



Association of Kosovo Municipalities

GUIDING MANUAL FOR PUBLIC CONSULTATIONS



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1. What is the Association of Kosovo Municipalities?

The Association of Kosovo Municipalities (AMK) was established by the founding Assembly in January 26, 2001, following the first municipal democratic elections in post-war Kosovo.

The establishment of the Association of Kosovo Municipalities is based on *Article 10 of the European Charter of Local Self-Government of the Council of Europe* (right of association). AMK also sees the need to clarify the local government competences in different fields and strengthen the relationship between the Central and Municipal Level.

The Association is a non-profitable, legal entity that represents the general interests of its members - local government.

Members of the Association are the local governments of Kosovo.

The local governments become members of the Association during the Assembly of the Association following the decision taken by the Municipal Assembly.

AKM will fully engage to apply in Kosovo the rules of the European Charter of Local Self-Government, to organize and coordinate activities of its members in areas of investment, municipal economic development, improvement of legislative structure, business support, crime prevention, culture, education, health care, social issues and social assistance, resolution of conflicts, improvement of civic services and in relation with foreign sister associations and international organizations.

Objectives

1. Association of Kosovo Municipalities is presenting a common interest of participants in the present conditions and environment that we are acting.
2. Association has only professional character, excluding the political one, with the obligation for further Democratisation of Kosovo Society.
3. Association will be a strong organism between Local and Central Authority, strongly defending the Municipal competencies from the centralist tendencies and also promoting them in accordance with Regulations in power (Reg. 2000/45).
4. Beside Democratising the Society (through democratising the institutions), the

Association will be engaged on solving common problems, enforcing co-operation between Municipalities and also integration of the Communities in to Kosovo Society.

5. Main objective of this Association will be good and successful governance in the local level, fulfilling our responsibilities in all fields.

6. Association will aim the harmonisation of different fields of governance, eliminating unnecessary parallelisms, regardless where are they addressed.

7. Association will co-operate with similar International - European Associations and will be based on the European Charter for Local Autonomy (article 4, paragraph 6). This article says: "local communities should be asked on the specific issues in a proper manner, to give their opinion, especially in the issues such as, planing processes and decision making policies, issues that are directly involved with their competencies".

The AMK in the international arena

The AMK holds observer status in the Council of Europe in the Congress of Local and Regional Authorities in Europe.

The AMK is a Permanent Member of NALAS (Network of Associations of Local Authorities of South-East Europe).

The AMK has close co-operation with the Council of Europe, Local Democratic Agency located in Gjilan/Gnjilane and has established good relations with the Local and Regional Associations and Authorities.

COLLEGIA OF THE ASSOCIATION OF KOSOVO MUNICIPALITIES

The Association of Kosovo Municipalities within its structures has established 9 (nine) functional professional Collegia that deal with different aspects of local government. Each collegium is composed of relevant representatives of Kosovo Municipalities.

The purpose of establishment of AKM Collegia is to prepare for short and long term needs, to register best practices to eliminate improper practices, to maintain valuable resources of local government, to help in analyzing of issues of local government, with the purpose of better and more qualitative municipal services.

AKM Collegia is functional in all Kosovo Municipalities. Collegia's goals may differ but principles, organizational aim are very sustainable.

Collegia offer coordination of best works and practices throughout all municipalities, starting from approach to problems from broader aspect, realize strategies for municipal services, work on evidence of an administrative level that has disadvantages, they are engaged on improving the existing legislative situation by stimulating self-reflective practices within local level estimating situations in selected areas, they promote inter municipal cooperation, assist in identification of training needs, ensure forum for exchange of best practices institutionalizing exchange of experiences and joint evaluations to identify feasibility of implementation in existing conditions.

