

Key steps for adopting a strategy

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What is a strategy?

- A policy document
- Support CSO development
- Establish framework for partnership
- Coordinate the policy towards CSOs
- Serve as a roadmap.



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What do strategies cover?

- History/Analysis of CSO sector and state of cooperation
- Principles
- Areas of support
 - *Legal framework*
 - *Funding*
 - *Participation in policy making*
 - *Service delivery....*
- Implementation and responsibilities
- Action Plan
- Monitoring and procedure for amendments



Preconditions for successful implementation

- Political will
- Commitment
- Participatory drafting and ownership
- Financial and human resources
- Awareness among CSOs and officials
- Implementation plan (adopted with the strategy or later)
- Institutional framework for implementation, monitoring and evaluation



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JOURNEY

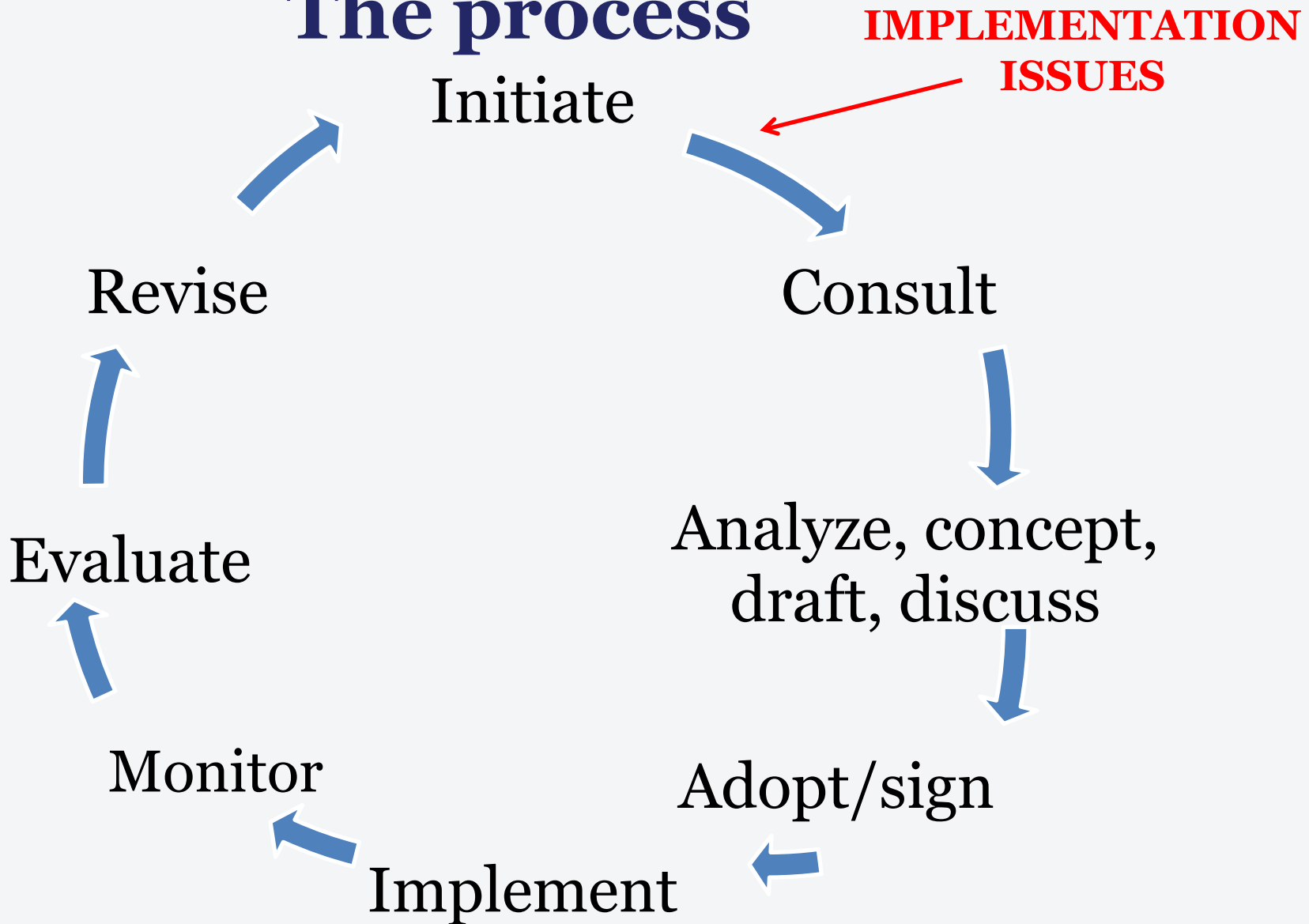
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The process



