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The role of good governance principles in fostering civil society. The case of Ukraine

Alla ORLOVA*

Abstract

The principles of good governance, approved by the Committee of Ministers of the Council of Europe in 2008, are seen as markers that determine the level of implementation of democratic values in Ukraine, which is confidently moving along the European path of social development chosen by the people. The role of civil society as a subject of implementation in Ukraine of the principles of good governance and its influence on the state policy on the implementation of European democratic values is substantiated. In order to identify the state of implementation in Ukraine of the principles of good governance contained in the European Strategy for Innovation and Good Governance at the local level, an analysis of the process of their implementation in Ukraine through the National Strategy for Civil Society Development for 2016-2020 (hereinafter - National Strategy). 2020). In particular, the current state of reflection in the legislation of Ukraine of the recommendations of the Committee of Ministers of the Council of Europe on the implementation of the principles of good democratic governance is analysed. It is revealed to what extent the freedom of expression of different opinions and participation of citizens in the processes of social development during the implementation of the National Strategy 2020 is ensured in Ukraine. The article substantiates a set of measures to update the process of implementing the principles of good governance in the implementation of state policy to promote the development of civil society. In particular, the ways of further implementation of the principles of good democratic governance in Ukraine in the next National Strategy for 2021-2026 (hereinafter - the National Strategy-2026) are proposed.

Keywords: public policy, civil society, good governance, National strategies

Introduction

The joint statement of the 22nd EU-Ukraine Summit, held on 6 October 2020, reaffirmed the important role played by civil society in all spheres of public and political life (Joint Statement of the 22nd EU-Ukraine Summit, 2020).

The results of the summit confirmed Ukraine's course towards European integration, which envisages, in particular, the implementation of the principles of good democratic governance. These principles are contained in the European Strategy for Innovation and Good Governance at Local

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Level, which was approved by the Committee of Ministers of the Council of Europe in 2008 (European Strategy for Innovation and Good Governance, 2007).

To clarify the conditions under which it is possible to ensure the effective implementation of the principles of good democratic governance in Ukraine, it is necessary:

- assess the current state of implementation of state policy to promote the development of civil society and its compliance with these principles;
- to explore the historical retrospective of the process of implementation of the principles of good governance in Ukraine, in particular, through the introduction of the European Week of Local Democracy;
- to study what measures for the implementation of the European Strategy for Innovation and Good Governance have been implemented on the basis of compliance with the principles of the European Strategy and within the framework of grant support;
- to analyse domestic scientific research that has been done recently in the field of implementation of the principles of good democratic governance in Ukraine.
- to analyse the reflection of the principles of good democratic governance in the National Strategy for the Promotion of Civil Society Development for 2016-2020 in Ukraine.

The purpose of this study is to assess the implementation of the principles of good democratic governance in Ukraine in the implementation of state policy to promote civil society, in particular, in the implementation of the National Strategy for Civil Society Development for 2016-2020. In addition, the aim of the article is to develop proposals for the implementation of the principles of good democratic governance in the draft of the new National Strategy, which is formed for 2021-2026 with the joint participation of government and civil society in accordance with the paradigm of good governance.

1. Assessment of the current state of implementation of the principles of good democratic governance in Ukraine

The principles of good democratic governance, approved by the Committee of Ministers of the Council of Europe in 2008, are a guide for the development of civil society in democracies, including Ukraine, in particular through the implementation of state policies to promote civil society.

Theoretical and methodological analysis of the essence and main approaches to the definition of "state policy to promote the development of civil society" found that some scholars understand this concept as a set of strategic objectives and targeted measures implemented by public authorities to

create or improve conditions and opportunities for the influence of citizens on the development of the state and society, solving social problems, meeting their own interests and needs " (Volynets, 2018, p. 62).

We consider it necessary in this definition to supplement the purpose of this policy with the consolidation of society, which should become the cornerstone of interaction between government and society in the process of state formation. As we view this policy as a set of goals, objectives and measures that are formed and implemented jointly by at least two actors - public authorities and civil society itself - this is in line with the objectives of the European Strategy for Innovation and Good Governance, where "citizens must be at the heart of all the most important democratic processes in society".

The basic document for the implementation of this policy in Ukraine is the National Strategy 2020 (President of Ukraine, 2016). The mechanisms of implementation of the principles of good governance at all levels of public administration to ensure effective participation of citizens in decision-making and implementation of decisions in the field of state policy to promote the development of civil society have been studied through a comprehensive combination of general and special methods.

