



Strategies for Promoting Participatory Governance: A Multi-Stakeholder Brainstorming Workshop

Glasgow, Scotland
22 – 23 May 2007

June 2007

CIVICUS: World Alliance for Citizen Participation
www.civicus.org

CIVICUS PARTICIPATORY GOVERNANCE PROGRAMME 2006 - 2009

Background

This report serves as a summary of the main discussions and outcomes of the *Strategies for Promoting Participatory Governance: A Multi-Stakeholder Brainstorming Workshop*, which took place in Glasgow, Scotland from the 22nd to the 23rd of June 2007. The brainstorming workshop marked the launch of a new phase of the CIVICUS Participatory Governance Programme, which focuses on enhancing the capacity of southern civil society practitioners to promote participatory and accountable governance of public institutions at local and national levels.

A total of 26 participants actively took part in the workshop, including practitioners, donors and academics. See http://www.civicus.org/new/media/PG_Annex1_Participants_List.pdf for a participants list. Through a series of participatory exercises, group discussions and presentations, participants engaged about strategies for promoting participatory governance.

Aims of workshop

- (i) Provide an opportunity for a group of leading practitioners to learn from one another and reflect on strategies for promoting participatory governance and,
- (ii) Allow CIVICUS to draw on the collective wisdom of this group to help guide this new phase of its Participatory Governance program.

Objectives of workshop

- (i) Identify and discuss key current participatory governance challenges and opportunities;
- (ii) Take stock of "cutting edge" participatory governance practices, and
- (iii) Brainstorm about strategies for promoting and building civil society capacity for participatory governance.

Summary of Proceedings

The programme for the PG brainstorming workshop was closely linked to the aims of the workshop identified above. Participants spent the first half day getting to know each other and discussing what participatory governance means to each of them, its importance and its key benefits and challenges. During the second day of the workshop participants engaged in identifying great innovations in participatory governance, discussed ways to empower citizens and build capacity for participatory governance. In addition they considered the findings of a recent needs assessment survey carried out by the CIVICUS Participatory Governance Programme and discussed and advised on ways for the CIVICUS Participatory Governance Programme to engage in capacity building in the future.

The following summarizes the main discussion points and outcomes of the sessions of the PG brainstorming workshop. This summary is structured along the workshop agenda. Please see http://www.civicus.org/new/media/PG_Annex2_WorkshopAgenda.pdf for workshop agenda.

Day 1

The PG brainstorming workshop began with a **welcome address** from CIVICUS Secretary General Kumi Naidoo. In his speech Kumi Naidoo briefly recapped the historical development of CIVICUS and its work on participatory governance at the multilateral level, especially its engagement with the United Nations and the World Bank. He thanked all participants for their participation at this launching brainstorming workshop for this new phase of the CIVICUS participatory governance workshop and wished them fruitful discussions and continued collaboration with CIVICUS in the future.

To kick start the workshop a round of introductions was started where participants gave their names, organizations and a unknown fact about their countries.

Followed by that Roseline Zigomo, Participatory Governance Programme Coordinator gave a **presentation of CIVICUS**: World Alliance for Citizen Participation vision and main programmes. To access the presentation please see http://www.civicus.org/new/media/PG_Annex3_CIV_Overview_Presentation.ppt.

Carmen Malena, Participatory Governance Programme Director gave a brief presentation of the workshop agenda and expected outcomes. To access the presentation please see http://www.civicus.org/new/media/PG_Annex4_Brainstorm.ppt.

During the first opening plenary of the workshop participants were asked to reflect about the current state of participatory governance:

- What does participatory governance mean to you?
- Why is it important?
- What are its key benefits?
- What are its key issues and challenges?