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Source: The Blue
Diamond Gallery,
<http://www.thebluediamondgallery.com/scrabble/p/plan.html>



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WHAT DO WE WANT TO ACHIEVE?



Source: Pixabay

<https://pixabay.com/en/blind-target-aim-dart-failed-823530/>



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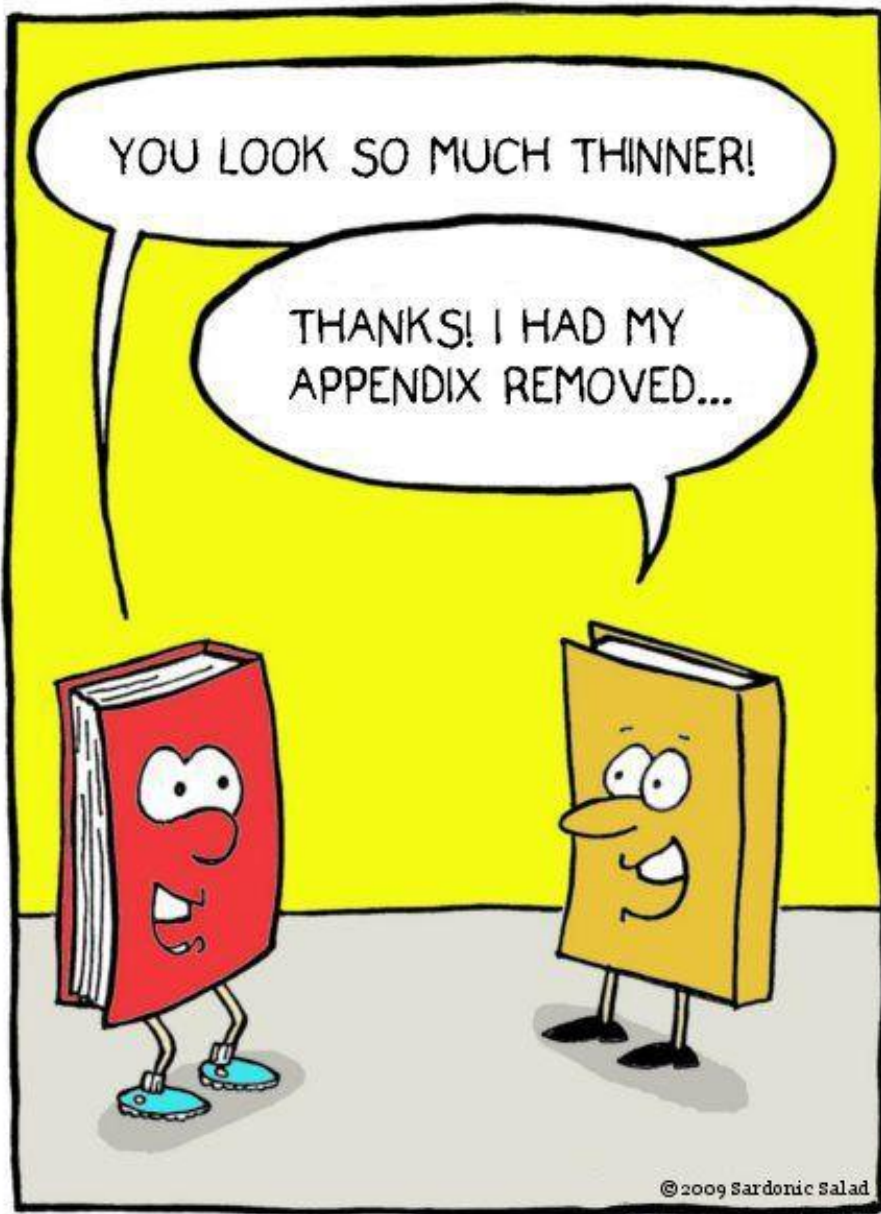


