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Report from the consultation with civil society organizations and other stakeholders

Priorities, challenges, recommendations and measures for the Strategy for public administration reform 2017–2022

The IPA2 Mechanism for civil society organizations¹ in March 2016 started consulting the civil society organizations regarding the policies, programs, challenges and priorities in the sector „Democracy and governance“², which also covers the public administration reform. Organized by the Association Zenith and the IPA2 Mechanism, in co-operation with the Ministry of information society and administration (MIOA), on June 30, 2016 in Skopje, a public consultation with civil society was held on priorities for the new strategy for public administration reform. The reports summarize the views of the participants in the consultations which were given in person or by e-mail, including of 60 civil society representatives, higher education institutions and the business community which were all present at the event. The report will be submitted to MIOA, to the experts from SIGMA³ which lead the process of preparation of the strategy, the Delegation of the European Union in Macedonia and other development partners. The elected representatives of the IPA 2 Mechanism, which are included in the thematic sub-groups for preparation of the strategy, will advocate these joint attitudes and views of the civil society. The report is segmented in six parts, which cover the five thematic areas of the Strategy, as well as the general issues regarding the management and coordination of the public administration reform:

- I. [Policy development, strategic planning and coordination](#)
- II. [Human resource management](#)
- III. [Public services and IT support for the administration](#)
- IV. [Organization of state authorities, national government and local authorities](#)
- V. [Anti-corruption, transparency, accountability and responsibility](#)
- VI. [Management and coordination of the public administration reform](#)

¹ The IPA 2 Mechanism for the civil society organizations unites 216 organizations with the aim to support participatory democracy through creating conditions and securing co-operation of the CSOs with the authorities. The Mechanism has elected representatives for each sector, which represent and advocate the attitudes and positions of the members.

² The scope of the sector is defined in the National indicative strategic document for IPA 2 (http://ec.europa.eu/enlargement/pdf/key_documents/2014/20140919-csp-former-yugoslav-republic-of-macedonia.pdf). Short description of the sector can be found at <https://s3-eu-west-1.amazonaws.com/prilog/2.+Annex+1+MKD.pdf>

³ SIGMA (Support for Improvement in Governance and Management) is a joint initiative of the EU and the OECD.



I. POLICY DEVELOPMENT, STRATEGIC PLANNING AND COORDINATION

The civil society and the business community assess that the current mechanisms for participation and consultation of the stakeholders in policy making and strategic planning do not provide sufficient involvement, and state that there is no consistent application of these mechanisms in a proactive manner, which would secure genuine public influence on the policies, including the legal acts. The civil society and the other stakeholders are predominantly consulted only after the public institutions have prepared advanced drafts of the policies, including the legal acts, i.e. in a stage when it's hard to exert substantive influence. The models of direct democracy (referendum) and direct inclusion of the citizens (for example civic initiative, citizen forum) are barely used due to the complex administrative requirements and the high census for their use. The laws and regulations are amended frequently and quickly, and are not always properly consulted with the public, resulting in their poor quality. There is no gender assessment of the strategies with regard to men and women on one hand, and gender equality on the other hand – which are two different approaches. There is lack of institutional memory and database of examples of good and bad practices, which would act as corrective mechanism in policy development and legal drafting. There is a need for greater alignment of the legal acts, and the EU acquis is not always consistently applied. The legal acts are often incomprehensible and inaccessible to all the citizens, including the ethnic minorities, persons with special needs and other vulnerable groups. The capacities of the public institutions for implementation of the policies, coordination, monitoring and evaluation are inappropriate – including the capacities for measuring results and impacts.

Priorities and challenges	Recommendations and measures
<p>Active participation and public consultations, including the civil society and the business sector(Principles of SIGMA for public administration, Chapter 2, Principle 11⁴)</p> <ul style="list-style-type: none">• The existing mechanisms for stakeholder participation and consultation are applied as a mere formality, and they fail to enable substantive public influence on the policies and the regulations. The civil society and other non-state stakeholders are predominantly consulted only after the authorities have prepared advanced drafts of the policies, including the legal acts, i.e. in a stage when it's difficult to exert substantive influence. The models of direct	<ul style="list-style-type: none">• The inclusion of the civil sector and the stakeholders should be increased, starting from the very beginning of the policy-making process, especially by inclusion of their representatives in the working groups for drafting of the policies – including the

⁴The titles of the sub-topics are formulated according to the Principles of public administration for EU Enlargement countries (SIGMA 2014), <http://www.sigmax.org/publications/principles-public-administration-eu-enlargement-detailed.htm>

Priorities and challenges

democracy (referendum) and direct inclusion of the citizens (for example civic initiative, citizen forum) are barely used due to the complex administrative requirements and the high census.