Analysis of the state of reflection in the legislation of Ukraine of the recommendations of the Committee of Ministers of the Council of Europe on the implementation of the principles of good governance in Ukraine revealed that from 2008 to 2010 this process took place in Ukraine at the national level comprehensively and systematically. Relevant normative-legal acts were adopted, basic scientific researches were carried out, pilot projects on the issues of applied application of principles of good governance in public administration were implemented.

However, over the last decade, the process of implementing the principles of good governance has taken on new forms and content, possibly due to the signing of the Association Agreement with the European Union in 2014 and a significant reform of the system of local self-government.

The principles of good governance are implemented mainly by public organizations through the implementation of international projects, but "point by point" and unsystematically. For example, the Bloggers for Good Governance project runs a series of blogs on Good Governance. Council of Europe expert blogger Vadym Proshko explains what the first of the 12 principles of good democratic governance means - Fair elections, representation and participation.

It is possible that these principles are scattered in different areas of public policy and sectors of the economy. For example, the principle of spatial planning is implemented by the All-Ukrainian Network of Specialists and Practitioners in Regional and Local Development "REGIONET".

At present, spatial planning in Ukraine as an industry is in a transition phase from centralized policy and approaches in planning to modern integrated and strategic approaches. Currently, this sector is one of the priorities of the Parliament and the Government, in particular the Ministry of Regional Development and Construction of Ukraine (hereinafter - the Ministry of Regional Development). In fact, until the adoption in 2020 of the Law of Ukraine "On Amendments to the Land Code of Ukraine and other legislative acts on land use planning", the term "spatial planning" was not defined in the legislation. Instead, the term "urban planning" was used in the planning of all types of territories - rural, urban, districts, oblasts, etc., and spatial development plans were called "urban planning documentation" (Verkhovna Rada of Ukraine, 2020).

These issues are also very relevant for the U-LEAD with Europe Program, which actively supports the development of spatial planning in Ukraine, especially at the level of rural communities. Data on the availability of such documentation is collected on the web platform "PMAP", created in 2018-2019 by the Office of Effective Regulation (BRDO) with the support of the MATRA Program (Netherlands) and the Ministry of Regional Development.

Data is added to this platform by specialists responsible for spatial planning at their level. In general, the Ministry of Regional Development regularly conducts such quantitative monitoring - the results for 2019 can be found on the website of the Ministry of Regional Development.

Such cooperation between the government and the public gives an effective result. Therefore, the study of the current state of implementation of the principles of good governance in Ukraine is relevant and requires additional scientific research.

2. Research of historical retrospective of the process of implementation of the principles of good governance in Ukraine

Pursuant to the Council of Europe Resolution of 31 May 2007 № 238, the 14th session of the Congress of Local and Regional Authorities adopted the "Proposals for a European Week for Local Democracy", a policy initiative of the Council of Europe aimed at promoting local democracy and promoting democratic participation of citizens in socio-political life at the local level.

In support of this initiative of the Council of Europe, the President of Ukraine issued a Decree of 27 September 2007 № 922 "On the European Week of Local Democracy" (President of Ukraine, 2007) and instructed the Government of Ukraine of 14.08.2008 № 39918/1 / 1-08, on the basis of which the Action Plan for the European Week of Local Democracy in Ukraine was developed and agreed.

The first European Week of Local Democracy was held in Ukraine on October 15-22, 2007. In most regions, a number of events were successfully held, which contributed to the involvement of young citizens in socio-political life at the local level and better understanding of the citizens of Ukraine of the objectives of European integration policy.

In 2008, the Ministry of Regional Development, as the national coordinator for the implementation of this initiative in Ukraine in cooperation with other central and local authorities, provided more than 60,000 events, which were attended by more than 2 million citizens of Ukraine.

The most active participants in the European Week of Local Democracy in 2008 were Donetsk, Kyiv, Kirovohrad, Lviv, Mykolaiv, Rivne, Sumy, Kharkiv, Kherson, Cherkasy and Chernihiv regions, as well as the city of Odessa, which was awarded by the Parliamentary Assembly of the Council of Europe. four European pilot cities for the implementation of the mentioned initiative by the Board of Honour of the Council of Europe - an award for significant contribution to the development of local and regional democracy, strengthening twinning relations with European cities.