The following Collegia have been established:

- Collegium of Chief Executive Officers
- Collegium of Directors of Health Care and Social Welfare
- Collegium of Directors of Municipal Inspectors
- Collegium of Directors of Public Utilities
- Collegium of Directors of Spatial Planning
- Collegium of Directors of Local Economic Development
- Collegium of Directors of General Administration
- Collegium of Legal Officers
- Collegium of Officers for European Integration

2. Introduction

This manual is framed and designed in function for description of the public consultation process for municipalities aiming democratization and sustainability of decision making processes. At the same time, through exploring of public consultation concept, instruments and mechanisms helping this process are elaborated in details. Being placed in two levels, process of public consultation is in line with good governance (see annex) of local authorities but on the other hand assists in education and motivation of citizens for active participation in respective municipality. It will provide fundamental information which is needed to be part of decision making process in municipalities.

The legal infrastructure that is applicable in Kosovo, which the local authorities are obligated to apply in regards to the public consultation, is described in this manual.

Good governance is a necessity for active participation of citizens in all the phases of decision making processes starting from planning, discussion, decision, and implementation and monitoring.

Participation of the public in process of consultation has a long history based on many theories. But all these have something in common; functionality of good governance and civil society is dependent on how much the individual or community is involved in presentation and protection of individual and public interest.

Execution of the role of active citizens is expressed in many ways and in countries in transition it often remained at the inception or attempted stage. With the organization of individuals in associations or organizations with common interest, the role of citizens become significant, it gains relevancy and it will be taken into consideration by promoting public interest respectively interest of community toward individual-private interest.

Exercise of authority does not begin or end with decision making, but it is a broad process, meaning continuous process including the level of information-communication with citizens as a precondition for sustainable and functional consultation ensuring involvement and active role of public in decision making process.

Joint work and public partnership with organizations, associations', interest groups, creates suitable environment directly reflecting time, quality and the purpose of decision making.

3. The purpose of the Manual

This manual is framed by the Association of Kosovo Municipalities. The Manual is useful for local elected representatives and their administration. The Manual aims to serve as possible reference for all citizens interested to be part of the decision making process.

Beneficiaries of the Manual will mainly be:

- Elected representatives in local governments, in the function of presentation of knowledge related to decision making process with broad participation,
- Administration of local governments in general and in particular people that are directly engaged in the implementation of decisions of local governments
- More active citizens that aims better knowledge of legal regulations and respective procedures on public participation.

4. Importance of the process of public consultation

Municipal government are created to serve its citizens. They become more powerful and attractive when citizens participate in decision-making. Decisions taken by the local government impact daily life of citizens and as such they necessarily deserve attention.

Decisions regarding annual budget, public transport, waste collection, urban plans, function of health care services, schools, water supply and heating, affect the budget and welfare of citizens.

As taxpayer, the citizens should continuously be informed on time by ensuring consultation and mutual cooperation which in turn ensures joint responsibility and transparency of decision making as a condition of respect and sustainability of entire decision making process. This also helps in the establishment and development of critical public opinion on decisions taken by local government.

There are many possibilities for the public to be involved and to be active in the decision making process. In some cases municipal officers welcome voluntary contribution from the citizen, but in most cases they are obliged by law to consult and have the opinion of and consent citizens.

Nevertheless, the Municipal Assembly has the authority and right to take legal decisions. But for power to be successful and correct it is more than necessary to build capacities and resources which ensure right, transparent and comprehensive information in all possible ways where public has access.

Many municipalities in Kosovo have websites where they present their decisions, use announcement tables places in municipality buildings, without analyzing the impact that these media have in reaching the citizenry. It is in the interest of local government to demonstrate through concrete actions, readiness for genuine and not only formal, information, by issuing reports and establishing information channels with public.

5. How to succeed during public consultations

For better results from the public consultation process, local government officials must prepare in advance, an action plan. The action plan should detail purpose, location, means and target groups to be consulted. It is understandable that action plan should be preceded by research analytical work of the problem to be elaborated in the public consultation. The analytic work must define the purpose and determine objectives and results of the process by integrating necessary instruments and resources.

