooperation of civil society and the Government, in 2007 signed a Memorandum of Cooperation with the Government, which represents the first formal document showing mutual commitment for institutional cooperation and true partnership between the Government and civil society. After a period of inactivity and failure of mutual commitments foreseen in the Memorandum, CiviKos Platform in 2010 has resumed its activity towards the design of the Strategy of Cooperation between the Government and civil society.

Recognizing the importance of maintaining the independence and individuality of civil society organizations, the existence of platforms representing different sectors of civil society and this sector in general is a necessary condition for the structure and functioning of various mechanisms of civic participation. The constant's dilemma about who should the Government include if it wants civil society contribution on a particular issue, although not completely resolved, is greatly facilitated when there are functioning civil society platforms. Moreover, the achievement of common goals of different organizations is much easier in case of joint involvement on certain issues.

## 7. APPLICATION OF LEGAL FRAMEWORK - HOW LEGAL PROVISIONS ON PARTICIPATION ARE APPLIED IN PRACTICE

Practically, the legal provisions on civic involvement specified in laws/regulations do not always apply in practice. In recent years, these provisions are often neglected or simply there was lack of willingness to implement them, not only locally but also centrally. There are also other good cases that may be used as a model for central institutions and municipalities that have not yet understood the importance of civic participation in decision-making processes.

### 7.1 Summary of best cases

There are some cases that may be considered relatively good, both at civil society engagement with the initiative of public authorities or with civil society's own initiative.

#### Central Level

At the central level, the best example of the success of civil society in involvement in the legislative process and influencing the content of a draft law is the process of amending the Law on Freedom of Association in Non-Governmental Organizations.<sup>42</sup> Indeed, the Law on Freedom of Association in Non-Governmental Organizations was adopted in 2009, and in the process of drafting this law, civil society had participated at the Assembly level, but not in the Government level. However, only a year after its adoption, in March 2010 (based on 2010 Legislative Strategy), this law was officially open for amendments again, due to some problems presented as of technical nature.

After developing the initial draft of the Law by the sponsoring Ministry of Public Administration, the Department of Registration and Liaison with NGOs organized a public debate to present and discuss this draft. In the debate there were invited the representatives of civil society such as: ATRC, KFOS, FOL, CBM, IPOL, KCSF, KIPRED, BIRN, GAP, QPA, etc.<sup>43</sup>

This debate begun the intensive involvement of civil society in the process of drafting this law, initially disagreeing with the initial amendments proposed by the Ministry related to: the exclusion of students' and sports NGOs, microfinance institutions and universities registered as NGOs from the scope of this law; restrictions of permissible scope of work of NGOs, restrictions on property and resources of NGOs, through exclusion of real estate and personal property from lists of potential NGO incomes; disproportionate punishments to NGOs with the Status of Public Benefit failing to file their reports within deadline, etc.

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<sup>42</sup> [http://www.gazetazyrtare.com/e-gov/index.php?option=com\\_content&task=view&id=333&Itemid=28&lang=en](http://www.gazetazyrtare.com/e-gov/index.php?option=com_content&task=view&id=333&Itemid=28&lang=en), visited on 07.06.2011

<sup>43</sup> Ministry of Public Administration, public debate on amending the Law on Freedom of Association in non-governmental organizations, 15.04.2010

After civil society objecting the Ministry proposals, OLSS (Office for Legal Support Services) publicly invited NGOs to become part of the process. Based on the agreement that emerged from this debate, the Civil Society Advisory Group chose civil society representatives to participate in the process of drafting this law. Selected representatives came from various sectors of civil society such as central and local associations, foundations, donor organizations, and the Women's Network as the largest sectoral network. In addition, a 'political group' was established, in order to officially advocate to key decision-makers about the demands of civil society in connection with the concerned law.<sup>44</sup> [ftn44](#)

After the internal selection process, through decision Nr. 102/2010, the Government appointed representatives of civil society as members of the Governmental Working Group. This group was attended by a total of 27 members (10 from civil society, others from the government, tax administration, customs, other institutions, etc.), 18 of whom as regular members and the others in the capacity of experts and observers.<sup>45</sup> This may be regarded as a positive exception from provisions of the Rules of Procedure of the Government of that time, which limited the size of Government Working Groups to 10, or 15 members in certain situations.<sup>46</sup>

After two months of intensive work, on 8 June 2010 the Government Working Group concluded its work and adopted the final version of the draft, a version which has largely taken into account comments and inputs of civil society. However, on 21<sup>st</sup> of June 2010, the Ministry that initiated the process of amending the law and which was responsible for further proceeding of the draft law to the Office of the Prime Minister presented to OLSS a completely different draft with substantial differences from the final version of the Government Working Group. OLSS, which had participated actively in the work of the Government Working Group, following official complaints of civil society, responded with not accepting the draft law presented by the Ministry of Public Administration.

Put at an unexpected situation, civil society organizations mobilized and undertook additional activities (research, TV debates, interviews, international expertise, specific recommendations in writing, etc.) to exert pressure on all parties that may influence the process. Various meetings and communications took place with high levels of Government and the Assembly of Kosovo, the international missions in Kosovo, etc. As a result of increasing pressure, the Ministry of Public Administration withdrew its version, and the Government Working Group continued its work in September 2010 and finalized the draft containing the most of recommendations given by representatives of civil society.

Despite the unreasonable delay, this draft was finally processed further by the Ministry of Public Administration, and in September 2011 the Parliament of the Republic of Kosovo adopted the Law on Freedom of Association in Non-Governmental Organizations (No. 04/l-57).<sup>47</sup>

One of the best of cases of respecting and enforcing the legal framework and constructive cooperation between public authorities and civil society is the process of drafting the Law on Access to Public Documents adopted in 2010 by the Assembly. Although a similar law was

<sup>44</sup> From the minutes of the Civil Society Advisory Group, visited on 07.06.2011

<sup>45</sup> Interview with Sulejman Gashi, Legal Office, Ministry of Public Administration, 26.04.2011

<sup>46</sup> See the old Rules of Procedure of the Government (2007), Article 32, paragraph 2

<sup>47</sup> <http://gazetazyrtare.rks-gov.net/>

adopted in 2003, due to some shortcomings and deficiencies especially in practical terms, this law was taken to amendment process (Government Legislative Strategy 2009).<sup>48</sup>

What makes this process considered as positive is the involvement of civil society since the first stage, through becoming part of the Government Working Group<sup>49</sup>. Organizations were selected based on their continuous work within the scope of the draft law, as well as numerous activities and preliminary research conducted by these organizations.

After a joint work, the Government Working Group approved the final version of the draft, which was submitted to the Assembly for further proceeding. Organizations involved in this process followed up the draft until its approval by the Assembly, through participation in public hearings organized by parliamentary committees. The new Law on Access to Public Documents was adopted in 2010.

#### The local level

At the local level, so far the approach of the leading structures of the municipality of Peja in relation to civil society is regarded as one of the best cases of involvement and cooperation of civil society with public authorities in Kosovo. Mutual commitment and understanding of mutual roles and tasks resulted in two sides building a constructive approach to collaboration. Civil society organizations, such as 'Syri i Vizionit', during years have conducted various activities and contacts to prove the seriousness and importance of the work they do, but also to raise awareness about the role and concept of civil society. On the other hand, municipal structures have been shown open and have provided the required space for action.

Some of the cases where civil society is a directly involved include: civil society involvement in the process of developing Municipal and Community Councils for RAE Communities, various meetings to discuss environmental issues, urban planning, education and many other important areas of Peja region.

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<sup>48</sup> [http://www.kryeministri-ks.net/repository/docs/Strategjia\\_legislative\\_per\\_vitin\\_2009.pdf](http://www.kryeministri-ks.net/repository/docs/Strategjia_legislative_per_vitin_2009.pdf) , visited on 03.06.2010

<sup>49</sup> QPA, FOL were part of the Government Working Group, while KDI took part in an observer capacity



### 7.2 Summary of bad cases

#### Central level

One case that best illustrates ignoring and non-involvement of civil society in law-making process is the process of drafting the Law on Protection from Non-Ionized and Ionized Radiation and Nuclear Safety, which provides measures for protection of life and human health and of the environment from harmful effects of non-ionized and ionized radiation, while nuclear security measures cover all activities related to nuclear activities, radioactive waste and monitoring the implementation of measures.<sup>50</sup>

The process of drafting the law started back in 2004, when Kosovo was still under the administration of UNMIK, and was sponsored by the Ministry of Environment and Spatial Planning (MESP). This law was approved in February of 2010, and enacted by the President on 3<sup>rd</sup> of March 2010. Exactly 6 years have passed from the time when it was initiated until its approval. Although the law is of particular importance and very sensitive when it comes to health and human life, its development process was followed by neglecting and non-involvement of civil society, at the Government level as well as in the Assembly.

Almost throughout the whole 6-year period of drafting the law, there has been no information, invitation to public debate or any other consultative meetings. This 'exclusion' of civil society is justified by the absence of rules for inclusion, but also the lack of professional CSOs in the field of environment that could contribute to this process.

Currently, the implementation of this law has not commenced, whereas the 2011 Legislative Strategy foresees drafting of the Law on Radiation Protection Agency.<sup>51</sup> However, it is not clear yet if it is about amending the existing law or to draft a new law. Statements of the Government's Legal Office and the Department of Environment under the Ministry of Environment and Spatial Planning on this issue are contradictory. The former say it is about a new law, while the latter say it is the same law, which currently has a range of deficiencies, and thus needs to be amended.<sup>52</sup>

However, even the civil society did not show any significant interest. In our inquiry about the form of communication with relevant institutions, civil society representatives from this field of work have not been able to provide us with any official written request to be part of the Government Working Group, or a written recommendation to persons or institutions responsible for drafting this law.