The results of the European Week of Local Democracy were summed up at a national round table on 10 December 2009.

In pursuance of the decisions of the III Warsaw Summit of Heads of Government and Heads of Council of Europe (hereinafter - CoE), the Center for Expertise and Reform of Local Self-Government of the Council of Europe has developed a European Strategy for Innovation and Good Governance at Local Level (hereinafter - Strategy). 15th European Conference of Ministers Responsible for Local and Regional Government (Valencia, 15-16 October 2007) and approved by the Committee of Ministers of the Council of Europe in 2008. The implementation of the Strategy was to contribute to the achievement of the following results:

1. Citizens must be at the centre of all the most important democratic processes in society.
2. Local governments must constantly improve the management and delivery of services in accordance with the 12 principles set out in the European Strategy.
3. Central authorities (national governments) should ensure the establishment and maintenance of institutional preconditions for the development of local democracy and the improvement of the system of local self-government in accordance with the European Charter of Local Self-Government and other European legal instruments in the field of local and regional development.

The Strategy also identified 12 principles of good democratic governance.

In order to properly implement the Strategy in Ukraine, the Ministry of Regional Development in cooperation with other public authorities, local governments and their associations, NGOs and

scientific institutions, experts formed a working group and approved a detailed plan for implementing the Strategy by order of the Ministry of Regional Development dated 09.02.2009 № 62.

Measures to implement the Strategy were initiated by holding an international conference on January 27, 2009. During the event, the experience of the pilot countries (Bulgaria and Norway) on the implementation of the Strategy in 2008 was presented, as well as the recommendations of the CoE experts on the implementation of measures to implement the Strategy.

In order to ensure consistent implementation of the above-mentioned initiative of the Council of Europe, a coalition of NGOs "For Promoting Decentralization Reform and Implementation of the European Strategy for Innovation and Good Governance at Local Level" was formed in Ukraine. and promoting administrative reform and the Mayors' Club).

As a result of consultations with national associations of local self-government bodies, public organizations, international donor organizations, a list of 39 pilot communities for the implementation of the European Strategy and its basic principles was formed. In 2010, this list already included more than 50 communities.

The Working Group also agreed that in the first phase of the Strategy implementation (during 2009) measures should be taken to implement the following two principles of the Strategy: fair elections, representation and participation, and ethical conduct to ensure that the public interest prevails. over private.

Interim results of the Strategy implementation were presented during the national round table held by the Ministry of Regional Development on July 1, 2009. During the event, further actions on the implementation of the Strategy, the role of pilot communities in promoting its principles were discussed.

The implementation of the European Strategy for Innovation and Good Governance at the Local Level in Ukraine was also facilitated by the 5th session of the CoE Forum "For the Future of Democracy" (Kyiv, October 21-23, 2009), which was an event of European significance. from the CoE member states to discuss the most pressing issues of democracy development and civil society development.

As part of the Forum, a working section "Local elections and the practice of citizen participation in socio-political life at the local level" was held.

To implement the principle of № 1 of the European Strategy for Innovation and Good Governance at the Local Level "Fair Election, Representation and Participation", the CoE Diagnostic Tool on Citizen Participation in Local Political Life (CLEAR) (prepared by the European Committee for Local and Community Policy) was presented. regional democracy of the Council of Europe).

The CLEAR tool aims to help local and regional authorities better understand the resident (citizen) in order to more actively involve him / her in socio-political life at the local level. It is a

diagnostic tool that helps to identify problems of involvement of citizens in socio-political life at the local level in order to develop appropriate recommendations.

In order to implement Principle № 6 of the European Strategy for Innovation and Good Governance at Local Level "Ethical Behavior", in 2006 the Center for Expertise and Reform of Local Self-Government of the Council of Europe prepared a textbook on best European public ethics at local level, summarized by the Council of Europe Steering Committee local and regional democracy.

During 2007-2008, the Center for Expertise and Reform of Local Self-Government of the Council of Europe in cooperation with the NGO "Club of Mayors", the Center for Research on Regional and Local Development and Promotion of Administrative Reform implemented the project "Modeling and Mechanism of Local Ethics at the Local Level". there is a promotion of public ethics at the local level.

Five pilot urban communities (Artemivsk, Vinnytsia, Kamianets-Podilskyi, Slavutych and Trostyanets) were selected to participate in the project. preparation and implementation of municipal anti-corruption strategies and implementation of public ethics standards.

