



# ■ WeBER Indicator Summary

AREA: Strategic Framework of Public Administration Reform

## MONTENEGRO

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<b>PAR Area</b>	<b>STRATEGIC FRAMEWORK OF PAR</b>	<b>Country</b>	<b>MONTENEGRO</b>
<b>SIGMA Principle</b>	<b>1. The government has developed and enacted an effective public administration reform agenda that addresses key challenges</b>		

<b>WeBER Indicator</b>	<b>SFPAR_P1_I1: Use of participatory approaches in the development of key strategic PAR documents.</b>
<b>Indicator approach</b>	
<p>The indicator focuses on the existence and quality of the consultative process in the development of key strategic PAR documents. Key strategic PAR documents will be interpreted to mean: 1. Public Administration Reform Strategy 2016-2020 - <a href="https://goo.gl/dHkA1i">https://goo.gl/dHkA1i</a> 2. Public Finance Management Reform Programme 2016-2020 - <a href="https://goo.gl/uBxfH7">https://goo.gl/uBxfH7</a> 3. Information Society Development Strategy 2016-2020 - <a href="https://goo.gl/JV2zme">https://goo.gl/JV2zme</a></p> <p>For all elements under this indicator, focus groups with representatives of CSOs who participated in the consultation process were conducted to gain first-hand qualitative data. Focus groups include representatives of not less than 6 different CSOs that regularly follow the PAR policy.</p>	
<b>Summary of the findings</b>	
<p>For all the all the key strategic PAR documents formal public consultations were organised, while other forms of consultations with the public were used in the same uniform manner. Early phase public consultations were held for the PAR Strategy and the Information Society Development Strategy 2016-2020, but not for the PFMRP. Additional public consultations (after the formal prices of consultations was over) were held only for the PAR Strategy.</p> <p>When it comes to openness of calls and invitations for the public to take part in the consultations on key PAR documents, all the calls are as a rule published on the websites of the ministries in charge, as well as on the E-Government portal, on its public consultations section. No evidence was found that any Ministry used its social media accounts or other means to increase the visibility of these calls and enhance the participation of public in the consultations. Additionally, there are no on-line forms for applying for participation or providing contributions.</p> <p>It can be said that the public was provided with complete information for preparation for consultations on key PAR strategic documents, with an important exception of no draft documents being shared in the early phase consultations. Namely, for all of the three analysed documents, the public was provided with Information on the duration of consultation process, Information on the way contributions are to be submitted as well as draft documents for the formal public consultations, but not for the early ones.</p> <p>Although there some business associations, trade unions, organisations dealing with gender equality and the people with disabilities participating in the consultations during development of the PAR documents, this was not a consequence of a proactive approach by the responsible government institutions towards them.</p> <p>In the process of development of key PAR documents, the comments and suggestions coming from the CSOs have mostly been considered, but rarely endorsed in any substantial way. The way that the institutions report on the feedback to suggestions received during the public consultations process was defined in a very broad manner, leaving space for free interpretations and incomplete reporting. Reports from early consultations are rarely produced, but even if they are they do not contain any information on the treatment of the suggestions that have been received. Reports from the formal consultations processes are mostly not comprehensive and do not give feedback on each comment or suggestion received, with those explanations for rejecting a certain suggestion often being vague or unsubstantiated. Minutes or other documentation that would shed light on the manner of work in the working groups for the development of PAR Documents is not made public in any form.</p> <p>When it comes to additional consultations, some form of these consultations were held only for the PAR Strategy, in a manner criticised by NGOs as being more of a publicity stunt than an earnest effort to engage in additional dialogue about the strategy. No evidence was found that additional consultations with the public (after the formal public consultation was over) ever took place for the PFMRP or the Strategy for Development of Information Society.</p>	

**Specific observations**

*None.*

<b>Indicator score</b>	<i>20 (out of 30 points)</i>
<b>Final indicator value</b>	<i>3 (scale 0-5)<sup>1</sup></i>
<b>Measurement period</b>	<i>May-June 2018</i>

<sup>1</sup> Conversion of points: 0-5 points = 0; 6-10 points = 1; 11-15 points = 2; 16-20 points = 3; 21-25 points = 4; 26-30 points = 5.