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<sup>50</sup> <http://www.assembly-kosova.org/common/docs/ligjet/2010-104-alb.pdf>, p. 2, visited on 24.05.2011

<sup>51</sup> [http://www.kryeministri-ks.net/repository/docs/Strategjia\\_Legjislative\\_2011-finale-\\_e\\_miratuar\\_me\\_16\\_mars\\_2011\\_.pdf](http://www.kryeministri-ks.net/repository/docs/Strategjia_Legjislative_2011-finale-_e_miratuar_me_16_mars_2011_.pdf), visited on 25.05.2011

<sup>52</sup> The report of the Foundation on Environmental Protection, 2011

### Municipal Level

Even at the municipal level, there are cases when legal provisions remain only written on paper, but not implemented in practice. The case of disallowing civil society to participate in meetings of the Budget and Finance Committee in the Municipality of Prishtina, best illustrates the unwillingness of leading structures to involve and cooperate with civil society.

Despite the obligation arising from Article 5 of the Regulation on Transparency of the Municipality of Prishtina to include the public in the meetings of its committees,<sup>53</sup> this committee has been closed to INPO for more than a year. No written justification for closing the meeting, as required by this regulation, has been released. Only after many official meetings and pressure on the Ministry of Local Government and the Ombudsman, the committee was opened to public.

This case and similar cases indicate how provisions are inapplicable when there is no political willingness and when the bodies tasked to oversee the implementation of the law fail in performing their duty.

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<sup>53</sup> Regulation on Transparency, Article 5 (5.1-5.2), Municipality of Prishtina, <http://kk.rks-gov.net/prishtina/>

## 8. MAIN CHALLENGES FACING PUBLIC AUTHORITIES AND CIVIL SOCIETY ON CIVIC PARTICIPATION

### 8.1 Challenges for public authorities

Although it may be considered that some steps forward were made, especially in creating the necessary legal framework on civic participation, there is still a number of challenges faced by public authorities in relation to encouraging civic participation. Some of the key challenges identified in recent years which must be addressed in parallel with each other by public authorities at all levels, are:

**1. Trust** - researches show a large civic apathy and lack of trust to institutions in charge of public life in Kosovo, which is due to the deficiencies of the political institutions to address the general needs of citizens. Also, institutional officials themselves do not have trust in civil society in general and its specific role in the process of making public policies.<sup>54</sup> There are various reasons behind this problem, ranging from non-proper communication between the two sectors, unstructured collaboration resulting to misunderstandings and unrealistic expectations from each-other, and lack of understanding the concept and the role of civil society in a democratic society. Recognizing this problem which is often based on concrete experience from both sides, it is needed to respond with urgency so that the level of mutual trust does not further decline, and thus make it extremely difficult for any communication and cooperation between both sectors. Distrust and stereotypes that exist against each other can be reduced only if the public authorities demonstrate the necessary political willingness to sincerely open to the contribution of civil society in their work.

**2. Functional mechanisms** - In addition to political willingness, which should eliminate the scepticism of civil society and the general public about the goals of public authorities to cooperate, creating functional and viable mechanisms for civic participation is the next challenge. The latest advancements of legal framework on public consultation should be supplemented by a general system of rules and concrete mechanisms for all levels, ensuring that public authorities approach to citizen participation is sustainable and efficient.

**3. Capacities** - Last but not least, a challenge is the capacity of civil servants to promote civic participation in decision-making. No legal mechanism can be implemented successfully if the officials responsible for implementation do not understand the importance of civic participation, and if they don't hold the necessary skills to undertake the processes of consultation and dialogue. Only informed and skilled civil servants may implement an open and structured policy towards involving citizens and civil society in decision-making.

<sup>54</sup> See the index of the CIVICUS Civil Society for Kosovo, KCSF, March 2011

## 8.2 Challenges for civil society

By continuing pressure on public authorities to address the above mentioned challenges, civil society in parallel should aim at strengthening and increasing its impact, addressing a range of challenges pertaining to this sector.

**1. Responding to the needs of people** - civil society responsiveness towards the main problems of the citizens remain at a low level, making the sector often perceived as dealing with secondary issues, which are away from society priorities in general. This has resulted to a civil society which does not communicate enough with those who represent the citizens and therefore not very engaged in its activities.<sup>55</sup> This particularly applies to membership organizations, which are not always true representative of their actual members. Increased communication with citizens and undertaking activities in accordance with needs identified by this communication will necessarily have a positively effect at influence of various organizations of civil society on public policy making. Reducing dependency from donors is only one of concrete steps to contribute to addressing this challenge.

**2. Capacity** - Although the legal framework has not been the most favourable, nevertheless there were some doors open for interested CSOs to contribute to policy making processes. Studies and experience gathered during this project have shown that the existing possibilities are not used enough by most civil society organizations. Lack of knowledge about the legislative process, but also legal possibilities to influence in different stages, made many CSOs unable to utilize their resources and expertise at influencing major developments related to their scope of work.

**3. Intra-sectoral cooperation** - So far, civil society in Kosovo can be considered fragmented, while lack of general and sectoral platforms has weakened its influence in the process of making policies and laws in Kosovo. There is a small number of platforms, while only some of them are functional and do play their role as representatives of their members. Among the many sectors which are covered by civil society organizations in Kosovo, only some of them have managed to gather in various networks. In general terms, some non-formal or formal initiatives have managed to survive for a while, but not to achieve any long-term sustainability. Recognizing the importance of maintaining the independence and individuality of civil society organizations, the existence of platforms representing different sectors of civil society but also the general platforms, is a necessary prerequisite for structuring and functioning of various mechanisms of civic participation.

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<sup>55</sup> See the index of the CIVICUS Civil Society for Kosovo, KCSF, March 2011

## 9. CONCLUSIONS

Analyzing the situation of recent years, presented through above cases and experiences, it can naturally be concluded that there have been some steps forward, especially in advancing the legal framework for the promotion of civic participation. The last case of specific provisions for public consultation included in the Rules of Procedure of the Government and the issuance of Manual on Public Consultation, provide positive signs on the establishment of appropriate mechanisms that enable exercising of the rights of citizens to be active participants in governing the country. However, there are still many challenges that create barriers in relations between public authorities and civil society. Lack of mutual trust, lack of full functioning of legal mechanisms and lack of capacity of civil servants to undertake true consultation processes remain major challenges to be addressed by public authorities. On the other hand, in parallel to continuing pressure on public authorities to address the above challenges, civil society should aim at enhancing responsiveness to citizens' priority needs, its capacity to contribute to policy making processes and to deepen intra-sectoral cooperation.

The term used quite often by both sides in different meetings and conferences "WE and THEM" speaks of two separate worlds distant from each other. This perception for each-other's role should gradually be eliminated, using the resources and expertise of both sides for the benefit of advancing the common good, which is the ultimate goal of public authorities and civil society.

Commitment of both sides is required in order to bring them closer. Both public authorities and civil society have their roles and responsibilities. Each must respect the other's role and adjust expectations and contribution within any mutual cooperation. Mutual acceptance of roles is a fundamental prerequisite for a true dialogue and cooperation. Public authorities must begin considering civil society as a partner that facilitates the exercise of their obligations to citizens, while civil society should be more active and provide concrete alternatives to public authorities on various issues of common interest.

## 10. RECOMMENDATIONS

### To public authorities:

- Enhance knowledge of public administration on the role of civil society;
- Develop a comprehensive government policy for cooperation with civil society;
- Increase the capacity of civil servants about the involvement of civil society in the work of public authorities, especially in the process of making laws and policies;
- Restructure the organization and mandate of institutions responsible for cooperation with civil society, in accordance with government policy for cooperation with civil society;
- Examine the possibilities of formalizing the cooperation between municipalities and civil society;
- Monitor the implementation of legal provisions and guidelines for public consultation process in central level and address identified problems;
- Perform more rigorous monitoring of the implementation of laws and regulations in relation to civic participation at the municipal level and to address identified problems;
- Cooperate with civil society to define the mechanisms for selection of CSOs represented in government bodies and working groups;

### To civil society:

- Enhance communication with citizens to address priority issues and contribution to society;
- Enhance knowledge on the process of making laws and policies and possibilities to influence in different stages;
- Enhance professional capacity and be more proactive, transforming from reactive monitoring of processes to timely and active contributor, particularly at the local level;
- Build mechanisms of intra-sectoral communication and representative platforms, to empower civil society influence on the process of making policies and laws;
- Establish internal mechanisms for selection of CSOs;
- Create a system of internal control and accountability, to provide a credible representation on various forums decision-making;
- Assist the Government in capacity building of civil servants about the involvement of civil society in the work of public authorities;

## **11. APPENDIX**

**A. Code of Good Practices of Civil Participation of the Council of Europe**

**B. Table of Civil Society Organizations in the categories of expertise in various fields**

## **APPENDIX A**

Code of Good Practices of Civil Participation of the  
Council of Europe





CONFERENCE OF INGOs  
OF THE COUNCIL OF EUROPE

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CONFERENCE DES OING DU  
CONSEIL DE L'EUROPE

**CONF/PLE(2009)CODE1**

## CODE OF GOOD PRACTICE FOR CIVIL PARTICIPATION IN THE DECISION-MAKING PROCESS

**Adopted by the Conference of INGOs at its meeting on 1<sup>st</sup> October 2009**

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## I. Introduction

One of the major concerns of modern democracies is the alienation of citizens from the political processes. In this context, as in many others, civil society constitutes an important element of the democratic process. It provides citizens with an alternative way, alongside those of political parties and lobbies, of channelling different views and securing a variety of interests in the decision-making process.

The Committee of Ministers of the Council of Europe has recognised – in CM/Recommendation(2007)14 of October 2007 – “the essential contribution made by NGOs to the development and realisation of democracy and human rights, in particular through the promotion of public awareness, participation in public life and securing the transparency and accountability of public authorities”.