On March 15-16, 2007, the first meeting of the working group on the implementation of this project took place in Kyiv, where the participants discussed the mechanisms proposed by European and Ukrainian experts.

Experts from the Centre for Regional and Local Development and Administrative Reform Assistance have implemented a number of important measures, including the translation of the European Handbook on Public Ethics into Ukrainian, the preparation of a Ukrainian Handbook on the Implementation of Public Ethics Standards, and training for a group of experts. pilot communities that have municipal codes and implement ethical standards at the local level.

A concrete result of the implementation of the mentioned project was the preparation by 5 pilot communities of their own codes of ethical behaviour of local government officials, which are different from each other. They reflect the specifics of each community and are the product of the work of each individual working group.

The project also prepared recommendations for the development of a national (standard) code of ethical conduct for local government officials, as well as a municipal strategy for the prevention of corruption and the implementation of public ethics standards.

As a result of hard work in 2016, the Order of the National Agency of Ukraine for Civil Service dated 05.08.2016 № 158 "On approval of general rules of ethical conduct of civil servants and local government officials" was issued (National Agency of Ukraine for Civil Service Affairs, 2016).

The Ministry of Regional Development has also started preparations for the implementation of the following two components of the Strategy: sustainable development, focus on long-term results and sound financial management.

Thus, on June 11-12, 2009 the Ministry of Regional Development in cooperation with the Council of Europe organized an international conference SEMAT on "Integrated approach to balanced sustainable spatial development of the European continent", as well as studied, translated and adapted for use in Ukraine. local finances.

Activities to implement the principle № 9 of the European Strategy for Innovation and Good Governance at the local level "Sustainable development and focus on long-term results" provided for the introduction of a basic document in this work - Guiding Principles for Sustainable Spatial Development of the European Continent, adopted in Hanover 7-8 September 2000 at the 12th Conference of European Ministers responsible for Regional Development and Spatial Planning (CEMAT) of the Council of Europe. Ministers also approved a program for closer integration of European regions.

The implementation of the Guiding Principles in Ukraine was initiated by the Ministry of Regional Development on June 11-12, 2009 in cooperation with the Council of Europe, the German Technical Cooperation Office in Ukraine GTZ and the Embassy of the Kingdom of Norway in Ukraine in the international conference.

Due to the need to finance projects, the Ministry of Regional Development established a Regional Development Fund in 2015, which could financially support infrastructure projects on a long-term basis. The presence of such a fund has allowed to expand Ukraine's opportunities to participate in cross-border projects and implement global programs to create European corridors.

An important aspect of the implementation of the principle of sustainable development was the creation of pilot regions of CEMAT / Council of Europe in Ukraine, including in the cross-border dimension (for example, the Dnipro Euroregion, the Tisza River Basin, etc.). The training module "International Legal Standards of Local Self-Government" was also developed.

3. Introduction of the principles of good governance through the implementation of the state policy of promoting the development of civil society in Ukraine

The research review of scientific developments on this topic and suggested ways to implement the principles of good governance at all levels of public administration. The issue of introduction of the principles of good governance in Ukraine was considered by both scientists and representatives

of the expert community of civil society in various spheres of state policy: culture, education, information, economy.

Our study concerns the implementation of these principles through the implementation of state policy to promote the development of civil society in Ukraine.

Among the scientific researches the Practical collection of V. Kuybida and others stands out. "Experience of implementing good governance standards at the local level in Ukraine and other European countries" (2010), which gathers Ukraine's experience in implementing the principles of good governance by 2010 (Kuybida, 2010).

V. Tolkovanov made a significant contribution to the study of this topic, who researched the tasks, history, implementation experience, standards and principles of good governance at the local and regional levels. "European strategy for innovation and good governance at the local level: main tasks, history and implementation experience", "Standards and principles of good governance at the local and regional levels as a common European value" (Tolkovanov, 2011, 2012).

Kh. Kokhalyk analysed the interpretations of "good governance", highlighted the basic principles, explored the views of citizens on the characteristics of "good local governance" in Norway and the Netherlands (Kokhalyk, 2012). I. Drobush emphasized the need to ratify a number of international standards of local self-government, and criticized domestic legislation that hinders the decentralization of governance, does not contribute to the effective functioning of local and regional self-government, and thus the implementation of social human rights (Drobush, 2013). O. Zarechniy considered the legal problems of public participation in the exercise of public power. Particular attention is paid to the system of "good governance" as the latest form of communication between the public and the government (Zarechniy, 2015).