Definition of the purpose and objectives of public consultation must also determine the number and nature of activities, time duration, actors to be involved, potential partners and necessary resources.

The whole process may be evaluated through a table below:

Purpose: To organize public consultation on planning economic development in X municipality				Implementer: X Municipality Department of Economic Development Responsible: X.X			
1.Objective	Results	Activities	Actors	Time Duration	Location	Responsible	Budget
Analyze of current economic situation in municipality	Information and creation of database on economic situation based on facts and evidences	1.1 Preparation of a questionnaire 1.2. Distribution and filling questionnaire 1.3. Evaluation and analyze of questionnaire	ECK Private business SME Producer Associations Tax offices-Banks	4 weeks, (very detailed)	City Location	To be presented with names and positions	Total
2. Objective Organization of debates and consultation workshops	Involvement of all relevant actors in planning of economic developments	1. Organization of total 4 debates. 2. Organization of total 2 workshops	1.Factory of wires 2.X.X 3.Y.Y 4.Z.Z 5. 6.	2 months	City Location	To be presented with names and positions	Total

For a successful consultation process, engagement of public should go through the following phases:

A. Research and Public Information - Collection of data such as opinion research. There is no dialogue here between local authorities and public. Usually public participates individually.

B. Communication and Consultation - A limited dialogue leading to discussion of policy or certain issue. Methods go from interest groups through consultative committees of citizens. Citizens come together as representatives of certain community groups. It should be open, inclusive for all actors relevant to issue ensuring that all citizens or inhabitants can provide their personal stand .

C. Participation - Local authorities should create space for participation for all relevant factors in process of decision making. It is a continuous dialogue amongst authorities and public, usually for a series of issues. Municipal forums for debates may be good example.

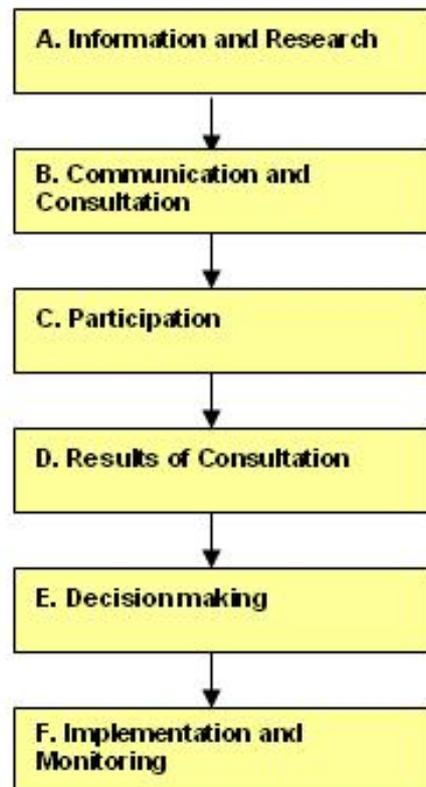


Fig. 2 Stages of decision making process based on public consultation

D. Results of consultation - From debates and discussion with active participation of citizens, better alternatives come out for problem solving or for better planning of development strategies. All comments, suggestions are systemized and should be reflected in decisions before they are taken by local authorities.

E. Decision making - With an inclusive public consultation in advance, decision making will always be easier, more rational, with more alternatives, and in most of cases with full consensus by decision makers.

F. Implementation and Monitoring - Decision taken by decision makers in certain time of entering into force, requires plan, instruments and mechanisms that ensure application and respect in practice. Normally for this phase is required to have a plan for continuous monitoring of implementation.

At the same time a citizen has the opportunity to be informed and educated that his/her opinion and contribution is of interest and relevant to the decision making process. Early engagement and involvement of citizen is the best approach.

6. Applicable legal infrastructure for participation of citizens

Heritage from previous regime, combined with radical changes of transition, made a great deal of population indifferent towards government. Lack of capacities, little experience, inoperative administration, lack of rule of law, and lack of transparency are part of the public's perception of government authorities and institutions.