At the meeting of the Council of Europe Forum for the Future of Democracy held in Sweden in June 2007, participants called on the Conference of INGOs of the Council of Europe to prepare a Code of Good Practice for Civil Participation which would cover subjects such as mechanisms for NGO participation in decision-making processes and civil society involvement in public policy.

Thus, the Conference of INGOs built upon this by taking the responsibility to draft the Code of Good Practice for Civil Participation in the Decision-Making Process. This document lays out the rationale, the framework and the means for enhanced civil participation. It was prepared by experienced civil society representatives, elaborated in a pan-European consultation process, tested and commented by members of national and international non-governmental organisations (NGOs) and is already being used by activists and representatives of authorities.

The Conference of International NGOs of the Council of Europe has produced a user-friendly, structured and pragmatic instrument aimed at decision makers and organised civil society, including NGOs.

The Code offers a repertoire of good practices. It does not have a mandatory character, does not prescribe rules, or require enforcement mechanisms. It offers all actors in the democratic process guidelines stemming from concrete practical experience of dialogue and co-operation between NGOs and public authorities. The final aim is to facilitate their interaction and to enhance citizens' empowerment and participation in the democratic process at local, regional and national levels.

The Conference sought advice and input from other Council of Europe institutions. Both the Congress of Local and Regional Authorities of Europe and the Parliamentary Assembly of the Council of Europe welcomed the Code of Good Practice: the Congress stands ready to contribute to its promotion and to use it in its work, and the Parliamentary Assembly, for its part, highlighted the particular importance of e-tools in participation.

This instrument should have and will have political repercussions. It will give impetus and backing to the current trend among local, regional and national authorities to consult and co-operate with civil society in bringing modern tools in democratic governance and at the same time deepening citizen participation in public life.

## **II. Objectives and targets**

The principal objective of this Code of Good Practice for Civil Participation is to contribute to the creation of an enabling environment for NGOs in Council of Europe member States and Belarus by defining at European level a set of general principles, guidelines, tools and mechanisms for civil participation in the political decision-making process. The intent is that the Code of Good Practice will be implemented at local, regional and national level. The Code of Good Practice is based on actual experiences from NGOs across Europe sharing their good practices and valid methods for engaging with public authorities.

An additional objective for the Code of Good Practice is to be a relevant and effective tool for NGOs from local to international level in their dialogue with parliament, government and public authorities. It aims to be an interactive instrument and to be action-oriented so that it is useful for NGOs as well as public authorities across Europe. As a way of supporting the application of this Code of Good Practice, there will also be a bank of case studies and an additional set of practical tools.

The Code of Good Practice is aimed at national NGOs including regional and local organisations in Council of Europe member States and Belarus, as well as organisations at European and international level.

It also targets public authorities, which includes parliament, government and public administration at local, regional and national level. The target is wide, but it is intended that there are segments of the Code of Good Practice that can be used at all levels of public administration.

### **III. General Framework for Civil Participation**

#### **III.i Parameters of Civil Society**

NGOs and organised civil society are essential contributors to the development and realisation of democracy and human rights. A Council of Europe definition of NGOs can be found in the Committee of Ministers Recommendation (2007) 14, which states that ‘NGOs are voluntary self-governing bodies or organisations established to pursue the essentially non-profit-making objectives of their founders or members.’ In relation to this Code of Good Practice for Civil Participation the term is taken to refer to organised civil society including voluntary groups, non-profit organisations, associations, foundations, charities, as well as geographic or interest-based community and advocacy groups. The core activities of NGOs are focused on values of social justice, human rights, democracy and the rule of law. In these areas the purpose of NGOs is to promote causes and improve the lives of people.

NGOs form a crucial component of participation in an open, democratic society through engaging large numbers of individuals. The fact that many of these individuals also are *voters* underlines the complementary relationship with representative democracy.

NGOs can bring benefits of knowledge and independent expertise to the process of decision making. This has led governments at all levels, from local and regional to national, as well as international institutions, to draw on the relevant experience and competence of NGOs to assist in policy development and implementation. NGOs enjoy a unique trust from their members and society to voice concerns, to represent their interests and to gain involvement in causes, thereby providing crucial input into policy development.

This text highlights the contribution of *organised civil society* in the democratic process and is not focused on the related question of civic participation, i.e. *individuals*. In this case it is understood that the act of developing associations and community organisations constitutes an act of independent social organisation and is not purely centred on individual action. It is understood that organised groups exist to further the needs of their members and for the benefit of wider society; therefore they act as a key channel of participation and multiplier for the engagement of citizens.

#### **III.ii Principles for Civil Participation**

To foster a constructive relationship, NGOs and the public authorities at different levels, should act on the following common principles:

##### **Participation**

NGOs collect and channel views of their members, user groups and concerned citizens. This input provides crucial value to the political decision-making process, enhancing the quality, understanding and longer term applicability of the policy initiative. A pre-condition for this principle is that the processes for participation are open and accessible, based on agreed parameters for participation.

##### **Trust**

An open and democratic society is based on honest interaction between actors and sectors. Although NGOs and public authorities have different roles to play, the shared goal of improving the lives of people can only be satisfactorily reached if based on trust, implying transparency, respect and mutual reliability.

**Accountability and transparency**

Acting in the public interest requires openness, responsibility, clarity and accountability from both the NGOs and public authorities, with transparency at all stages.

**Independence**

NGOs must be recognised as free and independent bodies in respect to their aims, decisions and activities. They have the right to act independently and advocate positions different from the authorities with whom they may otherwise cooperate.

**III.iii Conditions for Civil Participation**

The conditions to enable associational life are well documented. In accordance with the European Convention on Human Rights and Fundamental Freedoms (ECHR), these require freedom of expression (Article 10 ECHR) and freedom of assembly and association (Article 11 ECHR) and the relevant case law of the European Court for Human Rights.

To ensure that the essential contributions of NGOs are enshrined in the political decision-making process without discrimination, an enabling environment is required. Conditions of an enabling environment include the rule of law, adherence to fundamental democratic principles, political will, favourable legislation, clear procedures, long-term support and resources for a sustainable civil society and shared spaces for dialogue and cooperation. These conditions allow for a constructive relationship between NGOs and public authorities built on reciprocal trust and mutual understanding for *participatory democracy*.

## IV. How to Engage

To meet the principal policy objective of the Code of Good Practice for Civil Participation as well as to ensure its relevance and practical applicability for NGOs in their involvement in the political decision-making process, this section outlines how civil society may participate.

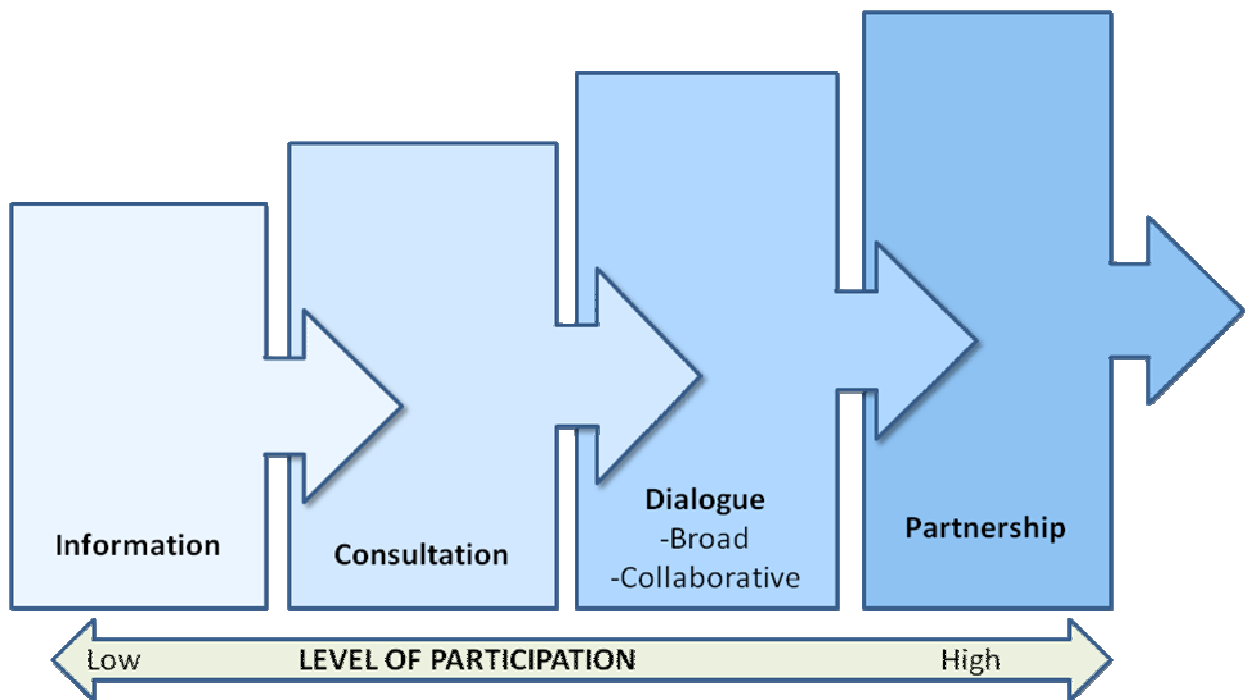
There are two interconnected dimensions to this process. Firstly levels of participation are described in section III.i, sorted in the order of increasing intensity, from simple provision of information to consultation, dialogue and finally partnership between NGOs and public authorities. Secondly the steps in the political decision-making process are outlined in section III.ii, namely the six steps taken by public authorities from agenda setting through implementation to monitoring and reformulation.

A separate section (III.iii) offers tools that may apply at any stage and that provide cross-cutting support to the process of participation.

These elements are then combined to form a matrix of civil participation (IV) that provides a visual presentation of the inter-related nature of the process.