- The Government did not respond appropriately to civil society comments and criticism on the acts on establishing the Council for co-operation between the Government and the civil sector; one of the key objections was related to the fact that the representatives of the government constitute a majority in the Council.
- There are still instances where draft laws in both regular and shortened procedure are not published on ENER⁵, or stakeholders consultations are not conducted through ENER, or the obligatory minimum available time for stakeholder consultations through ENER is not respected. Also, only the draft-laws are published on ENER, and not the draft versions of the other legal acts.
- There is a lack of, or no sufficient public consulting, for the draft strategic plans of public institutions and their annual work programs on national, and on local level.
- Insufficient and inappropriate inclusion of the civil sector in planning, monitoring and evaluation of the pre-accession assistance for Macedonia.
- Local authorities often lack human and financial resources and political will for cooperation with the civil society.

Recommendations and measures

groups for planning and programming of the pre-accession assistance, as well as the NPAA⁶ working groups.

- The current mechanisms which may contribute towards participation and public consultations should be made functional (ENER, regulatory impact assessment, Guidelines for the Ministries for inclusion of stakeholders in the process of preparing laws, regulatory ex-post impact assessment, Code of good practices for participation of civil society in the policy-making process), should be mandatory in practice, and should refer to all legal acts in the processes of policy development and strategic planning.
- The authorities should support and accept the existing platforms of the civil society for structured dialogue and co-operation between the CSOs and the public authorities in the process of policy development.
- The access of the citizens to the models for direct democracy (referendum) and citizens inclusion (e.g. civic initiative, citizen forum) should be eased, with the purpose of simplifying the launch of initiatives and exerting influence on the public institutions on

⁵National electronic registry of acts and draft-acts

⁶National Programme for Adoption of the Acquis.

Priorities and challenges

Recommendations and measures

Development of evidence-based policies and acts (Principles of SIGMA for public administration, Chapter 2, Principle 10)

- The quality of the legal regulation and its implementation is impacted negatively by the rapid pace of changes to the legal framework, the hyper production of laws and the frequent use of urgent procedure for adopting laws.
 - The published regulatory impact assessment reports often lack proper methodological assessment of the impact, including the fiscal impacts; it is frequent practice for state institutions to indicate that only other state institutions – which are also regarded as stakeholders – were consulted; the reports on the regulatory impact assessments are not submitted to the Parliament, and thus the MPs decide on items without information on the impacts.
 - The methodology for ex-post impact assessment is applied very rarely and there is no independent mechanism for monitoring of its implementation.
 - There is no institutional memory and database of examples of good and bad practices which would act as a filter or as a corrective mechanism in the process of development of policies and regulations.
 - The committees for equal opportunities and for inter-ethnic relations are not established in some municipalities, or don't hold meetings, and therefore their potential important contribution in the development of policies and regulations is missing.
 - There is no appropriate inclusion of the advancement of the gender impact and the gender equality in the forms and methodologies for preparation of strategic plans and annual programmes, according to the Strategy for gender equality 2013–2020.
- national and local level.
- Information technology should be used to monitor and evaluate the effectiveness of state institutions in applying a participatory approach to policy-making
- Use the methodology for ex-post impact assessment as a tool for revising and increasing the quality of the regulations, and expand its application (currently it is limited to the minimum of 2 regulations per ministry annually, which are subject to such evaluation).
 - Introduce independent control mechanisms for monitoring of the application of the methodologies for regulatory impact assessment and ex-post impact assessment.
 - Improve the quality of the legal regulations in the drafting phase and in the implementation phase through corrective mechanisms (e.g. database of good and bad practices, institutional memory, Committees for equal opportunities and for inter-ethnic relations)
 - Consistent consideration of the gender impact and gender equality, and introduction of compulsory forms in which line ministries would explain how the measures and activities in certain sectoral policies

Priorities and challenges

- There is no gender assessment of the strategies with regard to men and women on one hand, and gender equality on the other hand – which are two different approaches.