In function of improving and enhancement of efficiency in government, participation of public in consultations creates the feeling of co-responsibility and ownership on decision making process among the community involved.

When citizens feel that they are owners of the process, level of support for every decision during the process of planning or implementation incredibly increases. Ensuring the support by broad community or state administration is vital for the sustainability of these initiatives. Here are included attempts to provide political support amongst citizens and influential leaders in community.

Participation goes beyond consultation of state representatives with local people and means early and common engagement with the public decision making process.

Briefly "participation" in power context should aim establishment of "social capital" and qualities for a community which works together.

Elements needed to ensure a successful mobilization of community:

- Interested citizens who expressed readiness to make changes and to work on it;
- Leadership which inspires and directs the process;
- A common vision of community on results;
- People who are included and accept that means to reach their objectives are different, but they support achievement of common result;
- Acknowledging and encouraging those helping the achievement of result;
- Plans and specific aims to decrease the influence for situation with risk;
- Leadership that encourages, builds and develops strategies, but does not place itself in the center of situation, and
- Education of citizens

Nowadays biggest pressure of citizens is made toward municipalities, and municipalities communicate with citizens according to Regulation 2000/45 where are foreseen at least two meetings in a year with citizens, whereas in some municipalities are adopted some regulations on participation of citizens in the decision making process.

Beside Regulation 2000/45 also statutes of municipalities foresee or regulate relations between citizen and local government, respectively municipalities among them being foreseen petition, right of accessibility to official documents, and so on. These mechanisms in municipalities are only partly used by citizens

and that is through initiatives of civil society respectively non governmental organizations.

Another characteristic is that municipal leaders rarely visit villages and local communities, and in a way this enforces a gap in communication between local government and citizen. Communication of a local government with citizens compared to the central level is satisfying. Advocating and lobbying campaigns started in last two years and were mainly led by non governmental organizations. Therefore non governmental organizations - NGOs - became main communicating bridges between local government and citizens.

7. Public meetings

Municipal Government is obliged to organize "public meetings" where is invited the public. In these meetings representatives of the municipality inform the public on activities, policies and plans of municipality.

Participants may ask questions, present their concerns, discuss issues with interest for the community, as well as make proposals to elected municipal representatives regarding activities and responsibilities of municipality.

Public consultations or public meetings in municipal level are regulated by Regulation 2000/45 in section 8 where precisely is defined as follows:

8.1 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. 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.

8.2 Any person or organization with an interest in the municipality shall have the right to present a petition to the Municipal Assembly about any matter relating to the responsibilities and powers of the municipality. The Municipal Assembly shall consider the petition in accordance with its Statute and Rules of Procedure.

It is also a fact that legal acts and the Municipal Statute clearly define participation of public in public meetings and generally participation of citizens in the decision making process. There are many examples in Kosovo where local authorities upon the initiative of non governmental organizations approved sub legal acts which define, encourage and guarantee active participation of citizen in decision making process.

Example of this is approval of a Regulation in 2002 by Municipal Assembly in Gjakova with the name "Regulation on Application of Provision of the Municipal Statute of Gjakova for Consultation and Participation of Public (Section IV) Municipal Assembly of Gjakova adopts this regulation to apply provisions regarding consultation and participation of public elaborated in Statute of Gjakova Municipality and in Regulation 2000/45 on Self Government of Kosovo Municipalities, as well as to guarantee rights of citizens to be informed and participate in their government. This regulation was adopted in several other municipalities of Kosovo.

In Kosovo exist many opportunities to increase communication with citizens based on legal infrastructure but also the possibility to supplement and advance this infrastructure especially in creation of mechanisms and sustainable instruments to encourage this communication.

Elements that endanger level and quality of public consultation may be corruption, lack of transparency, lack of accountability and management of public money, mismanagement in jobs directly discouraging actors of communities to actively participate in decision making process.

