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

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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

Source: Flickr, Mark Sebastian,
https://www.flickr.com/photos/
markjsebastian/13965306323

The process

Initiate

Consult

Analyze, concept, draft, discuss

Adopt/sign

Implement

Monitor

Evaluate

Revise

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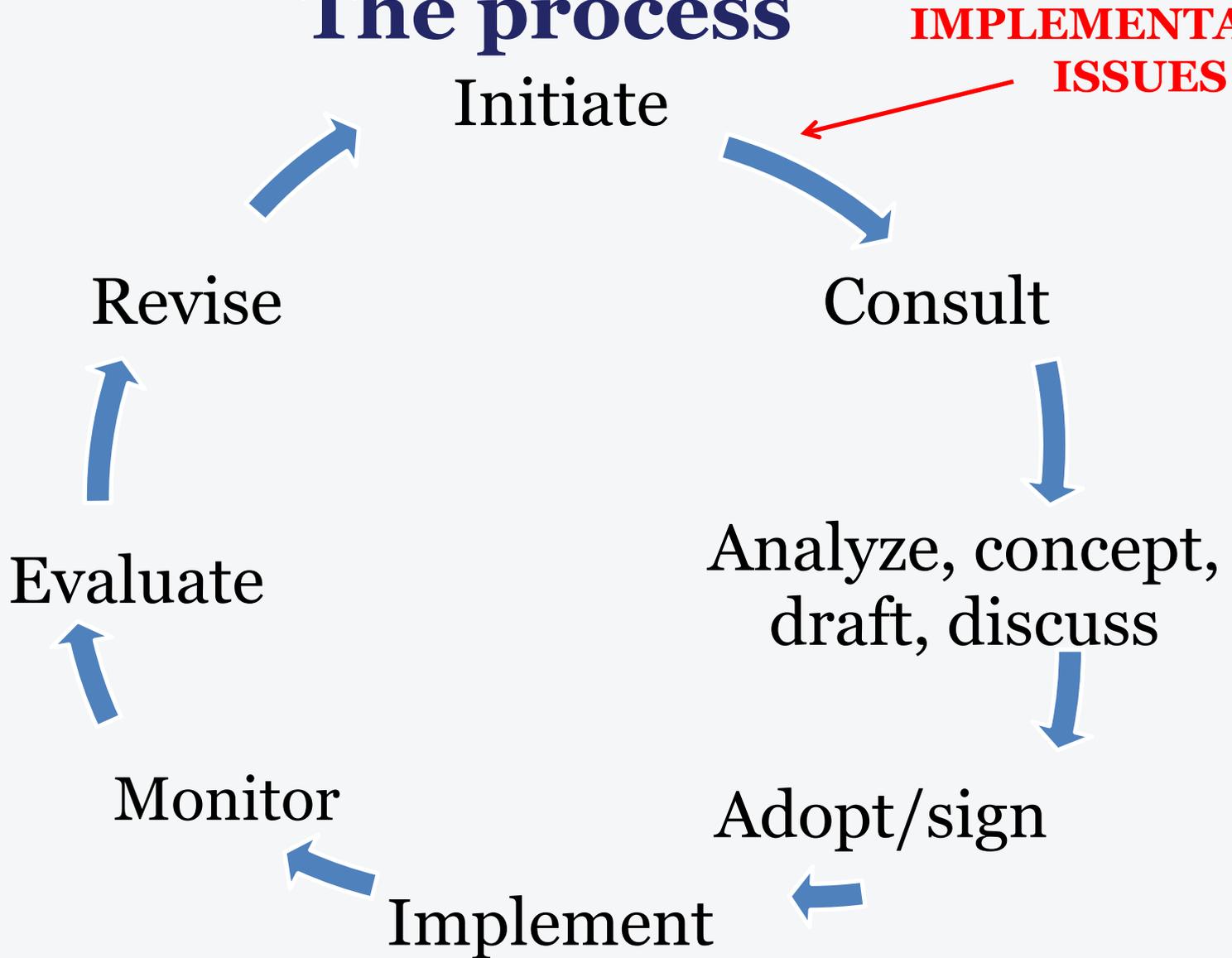
Source: The Blue Diamond Gallery, http://www.thebluediamondgallery.com/scrabble/p/plan.html

WHAT DO WE WANT TO ACHIEVE?