### IV.i The different levels of participation

The involvement of NGOs in the different steps of the political decision-making process varies based on the intensity of participation. There are four gradual levels of participation, from least to most participative. These are: information; consultation; dialogue; and partnership. They may be applied at any step in the decision-making process but they are often particularly relevant at certain points in the process.



## **1. Information**

Access to information is the basis for all subsequent steps in the involvement of NGOs in the political decision-making process. This is a relatively low level of participation which usually consists of a one-way provision of information from the public authorities and no interaction or involvement with NGOs is required or expected.

Information is relevant for all steps in the decision-making process.

## **2. Consultation**

This is a form of initiative where the public authorities ask NGOs for their opinion on a specific policy topic or development. Consultation usually includes the authorities informing NGOs of current policy developments and asking for comments, views and feed-back. The initiative and themes originate with the public authorities, not with the NGOs.

Consultation is relevant for all steps of the decision-making process, especially for drafting, monitoring and reformulation.

## **3. Dialogue**

The initiative for dialogue can be taken by either party and can be either **broad** or **collaborative**.

A broad dialogue is a two-way communication built on mutual interests and potentially shared objectives to ensure a regular exchange of views. It ranges from open public hearings to specialised meetings between NGOs and public authorities. The discussion remains wide ranging and is not explicitly linked to a current policy development process.

A collaborative dialogue is built on mutual interests for a specific policy development. The collaborative dialogue usually leads to a joint recommendation, strategy or legislation. Collaborative dialogue is more empowered than the broad dialogue as it consists of joint, often frequent and regular, meetings to develop core policy strategies and often leads to agreed outcomes.

Dialogue is highly valued at all steps in the political decision-making cycle, but is crucial for agenda setting, drafting and reformulation.

## **4. Partnership**

A partnership implies shared responsibilities in each step of the political decision-making process from agenda setting, drafting, decision and implementation of policy initiatives. It is the highest form of participation.

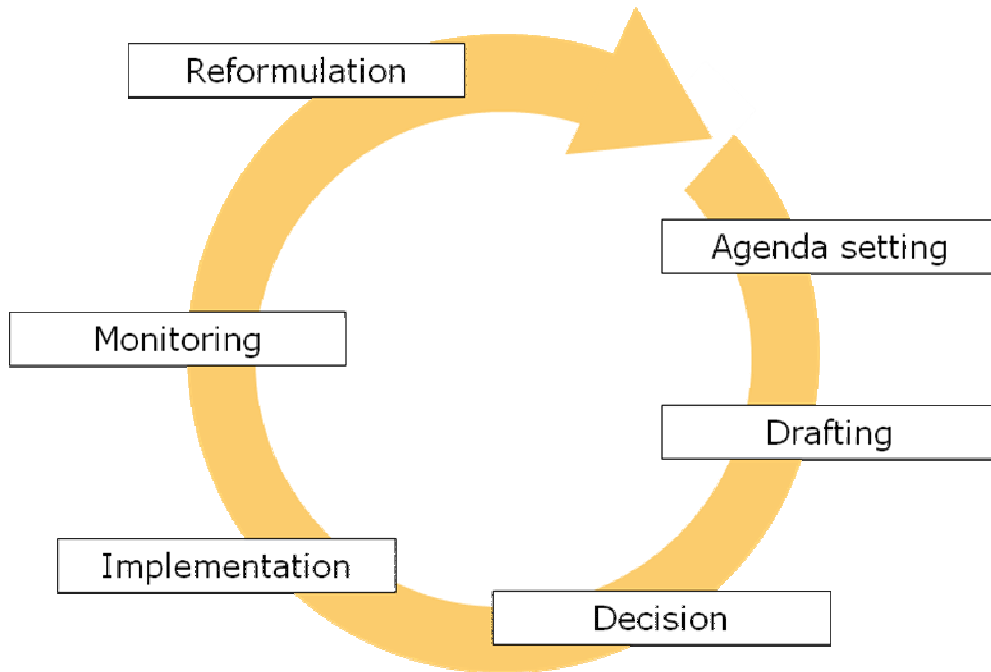
At this level NGOs and the public authorities come together for a close cooperation while ensuring that the NGOs continue to be independent and have the right to campaign and act irrespective of a partnership situation. Partnership can include activities such as delegation of a specific task to an NGO, for example delivery of services, as well as participatory forums and the establishment of co-decision-making bodies, including for resource allocation.

Partnership may take place at all steps of the political decision-making process and is particularly relevant at the agenda setting or implementation steps.



## IV.ii Steps in the political decision-making process

The cycle below defines the six different steps of the political decision-making process: agenda setting, drafting of policy, decision-making, implementation of policy, monitoring and reformulation of policy. Each step offers opportunities for NGOs and public authorities to interact.



### 1. Agenda setting

The political agenda is agreed by the parliament and government but can be shaped by NGOs, or groups of NGOs, through campaigns and lobbying for issues, needs and concerns. New policy initiatives are often the result of influence of the campaigns of NGOs. During this step NGOs aim to influence decision-makers on behalf of a collective interest and act in a way that is complementary to political debate.

Contributions of NGOs:

- **Advocating:** raise issues, concerns and needs for a specific user group, point of view or a general public interest that is not yet covered by legislation or other policy documents, instruments or measures
- **Information and awareness building:** share NGO findings with the public authorities, involve and represent members, users and key citizen groups and act as channels to reach citizens; to listen, react and inform
- **Expertise and advice:** experts with knowledge on a specific topic play a key role in setting the political agenda. Their analysis and research identify current and future needs in society and provide crucial perspectives
- **Innovation:** development of new solutions and approaches; demonstrating how these may be brought onto the political agenda
- **Service provision:** key actor in forming policy and creating alternative or non-existing services for a specific user group

Responsibilities of public authorities:

- **Information sharing:** Provision of up-to-date accurate and timely information in an accessible format for all interested parties
- **Procedures:** Develop and adhere to a transparent decision-making process. Provide clear, open and accessible procedures for participation
- **Resource provision:** Enable the active participation of civil society through for example, budgetary provision, in-kind support or administrative services
- **Responsiveness:** Ensure active involvement of relevant public authority representatives; listen, react and give feedback

Useful tools and mechanisms:

- **Information:**
  - **Easy and open access** to relevant, accurate and timely **information** on policy process, documents and political decision-makers, e.g. online databases
  - **Research** to understand an issue of concern and develop suggested solutions
  - **Campaigning** and **lobbying** by NGOs based on awareness-raising such as policy papers, posters and leaflets, websites, media releases and public demonstrations
  - **Website** with comprehensive access to key documents and announcement of public events
- **Consultation:**
  - **Petitioning**, can be through online tools, such as e-petition or web-forum
  - **Consultation**, online or other techniques, to collect interests and suggestions from stakeholders
- **Dialogue:**
  - **Hearings and public forums** with interested stakeholders to identify and interpret the sensitivities and interests of the different groups
  - **Citizens' forums and future councils** to discuss with citizens and NGOs
  - **Key government contact** enabling civil society to access information on current policy initiatives
- **Partnership:**
  - **Work group or committee** formed as a permanent or ad hoc expert group to advise on policy preferences

## 2. Drafting

Public authorities usually have well-established processes for policy drafting. Here NGOs are often involved in areas such as identifying problems, proposing solutions and providing evidence for their preferred proposal with, for example, interviews or research. Facilitating opportunities for consultation should be a key element in this step as well as various forms of dialogue to collect input from key stakeholders.

Contribution of NGOs:

- **Advocating:** guaranteeing that consideration is given to the needs and interests of stakeholders affected by the draft policy
- **Information and awareness building:** NGOs inform members, users and key citizens' groups about the drafting process
- **Expertise and advice:** provide analyses and research on issues under consideration or raise additional priorities to be included in the policy draft
- **Innovation:** provide solutions through the introduction of new approaches, practical solutions and concrete models which bring benefits to specific user groups

- **Service provision:** input to policy drafting to ensure consideration is given to their specific users' needs and that necessary conditions are met
- **Watchdog function:** Follow the drafting process to make sure stakeholder concerns are considered and that the process is inclusive and transparent

Responsibilities of public authorities:

- **Information sharing:** Provision of timely and comprehensive information on current consultation processes
- **Procedures:** Develop and adhere to minimum consultation standards, such as clear objectives, rules for participation, timelines, contacts etc. Organise open consultation meetings, including invitation to all potential stakeholders
- **Resource provision:** Provide adequate timelines and means for consultation to ensure participation of different levels of civil society
- **Responsiveness:** Ensure active involvement of relevant public authority representatives; listen, react and give feedback to consultation responses

Useful tools and mechanisms:

- **Information:**
  - **Open and free access to policy documents**, including single information point for policy drafting, with information available in different formats to reach the public
  - **Website** with comprehensive access to key documents and announcement of public events
  - **Campaigns and lobbying** to shape the draft policy through position documents, letters, manifestos
  - **Web casts** from hearings, meetings and debates allowing people to watch and listen in real time
  - **Research** to provide input to the policy drafting process
- **Consultation and dialogue:**
  - **Hearings and questions & answer panels** with stakeholders to identify and interpret the sensitivities and concerns and collect proposals, face-to-face or online
  - **Expert seminars and meetings** involving experts in the development of specialised research or studies that can be used in the drafting
  - **Multi-stakeholder committees and advisory bodies** consisting of or including representatives from the NGO sector; could be permanent or ad-hoc
- **Partnership:**
  - **Co-drafting:** active involvement in drafting parts of the legislative process

### 3. Decision

The forms of political decision-taking vary based on national context and legislation. Common characteristics are the establishment of a government policy directive by a ministry; or legislation, such as passing a law by parliamentary vote; or public referendum, which then requires enabling legislation. Draft laws and motions should be open to input and participation of NGOs. The public authorities should evaluate different views and opinions before the decision is taken. At this step consultation is central to informed decision. However the final power of choice lies with the public authorities, unless the decision is taken by a public vote, referendum or a co-decision mechanism.