Meaning of participatory governance (PG):

- It is important to acknowledge that the term "participatory governance" means different things to different people and is used to refer to a wide range of diverse practices. It will be important for the CIVICUS PG program to define what it means by PG and to clarify the types of practices it wishes to promote.
- The UNDP is in the process of developing a PG strategy 2008 – 2011 based on 3 pillars:
 1. Human rights based approach
 2. Gender sensitivity
 3. A new addition is civic engagement
- There are different "levels" of participation, both in terms of "breadth" (ranging from exclusive to inclusive) and "depth" (ranging from information sharing to consultation, collective deliberation, collaboration and joint decision-making).
- PG is about "inclusive" participation especially given the hijacking of democracy by elites. Special attention must be paid to the participation of traditionally marginalized groups such as women, poor people, youth and people with disabilities.
- Different "depths" of participation are possible/appropriate depending upon individual circumstances. Generally speaking, PG aims to enhance the power and influence of citizens and CSOs in governance processes.
- PG is not about replacing, but rather complementing and reinforcing existing democratic institutions. It is about building bridges between citizens and government and strengthening institutions.
- Following up on this point, Christian Aid gave some examples of accountable governance: strengthening the voices of the poor and not allowing democracy to be hijacked by elites; helping marginalised groups engage in policy analysis and dialogue.
- People's Assemblies in Ghana are an example of a PG initiative, which draws upon traditional practices.
- PG's defining features should not be globally pushed but rather they should be indigenously owned and pushed forward (failed example of PG being top driven are the PRSPs).
- Participatory Governance is about dreams, about struggling, about hope, passion and politics. It's about challenges and transforming power in us and society. It's about people's movements and governments. It's about asking hard questions. It's messy, discouraging and maddening...
- Access to information is a prerequisite to participation and governance.

- PG requires active citizenship. Citizens must claim PG, not wait for government to initiate or welcome it.
- Governance is about a meaningful relationship between organized civil society and government. Participatory governance is not just about decision-making, it's about a lot of other steps and roles on the way to decision making.
- PG is about a process of contestation and negotiation. It's about how priorities are identified and decided upon and how the common public good is defined.
- We need to be aware of the problem of the "politicization" of participatory governance'. CSOs who pursue activities in this area are often labelled as "opposition groups". How to develop this new face of civic activity?
- Processes of decentralisation in Central America are a good example of how people can influence budgets and resources, transparency initiatives. In Costa Rica, however, representative democracy is not responding to needs of people. There are strong political divisions, disillusionment with the old political parties and a lack of clarity on who decides what is the public good. There is a strong need for PG and citizen involvement in the decision-making process in Costa Rica.

Importance & Benefits of Participatory Governance:

- A few major benefits of participatory governance are:
 - better use of public resources (e.g. due to citizen monitoring programmes,
 - citizen inputs on defining public priorities,
 - more productive role for citizens in providing solutions and solving problems. (It has become obvious that the government cannot do it alone),
 - government plays more of a facilitation role rather than playing all the roles,
 - improvement in the quality of services (such as education and health),
 - better relations between government and people.

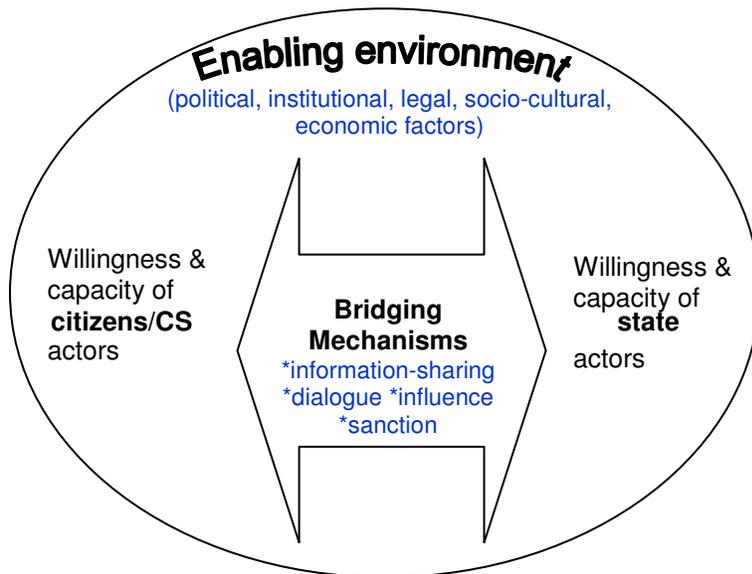
Key Issues and Challenges

- Lack of clarity about Governance processes in national and local levels including comprehensive and concrete examples
- Governance cycle is unclear: policies, plans, budgets, formulated, analysis of money is spent, public services, governance process.
- Need for stronger civic engagement in the whole governance cycle.
- Opening lines of communications between civil society and government actors – open space in government.
- Bridging mechanisms – interface between state and civil society organisations are lacking.
- Quality of relations, mechanisms, (institutionalised mechanism and informal mechanisms for information exchange are missing etc)
- Broader enabling or disabling environment for participatory governance i.e. underlying factors including political, extent of decentralisation, institutional issues and access to information, socio cultural factors.