In 2018, a practical guide "Benchmarking of good governance" was published, based on the materials of the Center for Expertise on Local Government Reform of the Council of Europe under the Council of Europe Program "Decentralization and Territorial Consolidation of Ukraine", which contains the necessary tools to implement the principles of good democratic governance (Huk, 2018).

It was found that the Principles of Good Governance are being implemented in Ukraine, mainly through grant programs. Thus, at the end of 2014, the Academy of Public Participation was launched in Ukraine - training within the framework of the Council of Europe Program "Strengthening the Institutional Capacity of Local Self-Government Bodies in Ukraine". It aims to ensure a more effective dialogue between government and the community using the principles of good governance. The participants of the Academy had the opportunity to get acquainted with the work of the Center for Expertise of Local Self-Government Reforms of the Council of Europe, the European Platform of

CoE member states on good governance, the legal framework of the Council of Europe on local and regional democracy. They share their knowledge and information with residents of Ukrainian cities⁴.

In search of the ideal of good society, the Aspen Institute Kyiv held a Good Governance Forum in 2019, which focused on the main challenges facing democratic societies due to the rapid penetration of digital technologies, as well as institutional and regulatory changes that should be implemented for safe and free digital space.

The Good Governance Forum 2019 is part of the Good Governance Program and is organized with the support of a grant from Luminate and the OSCE Project Co-ordinator in Ukraine. The panel discussions focused on the main digital challenges to democracy⁵.

“Stakeholder Dialogue” as a component of the Good Governance Program included thematic seminars, round tables and other events aimed at forming practices and traditions of “participatory democracy” in Ukraine: discussion of the content of state policy as the most inclusive dialogue of stakeholders: those affected public policy decisions; those responsible for their implementation (civil servants and municipal officials), industry experts, politicians, international organizations / projects, representatives of business associations, NGOs and the media.

The purpose of this component is to disseminate knowledge about the principles of good governance and best practices in this area by creating a dialogue platform for national and local leaders in various public spheres on decentralization reform.

Thanks to the program activities, two two-day seminars (September 2019 and May 2020) were held on the methodology of dialogue with stakeholders, as well as four two-day dialogue sessions (from October 2019 to March 2020) with key stakeholders of decentralization reform.

The partners of the program are: Luminate - a global charitable organization focused on empowering people and institutions to build just and open societies and the National Endowment for Democracy (NED) - a private non-profit organization founded in 1983 to strengthen democratic institutions throughout the world.

In 2020, at the initiative of Luminate, within the framework of the Good Governance Program, the Aspen Institute Kyiv together with Luminate established a working group "Digital Threats to Democracy". The aim of the working group is to create a center in Ukraine to discuss in a free format a wide range of issues related to the current digital threats to democracy.

In 2020, seven meetings were held to determine the range of issues to be discussed, five thematic discussions on specific issues of digital threats, a final meeting to summarize the results and

⁴ See <http://fs.edukit.vn.ua/news/id/327/vn>

⁵ Including <https://aspeninstitutekyiv.org/event/ggf2019/>

work of the working group, reflections of participants and discuss possible vectors of the topic in Ukraine.

5. Reflection of the principles of good democratic governance in the National Strategy for Civil Society Development for 2016-2020 in Ukraine

Currently, the tool for implementing the state policy to promote the development of civil society in Ukraine is the National Strategy for the Development of Civil Society for 2016-2020. The National Strategy has 4 strategic directions of implementation, which provide for the implementation of 42 tasks. A systematic analysis of the tasks of the National Strategy for compliance with the principles of good governance revealed that it to some extent reflects the vast majority of the principles of good democratic governance.

1.The principle of fair elections, representation and participation - to ensure real opportunities for all citizens to have the right to vote in local public activities is provided by the strategic direction of public participation in the formation and implementation of public policy, which is reflected in the the public in the development of draft regulations; initiating and holding general meetings (conferences) of TG members at the place of residence and implementation of their decisions; the presence in territorial communities of their statutes, which determine, in particular, the procedure for organizing public hearings, introducing local initiatives and implementing other forms of participatory democracy.