Many actions may be taken into consideration from the idea, planning, and organization of public meetings, like:

What is the purpose of invitation for public to meet with representatives of

municipal government?

Public which is informed and engaged is decisive for democratic process. Elected officials may represent the public better if they are continuously informed with concerns, ideas, and complains from the public. On the other side, public may impact effectively decisions of government if it knows issues which are concerning government.

Public meetings of citizens with its elected representatives enable the development of debate and to exchange ideas which keeps the democratic process alive. Holding public meetings ensure that government works in a transparent way with citizens and may participate in a responsible way in their self government. Beside this, proposals, questions, ideas and complains that are discussed in public meetings will be later reviewed in Committee for Policy and Finances in Municipal Assembly, which later on comes up with recommendations in front of the Assembly. So ideas discussed in public meetings will be officially discussed by elected officers, where it may follow into changes in policies and governmental programs. At the very end, citizens that participate in public meetings will have the opportunity to know other citizens in the community which may have common concerns and establish advocating networks to advocate more effectively their issues.

What kind of issues may be discussed in public meetings?

Every matter having to do with responsibilities of municipality may be topic of discussion in public meetings. Citizens may be interested to discuss about a regulation that is still a draft or those regulations adopted by Assembly; function of civil service or municipal government; issues having to do with municipal services, waste collection and streets; school infrastructure; rules for tendering and contract award or issues related to municipal budget.

Who may participate in public meetings?

Anybody having interest in their municipality may participate. Citizens, media representatives, NGO representatives, business sector, enterprise unions, trade unions, voluntary groups, professional associations, etc.

How often should public meetings be held?

Every municipality is obligated to hold at least two public meetings in a year. One of them should be held during the first six months of fiscal year, and the second one during the remaining six months. If during fiscal year were held two public meetings than there should two months period of time between two meetings.

When should meetings take place?

Statutes foresee all meetings to be held in a location with sufficient space for all interested parties to participate. Normally free access and commodity should be secured in places where these meetings will be held.

How citizens should know when and where public meeting will take place?

Time, date and location for every public meeting should be announced by the municipal assembly two weeks before the meeting. This information should be published in local media and should be posted as announcement in municipal building. Public meetings shall not be held at times or periods unsuitable for broad public or for a certain community.

Who should chair preside public meetings?

Public meetings should be presided by Chairperson, or its representative. He or she has the authority to determine procedures to follow during meetings with which regulated issues will be discussed as who will take the floor, how long a topic may take.

Will everybody be allowed to speak or make questions in public meetings?

The Chairperson has the right to stop discussion of issues which do not fall in responsibilities of municipality, or in the work of the municipality. He or she may not invite persons to take the floor repeating the same or similar opinions. The Chair may also determine time limit for speeches.

Through competencies to limit the time of speech, the Chair avoids the possibility for a person or a topic to overrule in the entire meeting and a series of topics

to be discussed by different persons.

This competency should be exercised having in mind that public meetings are forum aiming encouragement of public participation. Individuals should exercise this right in a conscious way so the meetings will be service to exchange of information and ideas.

What happens if citizen asks or requires information that government is not capable to answer?

In a case that in public meeting is asked a question that the municipal government can answer, the citizen has the right within 30 days after the meeting is over, to ask for a written response for his/her answer.

How can a citizen learn what has been discussed in a public meeting if he did not had the chance to participate?

In every public meeting will be held, minutes will be made containing details of information offered by municipality, proposals offered from public, responses of municipality, as well as all questions and answers. A copy of all answers in written will be attached to minutes from meeting.

Will officials and members of assembly absent in meeting, be informed on discussion and proposals at public meeting?

Yes. The Committee for Policy and Finance of Municipal Assembly within 60 days from the day of conclusion will review the minutes of every meeting. The Committee will analyze every proposal discussed at the meeting. In the following meeting of the Municipal Assembly, the Committee will come up with recommendations regarding the proposals.