Source: Pixabay
https://pixabay.com/en/blind-target-aim-dart-failed-823530/

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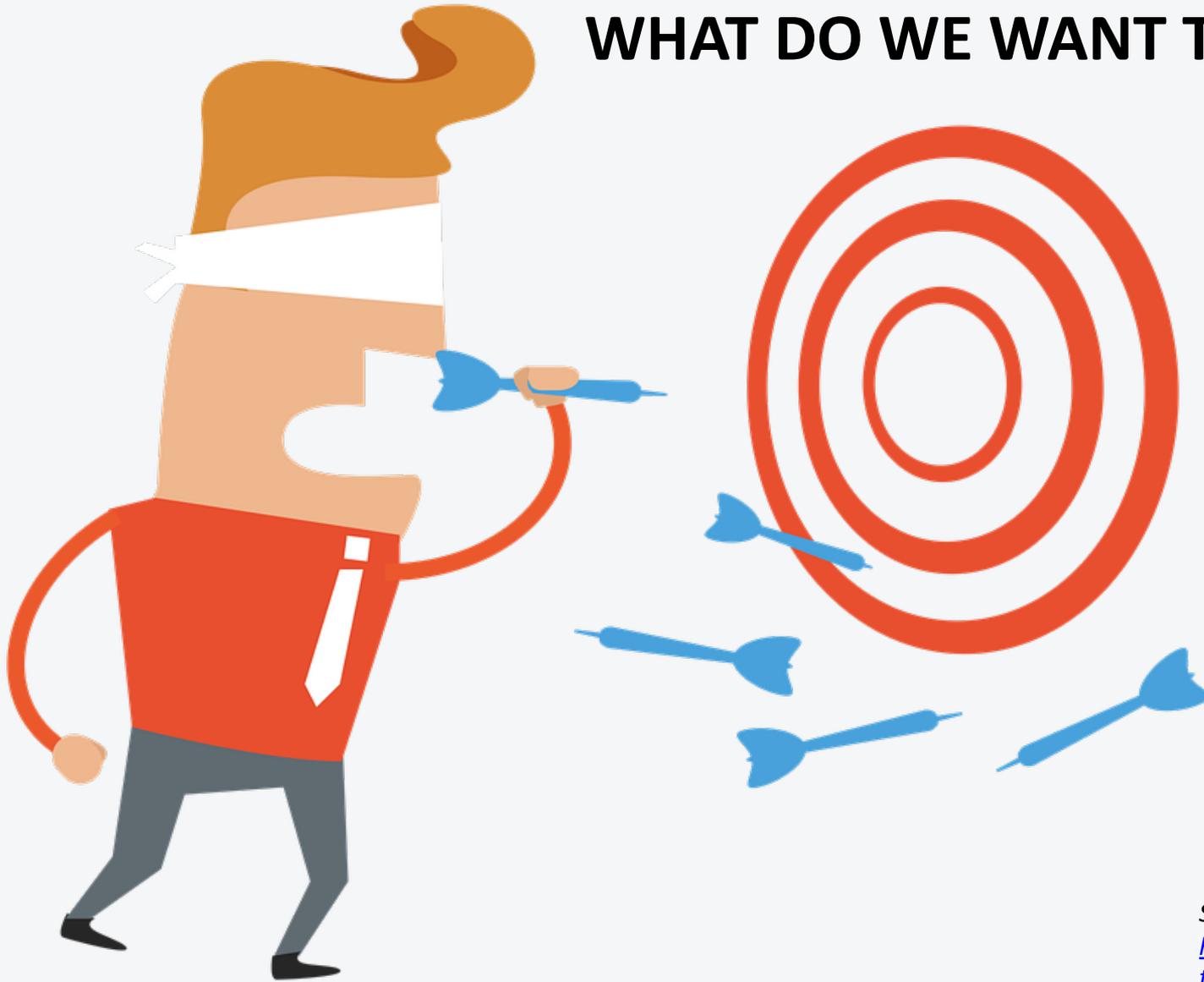
WHO ARE THE PARTIES?