2.The principle of feedback, sensitivity - to ensure that the EOM bodies meet the legitimate expectations and needs of citizens is ensured by the introduction at the level of local self-government public examination of their activities and the activities of their executive bodies, officials, utilities, organizations and institutions; mandatory public consultations in the process of preparation of draft local budgets; the existence of a mechanism for exercising the right of citizens to apply to local self-government through electronic petitions and the effectiveness of this mechanism.

3.The principle of efficiency and effectiveness - to ensure the achievement of goals with the most optimal use of resources is ensured by creating favorable conditions for intersectoral cooperation; inclusion in the curricula of general education, vocational, higher education institutions of courses and topics on the development of civil society; providing methodological, advisory and organizational assistance to the executive authorities and local self-government bodies on issues of interaction with CSOs and civil society development.

4. The principle of openness and transparency - to ensure public access to information and

promote understanding of how local public activities are implemented, there are mandatory procedures in local councils to ensure information transparency and openness, including public involvement in the preparation of draft acts; creating favourable conditions for intersectoral cooperation; public access to consultations and legal aid, including free) on the establishment and operation of CSOs; regular informing the population and stakeholders about the implementation of the National Strategy.

5. The principle of the rule of law - to ensure fairness, impartiality and predictability is ensured by: creating favourable conditions for the formation and institutional development of CSOs; reduction of deadlines and simplification of registration procedures for CSOs, in particular procedures for submitting documents in electronic form or on a "single window" basis; the order of creation, organization of activity and termination of bodies of self-organization of the population.

6. The principle of ethical conduct - to ensure that public interests prevail over private ones is not yet reflected in the National Strategy.

7. The principle of competence and capacity - to ensure that local (elected) representatives and officials can perform their duties well is provided by educational activities and social advertising on interaction with CSOs and the development of civil society; conducting research, publications, communication activities in the field of civil society development and intersectoral cooperation.

8. The principle of innovation and openness to change - to ensure the benefits of new solutions and best practices is ensured by the implementation of measures aimed at improving civic education to protect their rights and interests through various forms of participatory democracy.

9. The principle of sustainable development and strategic orientation - to take into account the interests of future generations is ensured by introducing the practice of purchasing social and other services through social procurement and ensuring equal access of CSOs and budgetary institutions to these services at the expense of budget funds; stimulating the development of social entrepreneurship, in particular improving the mechanisms of financial support for such activities; involvement of CSOs in the implementation of regional and local target programs, including on a competitive basis; involving CSOs in assessing the needs of citizens in social and other socially significant services; providing CSOs that provide social services at the expense of budget funds, the right to use communal property on a preferential basis.

10. The principle of sound financial management - to ensure the prudent and productive use of resources of the state and local communities is provided by a competitive selection of CSO projects for implementation at the expense of budget funds on the basis of priorities developed with public participation; introduction of other effective mechanisms for providing financial support to public

initiatives aimed at implementing the National Strategy.

11. The principle of human rights, cultural diversity and social cohesion - to ensure that all people are protected and respected, and that no one is discriminated against or excluded or ignored, fraud and other abuses in the field of charitable assistance are prevented and counteracted; expanding the scope of public-private partnerships with CSOs; stimulating volunteering.

12. Principle of accountability - to ensure that local (elected) representatives and officials are accountable and accountable for their activities, it is ensured by mandatory reporting by CSOs receiving budget support and by ensuring public access to such reporting.

Conclusions

The principles of good democratic governance contribute to the implementation of Ukraine's European choice and require comprehensive and systematic implementation, including through the implementation of state policy to promote the development of civil society.

The basis of state policy in the field of promoting the development of civil society should be respect for its autonomy (self-government). Therefore, public authorities, avoiding interference in the formation and operation of civil society organizations (institutions), should offer citizens and relevant institutions (organizations) favourable conditions for civic activity, transparent mechanisms to support socially useful activities, tools for public participation in decision-making and implementation.

Formation and implementation of state policy in the relevant field should be carried out on the principle of "no solutions for civil society without civil society" and provide for cooperation of public authorities and organizations (institutions) of civil society at all stages - formulating problems, finding solutions, developing draft decisions, their implementation and implementation monitoring.

Despite the sufficient reflection of the principles of good democratic governance in the current National Strategy, it is necessary to take this factor into account when developing the National Strategy for Civil Society Development for 2021-2026 and improve its implementation mechanisms, including full and quality implementation of the principles of good democratic governance in the process of implementing state policy to promote the development of civil society.

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