Recommendations and measures

- would contribute towards gender equality.
- When planning and creating strategies and policies mandatorily require an assessment of the: a) potential impact on men and women, and b) potential impact on gender equality
- Systematic solution for the gender issues through mandatory trainings and preparation of the strategy for budgeting gender issues.

Legal conformity, including with the EU acquis(Principles of SIGMA for public administration, Chapter 2, principles 6 and 9)

- There is a need to improve the legal conformity of the legal acts; the Secretariat for legislation is not functioning as a filter which would check the constitutionality and legality of the draft-acts, as well as their compliance with the EU acquis.
- The EU acquis is not always consistently implemented, or it requires adaptation to the local context in our country.

- Substantially enhance the capacities of the Secretariat for legislation to check the legal conformity of the legal acts, and their alignment with the EU acquis
- Ensure balance between the process of alignment with the EU acquis and the real needs and condition in Macedonia
- Consult the analytical reports of civil society organizations when assessing the compliance with the EU acquis

Accessibility of the legal acts for the public(Principles of SIGMA for public administration, Chapter 2, Principle 12)

- The legal acts are often incomprehensible and confusing for citizens.
- The legal acts are often inaccessible for the minorities on their mother tongue, and there are cases when the translations of the legal acts and other documents are inappropriate or incorrect – as a result of the inadequate capacities for professional translation in the administration.

- To stipulate and introduce additional ways for increasing the transparency and accessibility of the legal acts, by using new e-services – including for official consolidated texts – and taking into account the persons with special needs and other vulnerable

Priorities and challenges	Recommendations and measures
<ul style="list-style-type: none"> • No efforts have been made for the legal acts to be accessible to specific handicapped groups, or to other vulnerable groups which don't have means to access the legal acts on the internet or through commercial platforms. • Despite the frequent amending of the legal acts, official consolidated texts are very rarely adopted or published, and the unofficial consolidated texts may contain errors, do not ensure legal certainty and, in some instances, are accessible only through commercial platforms. • The adopted strategic plans and annual programs on national, and especially on local level are not always easily accessible. 	<p>categories.</p>
<p>Transparency of the Government(Principles of SIGMA for public administration, Chapter 2, Principle 6)</p> <ul style="list-style-type: none"> • The agendas and the minutes of the Government sessions are not publicly available (they are classified as internal acts), and the Official Gazette of the Republic of Macedonia publishes Government decisions only in instances when the Government chooses to do so. 	<ul style="list-style-type: none"> • According to the principles of SIGMA for public administration, the agendas of the Government sessions and Government decisions should be published
<p>Coordination, implementation, monitoring and evaluation(Principles of SIGMA for public administration, Chapter 2, principles 11, 8 and 5)</p> <ul style="list-style-type: none"> • Inadequate capacities for implementation of the policies, coordination, monitoring and evaluation – including for measuring of the results and impacts; the Ministries don't have units for monitoring and evaluation; there are no investments for strengthening these capacities. 	<ul style="list-style-type: none"> • Strengthen the capacities for monitoring and evaluation • Utilize IT tools for monitoring and evaluation • Expand the utilization of the methodology for ex-post impact assessment

II. HUMAN RESOURCE MANAGEMENT

The civil society deems that the merit principle for recruitment and promotion is not properly applied, and that there is a lack of an appropriate system for professional development of the administration. Suitable protection is needed from political influence on the functioning of the administration and on the selection of staff, aimed at de-politicization of the administration. There is no adequate allocation of human resources in the administration, both in terms of the number of staff allocated to different institutions, as well as by the skills and education of the staff.

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Transparent merit-based selection and prevention of direct and indirect political influence on senior managerial positions in the public administration(Principles of SIGMA for public administration, Chapter 3, principles 3 and 4)

- The commitment for knowledgeable, professional and streamlined public administration is not fulfilled; the IT skills of the administration are underdeveloped, and part of the administration is not prepared to obtain new skills; the capacities for implementation of the policies, coordination, monitoring and evaluation are inadequate.
- Lack of adequate allocation of human resources in the administration.
- The protection from political influence on the administration and on the selection of staff is insufficient, which impedes the effective and impartial work of the regulatory and inspection bodies.
- The career system is not properly established.
- The practice continues for some public administration employees to receive salaries, while not being allocated to work posts in specific institutions, and not performing any duties.