Contribution of NGOs:

- **Advocating:** influencing the decision makers before a vote
- **Information and awareness building:** informing membership, users and key citizens' groups about the political decisions and their potential effect
- **Expertise and advice:** provision of detailed analysis to inform and influence decision makers
- **Watchdog function:** following the decision-making process, making sure it is democratic, transparent and optimally effective

Responsibilities of public authorities:

- **Information sharing:** Provide information on policies currently in the decision-making process
- **Procedures:** Offer and follow procedures for co-decision mechanisms where applicable
- **Resource provision:** Enable and support the active participation of civil society by associating NGOs in the decision step
- **Responsiveness:** Listen, take into consideration and respond to civil society input

Useful tools and mechanisms:

- **Information:**
  - **Campaigning and lobbying** to influence the decision makers, for example using leaflets, websites, media releases and public demonstrations
- **Consultation and dialogue:**
  - **Open plenary or committee sessions** to ensure open access to debates during the decision-making
- **Partnership:**
  - **Joint decision-making** through forums, consensus conferences and other participatory meetings
  - **Co-decision making** such as participative budgeting

#### 4. Implementation

This is the step at which many NGOs are most active, for example in service delivery and project execution. Much of the work done by NGOs in the previous steps includes attempts to influence the implementation of policy. This phase is especially important to ensure that the intended outcome will be fulfilled. Access to clear and transparent information on expectations and opportunities is important at this step, as well as active partnerships.

Contribution of NGOs:

- **Information and awareness building:** primarily focused on public awareness raising, explanation of benefits or disadvantages and impact of policy
- **Service provision:** one key actor in implementing policy initiatives, often carrying the main responsibility for delivery
- **Watchdog function:** to assess and ensure that the policy is implemented as intended without harmful side-effects

Responsibilities of public authorities:

- **Information sharing:** Provide information on implementation strategies, public tendering procedures and project guidelines
- **Procedures:** Follow established rules and regulations for policy implementation

- **Resource provision:** Enable the active participation of civil society in the implementation step through for example, budgetary provision, in-kind support or administrative services
- **Responsiveness:** Be available and react to specific needs arising from circumstances around policy implementation

Useful tools and mechanisms:

- **Information:**
  - **Open and free access** to public sector documents relating to projects and implementation decisions
  - **Website** with comprehensive access to key documents and announcement of public events
  - **E-mail alerts** announcing upcoming project and funding opportunities
  - **FAQs** online or other channels to offer information presented as questions and answers, targeted towards providing practical help and guidance
  - **Publicly advertised tender procedure** to provide an open transparent process for service provision
- **Consultation:**
  - **Events, conferences, forums and seminars** to inform and discuss the implementation of policy with NGOs and the public
- **Dialogue:**
  - **Capacity building seminars** to increase knowledge and capacity relevant to the implementation
  - **Training seminars** for NGOs and public authorities in specific topics relevant to implementation, such as procurement, project and funding applications
- **Partnership:**
  - **Strategic partnership** where NGOs and public authorities form a partnership to implement policy; this may range from a small pilot scheme to a full implementation responsibility

## 5. Monitoring

At this point the role of NGOs is to monitor and assess the outcomes of the implemented policy. It is important to have in place an effective and transparent monitoring system that ensures the policy/programme achieves the intended purpose.

Contribution of NGOs:

- **Advocating:** monitor and voice whether the policy initiative reached the intended beneficiaries and had the intended outcome for society
- **Expertise and advice:** gather evidence or research on the policy's impact; includes think-tanks and research institutes
- **Service provision:** responsibility to monitor the effects of the programme in terms of quality, sustainability, effectiveness and real case examples
- **Watchdog function:** a priority role in monitoring effects of the policy, to ensure that the intended objectives are achieved

Responsibilities of public authorities:

- **Information sharing:** Provide information on current policy status
- **Responsiveness:** Listen, and react to specific points raised by NGOs and civil society

Useful tools and mechanisms:

- **Information:**
  - **Open and free access to information** on policy progress
  - **Evidence gathering** to collect cases and statistics on project delivery
  - **Evaluation** of policy and its impact through conferences and reporting
  - Independent **research studies** to draw out key lessons
- **Consultation:**
  - **Feedback** mechanisms to follow progress such as polls, web surveys or questionnaires
- **Dialogue:**
  - **Work group or committee** consisting of NGOs (both users and providers) in charge of the monitoring and evaluation of the policy initiative
- **Partnership:**
  - **Work group or committee** consisting of the NGO and public authorities coming together in a strategic partnership to monitor and evaluate the policy initiative

## 6. Reformulation

The knowledge gained from assessing the policy implementation, coupled with evolving needs in society, often require a reformulation of policy. This must be based on access to information and opportunities for dialogue to identify needs and initiatives. This reformulation allows for the initiation of a new cycle of decision-making.

Contributions of NGOs:

- **Advocating:** lobby for renewal of policy by expressing limitations in or side-effects of the current policy, to meet the needs of users or citizens
- **Expertise and advice:** conduct research and analysis to identify gaps in the current policy initiative and provide rationale for reformulation
- **Innovation:** develop new approaches to tackle the relevant policy issue; this can be a key element in policy renewal
- **Service provision:** identify obstacles and gather evidence to illustrate evolving needs that require a reformulation of policy

Responsibilities of public authorities:

- **Information sharing:** provision of information on possible review of a policy and their perception of changes needed in policy
- **Procedures:** provide clear, open and accessible processes for participation
- **Resource provision:** enable and support the active participation of civil society
- **Responsiveness:** listen and act on input from NGOs

Useful tools and mechanisms:

- **Information:**
  - **Open and free access to information** providing evaluations, study results and other evidence about the existing policy
- **Consultation:**
  - **Conference or meeting** to set out next steps planned by public authority
  - **Online consultation** to gather civil society views on how to follow-up policy/project
- **Dialogue:**

- **Seminars and deliberative forums** to involve interested stakeholders in developing new directions in policy field e.g. World café, open space, other brainstorming methods
- **Partnership:**
  - **Work group or committee** where NGOs form an expert group jointly with other stakeholders and public authorities with the purpose of recommending a revised policy

#### **IV.iii Cross-cutting tools and mechanisms for civil participation**

There are certain tools or mechanisms gathered from across Europe during the consultation for the Code of Good Practice for Civil Participation that provide cross-cutting support to participation throughout the whole decision-making process:

##### **1. E-participation**

E-tools offer great potential for improving democratic practice and participation of an organised civil society. They can largely contribute to the transparency, accountability and responsiveness of institutions, as well as to the promotion of citizens' engagement and to increasing empowerment and the accessibility and inclusiveness of the democratic process. In order to fully benefit from their potential, e-tools should be integrated by all participants of the decision making, including the authorities at all levels and organised civil society.

##### **2. Capacity-building for participation**

It is essential to develop the capacity and skills of local, regional and national NGOs so that they may be actively involved in policy formulation, project development and service provision. Capacity-building can also include training seminars to improve the understanding of the reciprocal roles of NGOs and public authorities in this engagement, as well as exchange programmes to facilitate the understanding of each other's realities.

##### **3. Structures for cooperation between NGOs and public authorities**

In order to facilitate the relationship between public authorities and NGOs, a number of countries have developed coordinating bodies. These include: government bodies such as a contact person for civil society in each ministry or a central coordination body as a single interlocutor; joint structures such as multi-stakeholder committees, work groups, expert councils and other advisory bodies (permanent or ad-hoc); or NGO alliances/coalitions which pool resources and develop joint positions.

##### **4. Framework documents on cooperation between NGOs and public authorities**

In many European countries framework agreements have been developed to outline undertakings, roles and responsibilities and procedures for cooperation. These documents lay out a clear basis for the relationship and thereby facilitate ongoing dialogue and mutual understanding between NGOs and public authorities. They include bilateral agreements with parliament or government, strategy documents for cooperation and official programmes for cooperation, adopted by public authorities.

## **V. Matrix of Civil Participation**

In order to illustrate and clarify the relationship, the matrix below visualises the steps of the political decision-making process and their connection with levels of participation. It is based on good practices and examples from civil society across Europe and is intended to offer inspiration for action and strengthen interaction between NGOs and public authorities.

At each stage in the decision-making process (from left to right) there are different levels of NGO participation (from bottom to top). It is envisaged that the steps in the political decision-making process can be applied to any context in Europe, local to national. As has been explained, the levels of participation at each point in the decision-making process may vary from low to high and it is intended that the suggested tools are used as ways to implement each type of participation.

This matrix may be used in a wide variety of ways, such as mapping the levels of engagement of civil society in any given policy process; assessing NGO participation at any particular point of a process; or as a practical resource for NGO planning of policy activities. This is not intended as an exhaustive list and it may be adapted to many more uses.

The matrix illustrates the inter-related elements of participation in the decision-making process. This example shows how the useful tools mentioned above may achieve the intended level of participation at each step in the decision-making process.