In order to discuss these key issues and challenges further participants were divided into smaller groups and were asked to discuss the four categories of factors identified by CIVICUS in diagram below. Due to the fact that there were no government officials present the participants collectively decided to deliberate about the following three aspects:

- 1) Enabling Environment
- 2) Citizens/civil society actors
- 3) Bridging mechanisms

In smaller groups participants took 30 minutes to discuss key factors/issues influencing participatory governance and were asked to report back to the whole group in plenary.



* Diagram taken from CIVICUS Participatory Governance Concept note (see http://www.civicus.org/new/media/PG_Annex6_ConceptNote.pdf).

Report Back:

1) Enabling environment –

- The link between participatory governance and representative governance is missing or not very clear in most transitioning countries. We lack examples of how to promote PG in fragile states. Good examples are from strong countries such as South Africa, Brazil, India etc. The link between a strong state and vibrant participatory governance needs to be further explored.
- In stable democracies of the developed world, examples vary and civil society plays different roles e.g. In Germany, civil society organizations act as a strong intermediary between government and the people, while in France, communities and citizens interact more directly with government.
- CIVICUS Civil Society Index – can help understand the context to help challenge pre-existing notions of civil society's roles in governance issues.
- UNDP is looking at different roles and strategies for civil society to contribute to building the state.
- Civil society can play an important linking role between different sectors.
- On the other hand it is important to keep in mind countries where governments are not at all supportive of civil society's involvement in PG. It is important to bring in a cautionary point to carry out a risk analysis and context analysis prior to conducting any PG capacity building in such countries to ensure that it does not create more harm than benefit. It is important to be sensitive to such dynamics.

2) Citizens and Civil society actors – Willingness and capacity

- It is important to look at traditional and cultural traits that are part of participatory governance and therefore have a bearing on civil society's willingness and capacity to engage in PG.
- Important to conduct political analysis of power to ensure a better understanding of civil society's potential role in influencing public policy

- Credibility & legitimacy: NGOs and CSOs need themselves to be credible and transparent in order to be able to demand the same of government
- PG requires a high level of sustained commitment and a willingness to engage through coalitions, networks and collaborations. There also needs to be a realistic understanding of who owns the process of governance at the country level.
- Timely accessible information is key.
- Limited human, financial and technical resources are an issue.
- Very important to keep in mind issues of exclusion related to gender and other factors affecting marginalized groups.
- Policies are made at the macro level and therefore it is at times extremely difficult for civil society to affect change at that level.
- Participation is very costly and demanding exercise and does not necessarily result in change.
- There is a distinction between civil society and citizens participation and the issues are different. It is important to specify what level are we talking about when it comes to PG since the conversation may differ.

3) Bridging Mechanisms

- Civil society and government are not clearly discernable, homogeneous actors. Differentiation and disaggregating is important when it comes to state actors, branches, levels in order to develop effective bridging mechanisms.
- The range of possibilities is broad and there is no fixed formula for developing effective bridging mechanisms.
- Institutional (formal spaces and spontaneous spaces) are not mutually exclusive and can be complementary.
- A “push and pull” approach (combining bottom-up with top-down efforts) works best.
- Participatory governance is about political and social change. It’s not only about “building bridges” but about transforming relations between citizens and the state and, possibly, transforming state institutions.
- It’s important to not assume that PG is *necessarily* pro-poor. This requires special attention and effort.

Day 2

During the first session of the day participants engaged in identifying innovative PG practices from around the world. This exercise was facilitated through the use of cards and mapping on the wall.