Recommendations and measures

- Conduct a functional analysis of the human resources in the public administration, and implement an optimization plan (in terms of number, skills, education, professional development, etc.)
- A career-based system should be established and preferred, along with a functional system for professional development
- The appointment of officials in the regulatory and inspection bodies should be transparent, with published calls, and should be appointed by the Parliament of the Republic of Macedonia
- Require that management-level administrative employees have not been members of the managing bodies of political parties for at least one year before their employment, i.e., promotion to the management level administrative post.
- Require that officials in the executive or judicial branch of

Priorities and challenges

Recommendations and measures

power that are elected or appointed by the Parliament of the Republic Macedonia (excluding the President of the Parliament, Vice-president of the Parliament, president, member or deputy member of a working body or council of the Parliament, Prime minister, Deputy Prime minister, Minister, Deputy minister, president, member or deputy member of a Government's working body) or by the local authorities (excluding the President of the Council, presidents, members and deputy members of working bodies of the Councils), other persons which are elected or appointed as officials according to law, as well as the officials and responsible persons in the public enterprises or other legal entities with state-owned capital, have not been members of the managing bodies of political parties at least one year before their election or appointment as officials (the legal provisions which stipulate extended restrictions for certain officials should remain in force)

III. PUBLIC SERVICES AND IT SUPPORT FOR THE ADMINISTRATION

The civic society deems that more investments are necessary for improving the accessibility of the public services, including the e-services, to all target groups and vulnerable groups of citizens (marginalized groups, minorities, people with special needs). It is necessary to improve the quality and to expand the scope of the e-services. On the other side, there is a lack of measures that would prevent exclusion of people that don't have the equipment or capacity to access e-services. The administrative procedures do not allow citizens to exercise and protect their rights efficiently, with high quality and low costs.

Priorities and challenges	Recommendations and measures
<p>Functional policies for citizen-oriented administration(Principles of SIGMA for public administration, Chapter 5, principle 1)</p> <ul style="list-style-type: none">• Many e-services are intended for the businesses, and very little for the citizens.• Some databases of some of certain institutions are not digitalized (e.g. public registers), and frequently there is inappropriate infrastructure for use of the data from the databases.• The Law on electronic administration and the Law on electronic data and electronic signature are not aligned with the new Law on general administrative procedure• The civil sector has potential to be actively involved in the provision of some public services (e.g. social or cultural services for the community), in a non-profit manner, but with compensation.	<ul style="list-style-type: none">• Develop more e-services for the citizens• The state institutions should have direct access to the databases of the other institutions (interoperability)• The Law on electronic administration and the Law on electronic data and electronic signature should be aligned with the new Law on general administrative procedure• Include and utilize the capacities of the civil society for provision of some public services (prepare an assessment and define these services)
<p>Administrative procedures(Principles of SIGMA for public administration, Chapter 5, principle 2)</p> <ul style="list-style-type: none">• The citizens are uneducated regarding the administrative procedures, and the public servants are not trained or are unwilling to assist the clients• There are instances when citizens' submissions remain unanswered in the deadlines foreseen with law• State institutions and public servants in different parts of Macedonia act	<ul style="list-style-type: none">• Administrative procedure departments should be created in the institutions• Civil ombudsman should be introduced, who will guide and educate the citizens who want to launch administrative procedure regarding their rights, obligations, procedures,

Priorities and challenges	Recommendations and measures
<p>differently, even in the frames of the same institution (for example the local units of the Agency for real estate cadastre), which creates legal uncertainty and gives the impression that different laws or rules for same procedures are valid in different towns</p> <ul style="list-style-type: none"> • The competent authorities avoid making substantive decisions 	<p>further remedies, etc.</p> <ul style="list-style-type: none"> • To assess the efficiency and effectiveness of the State commission for resolution of second-instance administrative and employment proceedings on the basis of whether it is making substantive decisions; the same should be done with the State Commission for resolution of second instance inspection and misdemeanour procedures
<p>Mechanisms for ensuring quality of the public services(Principles of SIGMA for public administration, Chapter 5, principle 3)</p> <ul style="list-style-type: none"> • There are no minimum standards for public services which should be fulfilled by all the service providers, along with a mechanism for certification/licensing and measuring the quality and the satisfaction according to the standards. • The e-services which are offered require the possession of a digital certificate, whose price deters the citizens from using the services; it is necessary to examine possibilities for introduction of other ways of authentication or to subsidize the price of digital certificates. • The information technology for monitoring, evaluation and quality control is insufficiently used. 	<ul style="list-style-type: none"> • The public services should be standardized for different types of users • The introduction of e-services should lower costs for the end users of the services (the end users should pay only the final service, and not the price for access to the databases of the other institutions) • Public sector employees should have access to innovations (through databases, scientific journals) in the sphere of public services • Every public institution should establish a department for innovations and research for improvement of public services
<p>Accessibility of the public services(Principles of SIGMA for the public administration, Chapter 5, principle 4)</p> <ul style="list-style-type: none"> • There are frequent interruptions at some e-Government services (e.g. in the healthcare system) • There is a need to upgrade the central Government portal for e-services. 	<ul style="list-style-type: none"> • A continuous accessibility of the e-services should be secured • The public institutions should stimulate the use of e-