<b>Partnership</b>	Work group or committee	Co-drafting	Joint decision-making Co-decision making	Strategic partnerships	Work groups or committee	Work groups or committee
<b>Dialogue</b>	Hearings and public forums Citizens' forums and future councils Key government contact	Hearings and Q&A panels Expert seminars Multi-stakeholder committees and advisory bodies	Open plenary or committee sessions	Capacity building seminars Training seminars	Work groups or committee	Seminars and deliberative forums
<b>Consultation</b>	Petitioning Consultation online or other techniques	Hearings and Q&A panels Expert seminars Multi-stakeholder committees and advisory bodies	Open plenary or committee sessions	Events, conferences, forums, seminars	Feedback mechanisms	Conferences or meetings Online consultation
<b>Information</b>	Easy and open information access Research Campaigning and lobbying Website for key documents	Open and free access to policy documents Website for key documents Campaigns and lobbying Web casts Research input	Campaigning and lobbying	Open access to information Website for information access E-mail alerts FAQ Public tendering procedures	Open access to information Evidence gathering Evaluations Research studies	Open access to information
<b>Levels of participation</b>						
<b>Steps in the political decision making process</b>	<b>Agenda setting</b>	<b>Drafting</b>	<b>Decision</b>	<b>Implementation</b>	<b>Monitoring</b>	<b>Reformulation</b>

## **APPENDIX B**

Table of Civil Society Organizations in the  
categories of expertise in various fields

## Annex B. The table of civil society organizations, with categories of their expertise in different fields

Only civil society organizations that have responded to the call for information on this publication have been listed in this annex

	<b>Name of the organization:</b>	<b>Place:</b>	<b>Email:</b>	<b>Telephone:</b>	<b>Main fields of work</b>
<b>1</b>	<b>Akademia e Trainingsve dhe Asistencës Teknike ATTA</b>	Prizren	info@atta-ks.org	044 156 682	<b>1. Building the capacities of communities</b> <b>2. European Integration</b> <b>3. Culture</b>
<b>2</b>	<b>Aleanca Kosovare e Bizneseve - AKB</b>	Prishtinë	aleancakosovarebizneseve@gmail.com	038 551 311	<b>1. Protecting the interest of businesses</b> <b>2. Promoting the Kosovar economy</b> <b>3. Sustainability and economic development</b>
<b>3</b>	<b>American Bar Association, ABA-ROLI</b>	Prishtinë	office@ceelikosovo.org	044 159 014	<b>1. Rule of Law</b>
<b>4</b>	<b>Asociacioni i Gazetarëve Profesionistë të Kosovës (AGPK)</b>	Prishtinë	info.agpk@gmail.com	038 244 551	<b>1. Protecting the interest of journalists</b> <b>2. Professional development of journalists</b> <b>3. Service provisions to journalists</b>
<b>5</b>	<b>Asociacioni i Gazetarëve Turq</b>	Prishtinë	kosovagazeteci@yahoo.com	044 175 918	<b>1. Protecting the rights of journalists in Kosovo</b> <b>2. Adapting of Turkish community in Kosovo society</b> <b>3. Seminar organizing</b>
<b>6</b>	<b>Asociacioni i Komunave të Kosovës</b>	Prishtinë	sazanibrahimi@komunat-ks.net	038 245 734 044 182 437	<b>1. Municipal Administration</b> <b>2. Legal initiatives</b> <b>3. Municipal policy development</b>
<b>7</b>	<b>Asociacioni i Paktit Atlantik të Youthsë së Kosovës - APARK</b>	Prishtinë	Besim.saliu@yata-kosova.org	044 273379	<b>1. Preparing of Kosovo youth to contribute to the process of Euro-Atlantic integration</b>

8	Asociacioni kundër dhunës dhe ndërtimi i paqes	Gjilan	anp_kos@yahoo.com	044 211 895 044 230 849	1. Education 2. Peace building 3. Public policies
9	Asociacioni për Trajnime, Hulumtim dhe Avokim Social ASTRA	Prishtinë	astra_kos@hotmail.com	044 344 399	1. Research on social services 2. Capacity building of institutions/NGOs in social services 3. Advocacy
10	Balkan Sunflowers	Prishtinë	muhamet.arifi@balkansunflowers.org	044 418 562	1. Implementation of the strategy for integration of Roma, Ashkali and Egyptian communities
11	Down Syndrome Kosova (DSK)	Prishtinë	indo@downsyndromekosova.org	038 545 715	1. Human rights – People with special abilities 2. Social inclusion 3. Social services
12	Edukatori	Prizren	nebijaaljilji@yahoo.com	044-190-999	1. Education and Culture 2. Public discussions on policies and political parties 3. Protection of the rights of minorities in municipality
13	Evolution Dance – eDance	Prishtinë	evolution.dance.school@gmail.com	044 278 366	1. Stimulating dance in Kosovo 2. Education through dance
14	Fondacioni i Kosovës për Shoqëri të Hapur – KFOS	Prishtinë	info@kfos.org	038 542 157	1. European Integration 2. Civil society development 3. Roma community and other minorities
15	Fondacioni Kosovar për Shoqëri Civile - KCSF	Prishtinë	office@kcsfoundation.org	038 248 636 038 248 643	1. Civil society development 2. Support to the process of European Integration
16	Fondacioni për Mbrojtje të Environmentit – FMM	Prishtinë	fmm.epf@gmail.com	044 474 961	1. Environment 2. Research and analyses 3. Advocacy and lobbying
17	Fondi i Fëmijëve One to One	Prishtinë	p.assistant@onetoone-cf.org	038 220 919	1. Social service provision 2. Capacity building for CSOs and governmental institutions on social provision 3. Advocacy and lobbying for protection and inclusion of children from vulnerable categories
18	Forumi Demokratik i Gruas	Pejë	myzafere@yahoo.com	044 218 958	1. Women rights 2. Human rights 3. Education

19	Forumi i boshnjakëve të Kosovës	Prizren	mustafa.balje@gmail.com	044 185 099	<b>1. Human rights and minority rights</b> <b>2. Creating opportunities for Bosniac community and their participation in all spheres of society</b> <b>3. Media</b>
20	Forumi për Integrim dhe Zhvillim / FIZH	Pejë	fizh.rks@gmail.com	044 136 223	<b>1. European Integration</b> <b>2. Economic Development</b> <b>3. Professional Education</b>
21	Iniciativa 6	Prizren	iniciativa_6@yahoo.com	044 265 741	<b>1. Education</b> <b>2. Women rights and empowerment</b> <b>3. Children rights</b>
22	Iniciativa Kosovare për Stabilitet – IKS	Prishtinë	info@iksweb.org	038 222 321	<b>1. Socio-economic issues</b> <b>2. Socio-political issues</b> <b>3. Environmental protection and recycled energy</b>
23	Iniciativa per Zhvillim dhe Integrim Social - ISDI	Prishtinë	isdi.kosovo@gmail.com	044 293 358	<b>1. Citizen decision-making</b> <b>2. Non-formal education</b> <b>3. Awareness raising campaigns</b>
24	Instituti Ballkanik për Politika – IPOL	Prishtinë	seb.bytyci@policyinstitute.org	044 746 749	<b>1. Citizen Participation</b> <b>2. European Integration</b> <b>3. Transparency</b>
25	Instituti Demokracia për Zhvillim (D4D)	Prishtinë	info@d4d-ks.org	038 224 143	<b>1. Research</b> <b>2. Election</b> <b>3. Interethnic relations</b>
26	Instituti Demokratik i Kosovës (KDI)	Prishtinë	info@kdi-kosova.org	038 248 038 044 148 509	<b>1. Democratization and parliamentary practices</b> <b>2. Local governance and citizen participation</b> <b>3. Transparency and anti-corruption</b>
27	Instituti i Kosovës për Politika Zhvillimore (IKPZH)	Prishtinë	Instituti_politik@yahoo.com	044 502 546 038 239 010	<b>1. Order and law</b> <b>2. Development policies on order and law</b> <b>3. Drafting of strategies on the fields of development policies</b>
28	Instituti Kosovar për Kërkime dhe Zhvillime të Politikave (KIPRED)	Prishtinë	info@kipred.net	038 227 778	<b>1. Good governance</b> <b>2. Political parties and elections</b> <b>3. Rule of law and Security</b> <b>4. Energy</b> <b>5. Local governance</b> <b>6. Media</b>
29	Instituti për Avancim të Edukimit dhe Arsimit – IAEA	Gjilan	fatmirlatifaj60@hotmail.com	044 615 765	<b>1. Education</b> <b>2. Human Rights</b>

30	Instituti për Studime të Avancuara GAP	Prishtinë	info@institutigap.org	038 224 145	<b>1. Sustainable economic development</b> <b>2. Sustainable political development</b> <b>3. Social development</b>
31	Instituti RIINVEST	Prishtinë	lumir.abdixhiku@riinvestinstitute.org	038 601 230	<b>1. Support to business</b> <b>2. Economic development</b> <b>3. Research and analyses</b>
32	Këshilli i Grave për mbrojtjen e të drejtave të njeriut (WCPHR)	Fushë Kosovë	ngo.wcphr.kosovo@gmail.com	044 929 676	<b>1. Role of women in decision-making, 2. Protection and promotion of women's rights</b>
33	Këshilli për mbrojtjen e të drejtave e të lirive të njeriut, KMDLNJ	Prishtinë	KmdlInj.cdhrf@gmail.com	038 249 006 038 244028	<b>1. Human Rights</b> <b>2. Monitoring the court cases</b> <b>3. Return and integration of displaced persons and refugees</b>
34	Këshilli Rinor Kosovar - KYC	Prishtinë	kyckosova@gmail.com	044 964 575	<b>1. Inclusion and strengthening of the role of youth in decision-making</b> <b>2. Children rights</b> <b>3. Education and trainings</b>
35	Klubi Avokues për Personat me Aftësi të Kufizuar në Kosovë - KAPAK	Prishtinë	shaqir-haxhaj@hotmail.com	044 299 805	<b>1. Assistance to the persons with special needs</b> <b>2. Human Rights</b> <b>3. Humanitarian aid</b>
36	Klubi për politikë të jashtme - KPJ	Prishtinë	office@foreignpolicyclub.org	038 221 881	<b>1. European Integration 2. Peace building 3. Democratization</b>
37	Let's shine together - LST		fatosm_2000@yahoo.com	044 558 095	<b>1. Youth</b>
38	Lëvizja FOL	Prishtinë	petrit@levizjafol.org	044 195 361	<b>1. Transparency and accountability of public institutions</b> <b>2. Anti-corruption policies</b> <b>3. Public procurement policies</b>
39	Nisma e të rinjve për të drejta të njeriut – YIHR	Prishtinë	ksoffice@yihhr.org		<b>1. Human Rights</b> <b>2. Activation and education of youth</b> <b>3. Facing the past and regional cooperation</b>
40	Oda Ekonomike Amerikane - AMCHAM	Prishtinë	leke.musa@amchaksa.org	038 246 012	<b>1. Support to business</b> <b>2. Economic development</b> <b>3. Consumer protection</b>