8. Responsibilities and tasks of local officials on decision making process.

The framework of tasks for local officials could be described in clearer fashion, if it is integrated logic of answers in questions like:

Why citizens should be encouraged to participate in public meeting consultations?

- In order to develop a rich database. Only local citizens know the best on the needs and issues of community.
- For education of citizens and policy makers on multidimensionality of problems coming from communities
- To ensure the discussion of the problems from many points of view and to create space for citizens voice.
- Implementation of the decision of the policy is easier if produces by local authorities.
- Helps in establishment of accountability concept also to local government officials but also among citizens as well.

For the sustainability of public discussion, it is needed to create or to make functional some instruments which assist it. There are experiences from other countries but also those from countries in transition. And why not explore these ideas in Kosovo when the civil society respectively NGO's have created forums and comprehensive groups to demonstrate engagements and contributions in decision making process.

Even though initially dependent on donors, local authorities may use contribution of these structures through establishment of public partnerships with mutual interest.

Some of them are:

Focus Groups: group of citizens joined by common interest and have knowledge to articulate and address problems of community where they live.

Debate Forums: group of citizens representatives of political entities, business sector, NGO's, voluntary organizations, citizens with authority who transform problems expressed by interest groups as common problems of community at the local level.

Groups for voluntary Decision Making: group of citizens, representatives of local government, municipal assembly, business sector, NGOs, officials from the central level with professional backgrounds according to topic being discussed, who can suggest, provide ideas and proposals to local authorities to resolve issues of matter.

Certainly that maintenance of communication and order of action of these groups helps in establishment of sustainability of consultation process as democratic mechanism.

Flexibility and possibility of involvement of many citizens from different entities and with diverse opinions and stands enhances even more the role and position of these structures in the whole public consultation process as precondition for a decision making process.

Local officials should answer the following questions before they decide as what instruments should use.

- How do you intend to involve the public?
- At what extent you want to involve the public in the decision making process?
- How do you plan to engage the public in this process for this requires time?

Irrespective from your selection, for an active participation of public, from officials it is required:

- To gather contribution of public in some or all phases of decision making process
- To provide citizens sufficient information, education of training so they can sig-

nificantly play their role in the process of decision making

- To provide equal opportunities of participation in public consultation and decision making process for all actors affected by certain decision
- To update in details and regular basis review of needs, priorities and preferences for part of communities
- To create and facilitate sustainable and continuous dialogue with community through discussion and exchange of information regarding important issues be that from local government or community requests
- To serve with best local instruments and mechanisms which help the dialogue and partnership with community as there are; local newspapers, local TV stations, information bulletins, solemnities and different ceremonies, etc.
- To allow space for changes and adaptations in priorities and strategies so they can fit priorities and concerns of community
- To create habit of returning to public for additional information as how public consultation affected them in policy making and decision making process
- To keep and maintain connections, communication with groups and community organizations.

But also citizens in order to ensure impact of the public in decision making, should be more active in continuance and not only then when their narrow personal or private interest is in matter.

This requires from citizens to:

- Visit public buildings of local authorities at certain period of times, so they can see information, announcements and decisions of decision making bodies. Learn what decisions are taken or being prepared and may be influenced by the public.
- To ask through letter and contacts with officials information on their work and decisions
- To actively participate in mandatory public meetings of local authorities
- To encourage friends and their families to join them in these activities. It is known that approach by a group is much more powerful, as citizens speak with one voice and much easier will influence decisions. One single voice should be result of agreement or consensus with other members of group
- Respect procedures of decision making process set by local governmental authority

- Be realist in your goals and wishes. Local authorities should decide while respecting will and interest of majority in community
- Never underestimate your capability and force as citizen and as a member of community

9. Possible results from public consultation

Many benefits result from public consultation which proves that they are many in number and directly reflect the improvement of local government by increasing level of civic responsibility but also the responsibility of elected officials. This helps in cultivation of habits to respect democratic principles of state and society organization, which for Kosovo as a country in transition of establishing itself as a state, would contribute in long term perspective.