Priorities and challenges	Recommendations and measures
<ul style="list-style-type: none"> • There are no standards for persons with special needs in the electronic services • The development of e-Government services is not combined with measures to prevent exclusion of those who don't have equipment or capacity to access the e-services. 	<p>services by the citizens, including through development of the central Government portal for e-services</p> <ul style="list-style-type: none"> • The needs of all target groups should be taken into account, including the vulnerable groups (persons with disabilities, elderly people etc.) • The exclusion of those who don't have equipment or capacity to access the e-services should be prevented.

IV. ORGANIZATION OF STATE AUTHORITIES, CENTRAL GOVERNMENT AND MUNICIPAL AUTHORITIES

The civil sector concluded that there is lack of systematic and comprehensive analysis on the structure of the state administration and measures for its rationalization. The state divests from scientific and research capacities in the field of public administration.

Priorities and challenges	Recommendations and measures
<p>The organization of the authorities is rational, follows adequate policies and regulations and provides appropriate accountability (Principles of SIGMA for public administration, Chapter 4, principle 1)</p> <ul style="list-style-type: none"> • New institutions and bodies are established without appropriate assessment of the feasibility, sustainability and monitoring of their results. • Inadequate allocation of the employees in the public institutions by number, skills, education and professional development; the number of employees in some institutions is very high and insufficient in others. • The citizens build their attitudes on the effectiveness and efficiency of the municipalities and the municipal administrations based on the acting of the central state organs which operate on local level (regional and local units and departments of different organs etc.). 	<ul style="list-style-type: none"> • Conduct an analysis on the rationality of the overall structure (number of institutions, responsibilities, territorial organizations, hierarchy) and internal structure of the institutions; assess the effectiveness and efficiency of the establishment of new committees and institutions through analysis of their annual reports. Based on such analysis, an optimization of the structure should be proposed and performed (by number of

Priorities and challenges	Recommendations and measures
	institutions, responsibilities, territorial organization, hierarchy and internal organization). <ul style="list-style-type: none"> • Conduct a functional analysis of the human resources in the public administration and perform optimization (by number, allocation between the institutions, skills, education, professional development, etc.)

V. ANTICORRUPTION, TRANSPARENCY, ACCOUNTABILITY AND RESPONSIBILITY

The civil society deems that the access to public information is difficult for the civil society organizations in some of the public institutions. Even though there are mechanisms and regulations, there is lack of political will for sharing public information. The citizens cannot exercise and protect their rights efficiently, with high quality and low cost in the administrative procedures and administrative disputes. The state institutions and the officials do not accept the legitimacy of the civil society to perform oversight and control over their work on behalf of the public. The civil sector recommends this thematic reform area to be renamed to „Good governance“.

Priorities and challenges	Recommendations and measures
Freedom of access to public information and use of public sector data⁷ (Principles of SIGMA for the public administration, Chapter 4, principle 2) <ul style="list-style-type: none"> • There are problems with the publishing and access to information (instances of: outdated websites of the public institutions, unpublished documents and statistics, requests for access to public information that are unanswered, uncritical classification of information as „confidential“ and „internal“, no reassessment by the Commission 	<ul style="list-style-type: none"> • Publish more data sets on http://www.otvorenipodatoci.gov.mk/ and enable practical use of the services of the website (e.g. through introduction of visualizations of the published information)

⁷According to the Law on free access to public information and the Law on use of public sector data.