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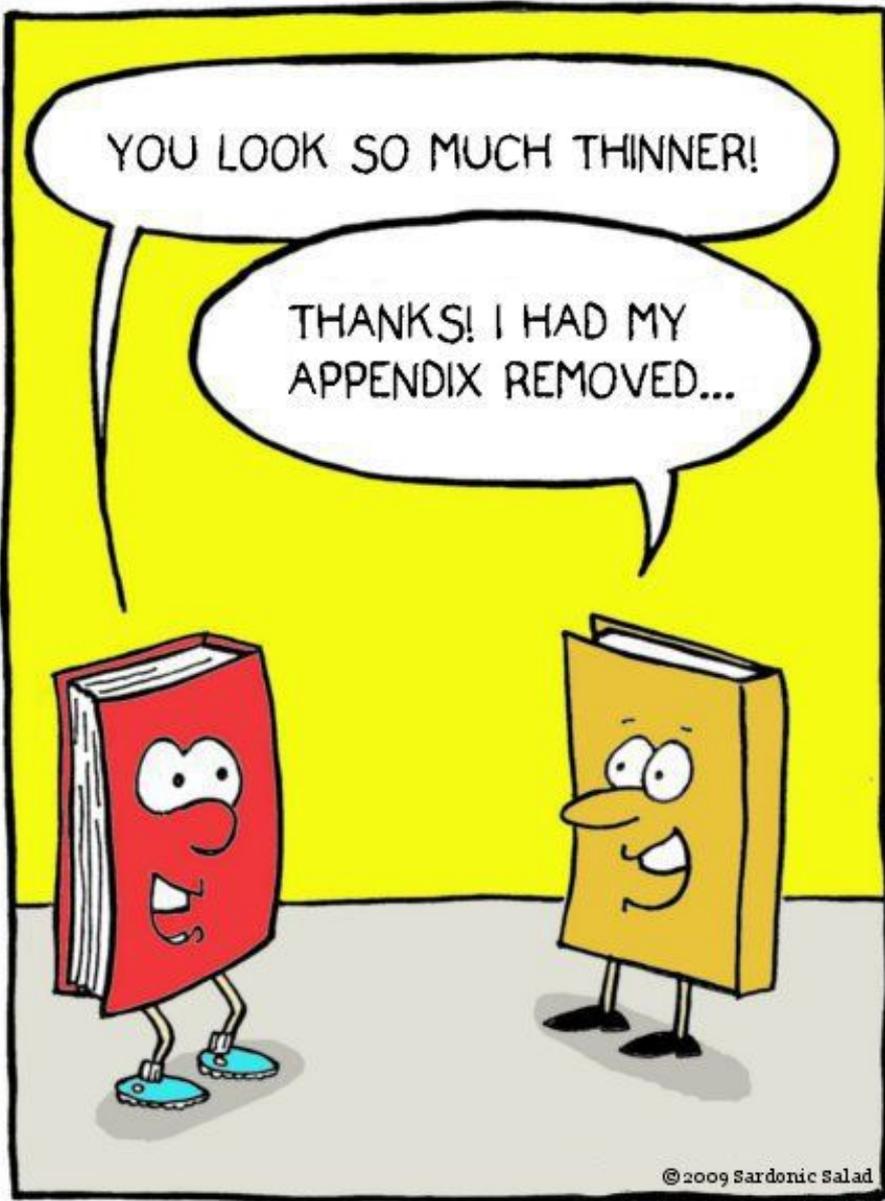
FORM

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

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!

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…

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

STRONGEST GUARANTEES
of implementation
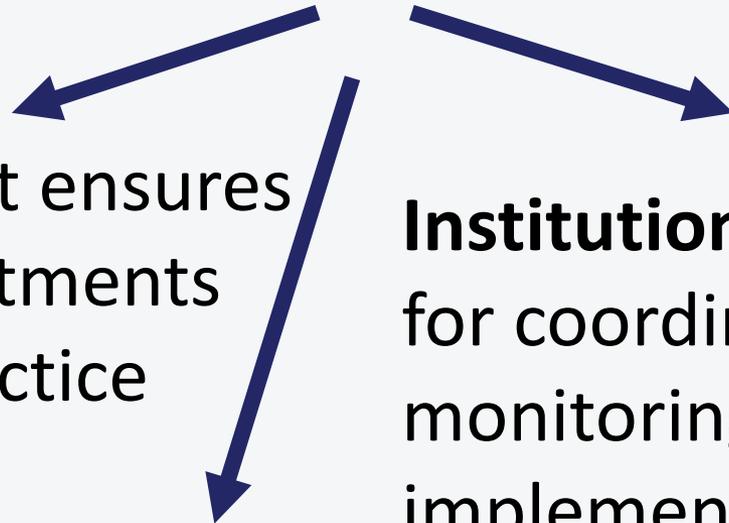
Action Plan that ensures that the commitments are put into practice

Institutional mechanism for coordinating and monitoring the implementation with

Sufficient financial and human **resources**

+ Mechanism for non-compliance

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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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