41	<b>OJQ - UNI GROUP</b>	Prishtinë	valmir.mustafa@uni-group.org	044 233 967	<b>1. Youth</b> <b>2. Education</b> <b>3. Economic development</b>
42	<b>OJQ "ABSTRACT"</b>	Pejë	Organziata.abstract@gmail.com	044 394 196	<b>1. Youth</b> <b>2. Culture</b> <b>3. Economic development</b>
43	<b>OJQ "Kalaja"</b>	Pejë	ojqkalaja@hotmail.com	044 155 126	<b>1. Environment</b> <b>2. Culture, Sport, Youth</b> <b>3. Education</b>
44	<b>OJQ "Perspektiva Energjetike"</b>	Prishtinë	perspektiva.energjetike@gmail.com	044 558 305	<b>1. Recycled energy and energy efficiency</b> <b>2. Economic sustainability related to energetic capacities</b> <b>3. Environment</b>
45	<b>OJQ "Union Plus" Gjilan</b>	Gjilan	Union_plus@yahoo.com	044 445 938	<b>1. Education</b> <b>2. Culture and Youth</b> <b>3. Sport</b>
46	<b>OJQ Aksioni kundër dhunës dhe ndërtimi i paqës - ANP Gjilan</b>	Gjilan	anp_kos@yahoo.com	044 211 895	<b>1. Peaceful Education</b> <b>2. Peace building</b> <b>3. Public policies</b>
47	<b>OJQ Alma</b>	Pejë	shemsijeseferi@hotmail.com	044 257 443	<b>1. Youth</b> <b>2. Human Rights</b> <b>3. Gender equality</b>
48	<b>OJQ Arnika</b>	Pejë	arnika.ngo@gmail.com	044 223 446	<b>1. Cultural Heritage</b> <b>2. Environment</b> <b>3. Youth</b>
49	<b>OJQ Developing Together (DT)</b>	Prishtinë	developingtogether@hotmail.com	038 555 887	<b>1. Offering mainly infrastructural services</b> <b>2. Building relations citizen – institutions</b> <b>3. Support to agriculture in Kosovo</b>
50	<b>OJQ EkoSistemi</b>	Gjilan	shpresa_ww3@hotmail.com	044 552 601	<b>1. Agriculture</b> <b>2. Environment</b> <b>3. Flora and Fauna</b>
51	<b>OJQ Integra</b>	Prishtinë	kushtrim.koliqi@ngo-integra.org	038 246 717	<b>1. Human Rights</b> <b>2. Culture</b> <b>3. Youth and minorities</b>
52	<b>OJQ Koha</b>	Klinë	labinotkrasniqi84@gmail.com	044 432 862	<b>1. Human Rights</b> <b>2. Democratization</b> <b>3. European Integration</b>

53	<b>OJQ Konsumatori</b>	Prishtinë	ok.kosova@gmail.com, konsumatori.ks@gmail.com	044 200 458	<b>1. Consumer Protection</b> <b>2. Information, Education awareness of participants in the market of products, goods and services</b> <b>3. Advocacy/lobbying for the rights, interests and dignity of the consumer</b>
54	<b>OJQ Lulebora</b>	Prishtinë	Ojqlulebora@yahoo.com	044/049/ 110970	<b>1. Empowering women in society</b> <b>2. Activities with children in pre-school age</b> <b>3. Environment and waste recycling</b>
55	<b>OJQ Mileniumi i Ri</b>	Prishtinë	ojqmileniumiiri@yahoo.com	044 307 533	<b>1. Local governance</b> <b>2. Youth</b> <b>3. Environment</b>
56	<b>OJQ Oaza</b>	Istog	sahitkan@gmail.com	044 150 956	<b>1. Advocacy and Lobbying</b> <b>2. Minority rights</b>
57	<b>OJQ PEN</b>	Prishtinë	b_fejzullahu@hotmail.com	038 552 216	<b>1. Youth</b> <b>2. Education</b> <b>3. Human Rights</b>
58	<b>OJQ Shtëpia shokëve</b>	Mitrovicë	hajrullahmustafa@hotmail.com	028 530 3217	<b>1. Democratization</b> <b>2. Culture</b> <b>3. Research and analyses</b>
59	<b>OJQ Syri i Vizionit</b>	Pejë	veton.mujaj@syriivizionit.org	039 423 240	<b>1. Democracy development</b> <b>2. Peace building</b> <b>3. Social dialogue</b>
60	<b>OJQ VENERA</b>	Pejë	ngo-venera@live.com		<b>1. Gender equality</b> <b>2. Education</b> <b>3. Economic development</b>
61	<b>OJQ Vision 02</b>	Istog	vision02ojq@yahoo.com	044 522 793	<b>1. Improving of democratic principles of civil society</b> <b>2. Improving gender equality</b> <b>3. Capacity building for Youth</b>
62	<b>Organizata e personave me pa-aftësi</b>	Graçanicë	oon_distroficari@yahoo.com	049 379 486	<b>1. Support to people with special needs</b> <b>2. Human Rights</b> <b>3. Strengthening civil society</b>
63	<b>Organizata SANI</b>	Prizren	sani_mumin@hotmail.com	029 231724 044 337 531	<b>1. Economic development</b> <b>2. Ambient</b> <b>3. Culture</b>



64	Platforma CiviKos	Prishtinë	info@civikos.net	038 248 636 038 248 643	1. Structuring the cooperation between civil society and public authorities
65	Programi per të drejtat civile në Kosovë - CRP/K	Prishtinë	crp@crpkosovo.org	038 243 610 038 243 611 038 243 612	1. Free legal advice for refugees, asylum seekers, persons without citizenship, replaced, returnees and other vulnerable categories of the population
66	Qendra Burimore e Integrimin në Bashkimin Europian EUIRC	Prizren	erkan@euirc-ks.eu	044 156682	1. European Integration, 2. Education and trainings 3. Democratization
67	Qendra e Gruas Prehja -QGP	Skenderaj	qgprehja@hotmail.com	044 195 301	1. Human Rights 2. Fighting family violence 3. Monitoring the issues of democratization and transparency of municipal documents
68	Qendra e Komunitetit Shtërpce	Shtërpce	igor_savke@yahoo.com	049 241 165	1. Youth 2. Media 3. Cooperation with Municipal Assembly on Economic development
69	Qendra e Kosovës për Arsim - KEC	Prishtinë	ptahiri@kec-ks.org	038 244 257	1. Education 2. Analyse and Research 3. Human Rights
70	Qendra e Pavarur Kulturore Informative Rinore "Elita-Viti"	Viti	elita-viti@hotmail.com	0280 381263 044 194 048 044 194 047	1. Transparenc and information 2. Advocacy and lobbying 3. Public Policies
71	Qendra e Trajnimeve dhe Burimeve për Avokim – ATRC	Prishtinë	indo@advocacy-center.org	038 244 810	1. Local governance 2. Rule of law 3. Environment
72	Qendra kosovare për bashkëpunim ndërkombëtar KCIC	Gjilan	blerton.abazi@gmail.com	044 177 320	1. Youth well-being 2. Economic development, Employment/ Regeneration of new jobs
73	Qendra Kosovare për Rehabilitimin e të Mbijetuarve të Torturës (QKRMT)	Prishtinë	info@krct.org	038 243 707	1. Rehabilitation-offering of psycho-social services to the victims of torture and trauma 2. Research and documentation 3. Monitoring and preventing
74	Qendra Kosovare për Studime Gjinore	Prishtinë	info@kgscenter.net, qksgj_kgsc@yahoo.com	38643375991	1. Gender issues

75	<b>Qendra Kosovare për Studime të Sigurisë (QKSS)</b>	Prishtinë	info@qkss.org		<b>1. Security</b> <b>2. Justice</b> <b>3. Regional and international cooperation</b>
76	<b>Qendra kosovare për vetë-përkrahje (QKVP)</b>	Prishtinë	q_vetperkrahje@hotmail.com	038 542 829	<b>1. Offering of psycho-social services</b> <b>2. Rehabilitation</b> <b>3. Social integration</b>
77	<b>Qendra Mediale</b>	Çagllavicë	mcentar.caglavica@gmail.com	044 557 005	<b>1. Information and Media</b> <b>2. Multicultural cooperation</b> <b>3. Promotion of democratic values</b>
78	<b>Qendra për edukim, trajnim dhe hulumtime shkencore 'Ozon'</b>	Prishtinë	n_bresa@yahoo.com	044 155 160	<b>1. Environment</b> <b>2. Trainings on civil society</b> <b>3. Analyses and scientific research</b>
79	<b>Qendra për Integrimin e Komuniteteve Etnike (CIEZ)</b>	Prizren	refko61@yahoo.com		<b>1. Human Rights</b> <b>2. Support to communities</b> <b>3. Social inclusion</b>
80	<b>Qendra për Mirëqenien e Gruas QMG</b>	Pejë	pejawwc@yahoo.com	044 278 809	<b>1. Shelter for women and children victims of family violence</b> <b>2. Psycho-social counselling</b> <b>3. Education</b>
81	<b>Qendra për Politika dhe Avokim (QPA)</b>	Prishtinë	info@qpa-kosova.org shpantina@yahoo.com	038 226 530	<b>1. Citizen Participation</b> <b>2. Advocacy for public policies</b> <b>3. Capacity building of public officials and civil society</b>
82	<b>Qendra për Praktika dhe Alternativa Zhvillimi - NEXT Alternative</b>	Dragash	info@nextalternative.org, nextalternative@gmail.com	044 561 165	<b>1. Promoting economic justice</b> <b>2. Supporting well-formulated ideas for the modalities of participation in economic development processes</b> <b>3. Strategic planning on economic development</b>
83	<b>Qendra për Tolerancë dhe Integrim CTI-P</b>	Pejë	cti.kosovo@gmail.com	044 733 147	<b>1. CSO development</b> <b>2. Supporting education, democracy and integration</b> <b>3. Human Rights</b>