Priorities and challenges

and the courts whether a valid and feasible test of public interest was made with the classification)

- Some institutions lack IT infrastructure for distributing information
- The Law on free access to public information does not define instances when there is abuse of the exceptions under the law
- the Commission for protection of the right to free access to public information has insufficient authority and budget

Recommendations and measures

- The transparency of the administration should be improved through proactive publishing of public information and through further explanation in the Article 10 of the Law on free access to public information, i.e. through determining a detailed list of standard documents (strategic plan, annual working plan, annual report, budget, organizational chart, legal acts, available services etc.) which should be accessible and published – including on the websites of the institutions – without request for access to them.
- Enhance the competences and the budget of the Commission for protection of the right to free access to public information
- Assess the problems faced by the public servants for handling information, and the resources they need to better respond to the citizens' requests
- Educate the citizens on where to seek various public information (local authorities, cadastre, Public revenue office, etc.)

Administrative disputes (Principles of SIGMA for the public administration, Chapter 4, principles 4 and 5)

- The public institutions often do not submit documents and acts to the Administrative Court and the Higher Administrative Court
- The competent authorities, the Administrative Court and the Higher Administrative Court avoid making substantive decisions (ruling on merits)
- Insufficient coordination between the Administrative Court and the Higher Administrative Court and problems with the transfer of acts between the two courts

- The capacities of the Administrative Court and the Higher Administrative Court should be strengthened, and these courts should make substantive decisions (rule on merits), which would protect the rights of the citizens
- A disciplinary and material liability should be launched against the public servants who fail to submit acts to the

Priorities and challenges	Recommendations and measures
<p>Oversight and control mechanisms(Principles of SIGMA for public administration, Chapter 4, principles 1 and 3)</p> <ul style="list-style-type: none"> • Ignoring or labelling the critical CSOs by certain state institutions, instead of providing appropriate response to constructive criticism on their work • There are cases when state institutions and public officials refuse to participate in public discussions organized by the civil society 	<p>Administrative Court and the Higher Administrative Court and who do not enforce the judgments within a deadline of 30 days</p> <ul style="list-style-type: none"> • Indicators for good governance should be introduced in the public administration, which would be monitored by the civil sector; The civil society should be included in the evaluation of the work of state institutions • The state institutions and officials should give written explanation for the reasons why they are unable to participate in discussions organized by the civil sector

VI. MANAGEMENT AND COORDINATION OF THE PUBLIC ADMINISTRATION REFORM

In order to implement the reform and fulfil its objectives, and especially in conditions when the state divests from scientific and research capacities in the sphere of public administration, it is necessary to take into account the suggestions of the civil society and the other stakeholders regarding the content of the Strategy. The civil society expresses concern that the Government will not allocate sufficient financial means for implementation of the Strategy. Potential insufficient transparency and wider participation of stakeholders in the system for management, coordination, monitoring and evaluation of the PAR Strategy would negatively influence on the achievement of the objectives and the expected results.

Priorities and challenges

Recommendations and measures

Development of reform agenda, coordination, monitoring and evaluation of the implementation(Principles of SIGMA for public administration, Chapter 1, principles 1, 2 and 4)

- It is necessary to take into account the suggestions of the civil sector and the other stakeholders regarding the content of the Strategy
- The experiences from the previous Strategy say that it is necessary to include the civil and business sector in monitoring and evaluation of the Strategy, as well as in coordination of the implementation
- The departments for public administration in the higher education institutions are closed and there are no researches in this area.

- The Government should provide feedback whether the civil society comments and proposals are accepted and included in the Strategy, or alternatively, it should provide explanation why they are not incorporated.
- A multi-stakeholder body should be established – including representatives from the civil and business sector – for performing coordination and monitoring of the implementation of the Strategy and the Action, as well as evaluation of the achieved results; an Institute (Academy) for public administration should be created as independent body for research and analyses.

Financial sustainability of PAR(Principles of SIGMA for public administration, Chapter 1, Principle 3)

- The implementation of the PAR Strategy is not consistently supported with suitable budgetary means, which results in incomplete or inappropriate implementation of the Strategy.

- Budgetary means should be envisaged and secured for realization of the measures and activities which are included in the Strategy on proposal from the civil society.
- The Strategy for public administration reform should be linked and should be coherent with the forthcoming Strategy for public financemanagement.