WHO ARE THE PARTIES?



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FORM

- Unilateral/bilateral
- Action plan:
simultaneously or
following the adoption
of strategy
- Who adopts/ratifies?



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WHO is involved in the process?

Civil sector: CSOs,
umbrellas, informal
groups, professionals,
affected groups,
experts...

State: government,
parliament, ministries,
local gov't...

PARTICIPATORY APPROACH!



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How? - Tools

- Conferences and roundtables- e.g. NGO days and sector-wide events
- Working groups
- Internet (i.e. online consultation)
- Mass media
- Website on strategy
- etc...



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Case study: Croatia

- **“Open space” methodology event** -develop pre-draft (key areas/topics and vision)
- **Working groups** to draft ideas for measures and activities
- **Several rounds of regional public consultations** and expert meetings
- **Inclusion of representatives from state administration bodies**
- **Wide national consultation** of the final draft, including online consultation.



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Case study: Bulgaria

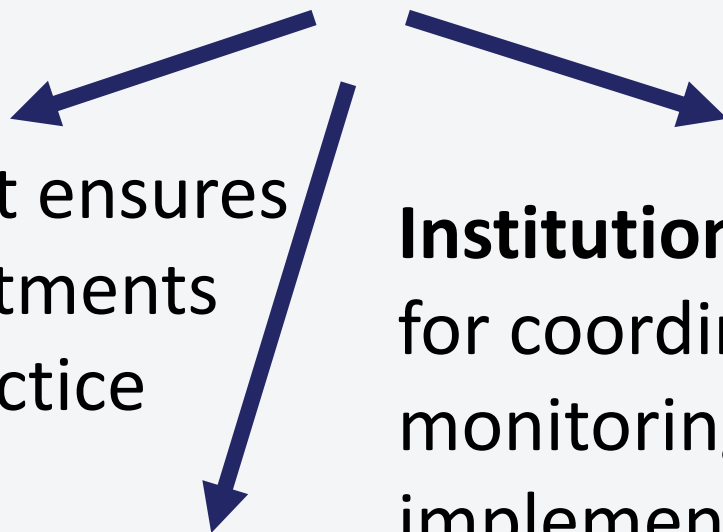
- Initiated by CSOs **based on analysis** of state funding to CSOs
- **Study visit** organized to a group of decision-makers
- **Roundtable** organized by Minister for Managing EU funds-
decision on **joint CSO-government working group**
- Joint working group selected a **smaller operative group** to
develop first draft to be approved by the Roundtable
- **Online public consultation**
- **Public discussion** with all CSOs submitting comments
- **Official coordination among Council of Ministers** before
adoption



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STRONGEST GUARANTEES of implementation



Action Plan that ensures that the commitments are put into practice

Institutional mechanism for coordinating and monitoring the implementation with

Sufficient financial and human **resources**

+ Mechanism for non-compliance



Lessons learned

- Political will and commitment
- Journey to develop cooperation, trust and self-esteem
- Agreement on key issues- aim, form, parties...
- Priorities determined publicly
- Open and public process with possibility to provide opinions at various stages
- Several rounds of discussions, both online and in-person
- Guarantees for implementation: action plan, institutions, resources



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Thank you!

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