84	Qendra për Trajnime dhe Studime Gjimore – QTSGJ	Prishtinë	qtsgj@yahoo.com	038 223 982 044 174 429 044 124 612	1. Empowering women in politics and decision-making 2. Empowering women organizations and groups and youth 3. Gender justice and equality
85	Qendra për Zhvillim të Shoqërisë Civile - CCSD	Mitrovicë	milos_damjanovic@yahoo.com	028 421 581 064-234 557	1. Peace building 2. Tolerance 3. Civil society development
86	Qendra për zhvillimin e komunitetit dhe biznesit – CBDC	Gjakovë	halilkaja@yahoo.com	044 122 816	1. Community economic development 2. Training youth and marginalized groups in entrepreneurship 3. Service provision for business management
87	Qendra Rajonale e Ambientit për Europë Qendrore dhe Lindore (REC)	Prishtinë	info@kos.rec.org	038 225 123	1. Environment and sustainable development 2. Environmental Education 3. Legislation and policies
88	Qendra Rinore - Prizren	Prizren	prizrenyouthcenter@hotmail.com	044 463 875	1. Youth 2. Culture 3. Social inclusion
89	Qendra Rinore “Atë Lorenc Mazrreku” / QRALM	Pejë	atelorencmazreku@gmail.com	038 752 281	1. Education and development 2. Sport and Culture 3. Social Integration
90	Qendra Rinore Dragash	Dragash	dragashyc2002@yahoo.com	044 244 948	1. Youth development and promotion 2. Integration and cooperation between communities 3. Promotion of local tourism
91	Rromani Baxt RRB	Prizren	kpacaku@yahoo.com	044 389 470	1. Cultural heritage 2. Media 3. Education
92	Shoqata Afariste e Gruas “SHE – ERA”	Gjakovë	wsheera@gmail.com	0390 323 194 044 122 696 044 307 847	1. Support to women in business 2. Research and analyses 3. Advocacy and Lobbying
93	Shoqata Aktorëve Teatrit Turk “Rumeli”	Prizren	etemkazaz@hotmail.com	044 140 078	1. Culture 2. Scenic art

94	Shoqata e Grave "AUREOLA"	Prishtinë	aureola_p95@hotmail.com	038 247 157	<b>1. Education</b> <b>2. Human Rights</b> <b>3. Economic development</b>
95	Shoqata e Grave Turke "HANIMELI"	Prishtinë	lirka62@hotmail.com	044 343 709	<b>1. Education and trainings</b> <b>2. Humanitarian aid</b> <b>3. Health assistance</b>
96	Shoqata e Intelektualeve të Pavarur- SHIP	Deçan	a_ship2002@yahoo.co.uk, ademlushaj@hotmail.com	044 182 689	<b>1. Democratization and tolerance</b> <b>2. Environment</b> <b>3. Advocacy</b>
97	Shoqata e juristëve - NORMA	Prishtinë	shnorma@hotmail.com	044 126 428	<b>1. Human Rights - Woman Rights</b> <b>2. Legal advice for women in exercising their legal rights</b> <b>3. Advocacy for Gender equality</b>
98	Shoqata e paraplegjikëve dhe paralizës së fëmijëve të Kosovës - HandiKos	Prishtinë	afrim.maliqi@handi-kos.org	044 170 860	<b>1. Assistance to the people with special needs</b> <b>2. Social and psychological assistance</b> <b>3. Human Rights</b>
99	Shoqata e personave me aftësi të kufizuara "Hendifer"	Ferizaj	ngo_hendifer@hotmail.com	044 226 923	<b>1. Support to the persons with special needs</b> <b>2. Lobbying and Advocacy</b> <b>3. Providing of social services for people with special needs</b>
100	Shoqata e studentëve të diplomuar në Turqi	Prizren	tumed.kosova@gmail.com	044 267 082	<b>1. Education</b> <b>2. Employment</b> <b>3. Students rights</b>
101	Shoqata e të rinjve për të drejtat e njeriut YAHR	Lipjan	Info.yahr@gmail.com, bekimi75@yahoo.com	044 786 414 049 823 140	<b>1. Democratization</b> <b>2. Human Rights</b> <b>3. Advocacy</b>
102	Shoqata e Turizmit Alternativ të Kosovës - SHTAK	Prishtinë	shtak.kosovo@gmail.com	045 427 985	<b>1. Promotion and development of tourism in Kosovo</b> <b>2. Education and awareness in tourism</b> <b>3. Organizing of touristic visits in Kosovo</b>
103	Shoqata Ekologjike „EKO-TREPÇA"	Mitrovicë	ramadan_uka@hotmail.com	038 532 735	<b>1. Environment</b> <b>2. Health</b> <b>3. Awareness</b>

104	<b>Shoqata kosovare për të drejtat e njeriut dhe fëmijës - KACHR</b>	Prishtinë	vsylhasi@kachr-ks.org	044 154 644	<b>1. Human Rights</b> <b>2. Education and trainings</b> <b>3. Youth</b>
105	<b>Shoqata Kulturore Artistike - BEHAR</b>	Prizren	kud_behar@hotmail.com, mumo24565@hotmail.com	029 231 724 044 337 531	<b>1. Culture</b> <b>2. Environment</b> <b>3. Human Rights</b>
106	<b>Shoqata për Teknologji të Informacionit dhe të Komunikimit e Kosovës - STIKK</b>	Prishtinë	vcavolli@stikk-ks.org	038 767 076	<b>1. Creating a more enabling environment for Informative and Communication Technology</b> <b>2. Developing business opportunities,</b> <b>3. Advocacy and Lobbying</b>
107	<b>Shpresa</b>	Drenas	sabrijekukaj@hotmail.com	044 170 652	<b>1. Education for grown up and children</b> <b>2. Research</b>
108	<b>Shtëpia e Sigurtë - SHES</b>	Prishtinë	Linjajuaj@yahoo.com	044 161 857	<b>1. Shelter and support for victims of family violence and trafficking (mothers and child)</b> <b>2. Strengthening, reintegration of victims (professional development)</b> <b>3. Preventing/awareness raising for fighting the family violence and advocating to institutions on this issue</b>
109	<b>Vizioni Drejt Përparimit (VDP)</b>	Lipjan	iilazi@hotmail.com	044 361 554	<b>1. Education/Trainings</b> <b>2. Advocacy and lobbying</b> <b>3. Children rights</b>
110	<b>Zëri i Roma, Ashkali dhe Egjiptian (VoRAE)</b>	Graçanicë	Voiceofrae-k@hotmail.com	045 256 665	<b>1. Education</b> <b>2. Economy</b> <b>3. Infrastructure</b>

## MISSION

*Kosovar Civil Society Foundation – KCSF is an independent, not-for-profit organization focused in supporting local civil initiatives leading to a strong civil society movement that will promote a democratic culture and will be responsive to the socio-economic needs of Kosovo. Kosovo’s European perspective has brought KCSF a strong focus on issues related to the EU framework for Western Balkans and Kosovo in particular.*

## PROGRAMS AND ACTIVITIES

Kosovar Civil Society Foundation, in line with its scope of work, operates with two main programs:

### *Civil Society Development Program*

KCSF, within this program, is focused on supporting local civil initiatives leading to a strong civil society movement that will promote a democratic culture and will be responsive to the socio-economic needs of Kosovo. In specific, during the last years KCSF is focused on creating an enabling environment for functioning of civil society, mainly through:

- Capacity building of CSOs and public authorities through information provision, policy papers, trainings & coaching for and on civil society
- Direct advocacy on creating an enabling legal framework and mechanisms for strengthening civil society’s role in the society
- Supporting and participating in the networking initiatives, locally and internationally

## HIGHLIGHTS

- 284 PROJECTS GRANTED
- 403 SCHOLARSHIPS AWARDED
- OVER 600 GRADUATES FROM EUROPEAN INTEGRATION SCHOOL
- MORE THAN 150 BASIC AND ADVANCED TRAININGS
- OVER 25 PUBLICATIONS

### *Support to European Integration Program*

Within this program Kosovar Civil Society Foundation engages to promote the improvement of the knowledge about the functioning of the EU, to increase the public awareness and to promote the dialogue within the European Integration process. Concretely, through this program KCSF is engaged in accelerating the European integration process, informing and increasing the awareness as well as promoting the implementation of key documents which govern the relations between Kosovo and EU through:

- Information and awareness raising of Kosovo’s society about the European integration process
- Increase the capacity of Non-Governmental Organizations, of civil society, media and public authorities in Kosovo about the European Union through offering of information, analysis, studies for and about the European integration process
- Direct advocacy for establishment of necessary mechanisms for better use of civil societies capacities within this process
- Promote regional cooperation in European integration process and sectorial areas of EU, through networking and establishment of sectorial partnerships within EU common policies.



## How to contact us?

Fazli Grajqevci 4/a

10000 Prishtina, Kosovo

Tel/Fax: + 381 (0)38 248 636, 248 643

E-mail: [office@kcsfoundation.org](mailto:office@kcsfoundation.org)

Web: [www.kcsfoundation.org](http://www.kcsfoundation.org)