We have presented major benefits from comparative view of main actors in public consultation.

- Decision makers/Local Authorities - good, legitimate governance, policies and services for citizens which fulfill their requests and needs in transparent way, with accountability, correct management of public money, etc.
- Citizens/Community - create communication with government, access to decision making, culture for monitoring government, improving conditions for life and work, ability to ask for accountability from government, and right development planning for community.

Decision makers	Citizens
<p><i>Improvement of policies and services:</i></p> <p>Engagement and consultation bring information and knowledge from first hand for needs of policy and services. Local citizens and civil servants in most of cases bring different perspectives for the problem.</p>	<p><i>High level of trust:</i></p> <p>Participation of community in consultation helps to increase trust, understanding, legitimacy, co-responsibility and ownership in process.</p>
<p><i>Decision of public interest:</i></p> <p>Political decisions and services will better reflect in harmony with needs and requests of public service users and citizens.</p>	<p><i>Civic culture:</i></p> <p>To be invited and participate in public consultation encourages and empowers people to develop skills and interest to be citizens known by the community.</p>
<p><i>Improvement of accountability and transparency:</i></p> <p>Participation of community increases pressure and need for transparent government toward public.</p>	<p><i>Inclusiveness:</i></p> <p>Participation of community is way of opening the process of decision making for all parts of community and allows people to decide priorities. It allows space for networks and social coalitions.</p>
<p><i>Saving time and money:</i></p> <p>Correct information from citizens and users of services may help to avoid wrong and unpopular decisions. This enables authorities to make best use of their budget according to needs</p>	<p><i>Empowerment of democracy:</i></p> <p>Builds sense that democracy is something everybody may have and allows people to participate in it. It allows people to speak on matters of their concern.</p>

Fig.3. Table of comparison for benefits of the public consultation

10. Decision making-finalization of public consultation

An act of decision making which is based on public consultation is synthesis of contribution and assistance of many actors of society, which are joined by common interest, interest of greatest part of community. It is the duty of local authorities as how much and how will they integrate will of individuals and public requirements into agenda of governmental politics. It is preferred for citizens' results to be publicly disseminated allowing space for analyzes and comments from authorities and from other parts of community which were not included due to different reasons. This also helps in inclusiveness of all actors of society in rationality of decision making. After the time foreseen for comments and review of proposal decisions, local authorities move on in formal process of making the decision. At certain situations when in Municipal Assemblies are contradictions between political entities, the decision making process based on public consultation helps in establishing political consensus where implementation and respect of decision is ensured.

11. Annex : Principles of Good Governance

Transparency	Decision-making processes and public institutions should be transparent, e.g. cost comparisons for individual products and performances.
Participation	Extensive participation in addition to politics results in more trust, higher process-related and output qualities.
Equal treatment	Abolishment of discrimination of groups based on sex, race, colour, language, religion, political opinion, national, ethnic or social origin, association with a national community, property, birth, disability, family status, pregnancy, sexual orientation, or age.
Accountability	Responsibility for the quality of services, efficiency, sustainability etc. towards stakeholders.
Effectiveness	Requirements need to be met and problems need to be solved based on objectivity and evaluation.
Coherence	Policies and actions must match and be coherent; political and administrative actions must be coordinated; qualification measures must correspond to the respective outcomes.
Sustainability	Estimation of the effects of public action in the long term, usually including economic, social and ecological aspects.
Evaluation	The implementation of all the listed principles is evaluated periodically.

Citizen Participation is crucial for Local Self Government

- The local authorities have to respond to the citizens needs.
- Citizens know the best what are their needs and problems.
- Citizens can offer solutions which are most suitable for them.
- Citizens feel respected when they participate and have the opportunity to give their opinion.

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