Specific PG practice	Identified by
Public service monitoring accountability (south Africa) – follow-up audits reports and ensure that the government takes it seriously and frequent follow-up with the government which is also posted on the website.	Warren
HIPIC Watch (Ghana) by SEND Foundation – In 36 districts local committees have been established for monitoring the HIPIC Funds. The experiences and findings have effectively been taken to the national level for use at national advocacy levels.	Lars
National Economic Dialogue – Ghana	Charles
Poverty Hearings in South Africa	Finn
Meet the press in Ghana	Charles
'La Peta tera' communication strategy for empowerment learning and	Valerie

accountability with FIRE (Feminist International Radio Endeavour)	
"La Parota" – Prega (Dam) project strategies litigation	Jorge
Pre-election voters' awareness campaigns (PEVAC) in India by PRIA and Partners – its related to local government elections	Kaustev
Legislative Monitor (Fundar, Mexico)	Jorge
Police Monitor (Fundar, Mexico)	Jorge
Credibility Alliance which works on upholding minimum norms for credibility in India	Praveen
Deliberative Polling – One of the techniques of so called deliberative democracy. Mix of representative survey and public opinion with moderated debate. Other examples are the citizen juries in UK	Kuba
Anti-Trust Fines (Italy) – community organizations participated in the setting up of a law that established that the money collected by the anti-trust fines will be given to community organizations and public administrations to develop project about the community's rights.	Giovanni
RAMA autonomous government (Nicaragua) – In part of the autonomous region on the east-coast of Nicaragua Indigenous Rama people are now governing their own territory in parallel to the formal decentralization process	Lars
Evidence-based policy analysis at the grassroots level (Egypt)	Mohamed
Anti-oil exploitation province of Limon – Caribbean coast (ADELA)	Tanya
Helping to develop a civic culture in Afghanistan through a nationally televised "quiz show" for university students on governance/civil society/empowerment issues.	Doug
SANGLAP (Bangladesh) - Supported by BBC World Service Trust	Emma
Your Constitution Your Rights (Fiji) – Plain language guide to Fiji's constitution in all major languages. Produced and distributed in Fiji by the 'Citizens' Constitution Forum' www.ccf.org.fj	Piccolo
Strengthening citizen leadership in India by PRIA and partners on three levels: <ol style="list-style-type: none"> 1. Mobilization 2. Citizen monitoring 3. Interface 	Kaustuv
"Cantones" Free of Transgenic bio-diversity network – (Costa Rica) 4 territories in one year	Tanya
Citizen Journalism (Upper Egypt) – Initiative carried out by CARE Egypt to get young people (men and women) involved in reporting on main events that take place at their community level. These are magazines hung on the wall at public places e.g. places of worship, schools, market to get people aware of events happening at local level and get the youth involved in their community also.	Mohamed
Citizens' policy review clinic (Ghana) – Fishermen's bill which led to collaboration with parliament	Pap
" Drive the Bribe" (India) – campaign by CSOs and media channel to expose corruption and track progress on that front	PRIA
www.OPENSECERT.org – website that exposes relationship between financiers and political parties (US and Poland)	Kuba
Inter-party parliamentary lobby group for disabled (Macedonia): <ul style="list-style-type: none"> ○ MPs from all political parties come together to promote rights of disabled by change of the legal framework 	Suncica
Women Lobby (Macedonia):	Suncica

<ul style="list-style-type: none"> ○ Informal movement, coalition of women leaders from CSOs, political parties, media and government ○ Lobbied for the increased inclusion of women in the political life 	
State and local government innovations awards (e.g. South Africa, Kenya, Philippines, Chile, Indonesia etc...) Started by Harvard University.	Warren
Quality of Democracy Report (Costa Rica) – Academia, CSOs, politicians and state institutions are involved in assessing the quality of democracy	Tanya
Public Perception surveys	Kadi
Social Audit in India	Praveen
Women's transformation Watch – for strengthening accountable, innovative leadership and strategies for participatory governance	Valerie
" Voucher" system for health and social services in Hungary and Croatia – Democratization of service delivery	Doug
Citizen Monitor	Jorge
Squatter Empowerment programme in Fiji – www.ecrea.org.fj	Piccolo
"Civic audit" of health facilities in Italy carried out by Active Citizenship	Giovanni
Town/Community meetings in Ghana	Pap
Vermont town meetings process on budget and taxation	Valerie
Community-based needs/budget work (Pakistan) – Omar Asghar Khan Foundation starts with local process that builds and supports empowerment from the ground up	Valerie
Concerned citizens of Abra for good governance (Philippines) e.g. citizen monitoring of public service delivery	Warren
Budget analysis of municipality and engagement with state finance commission in India	Kaustev
Community-based performance monitoring (CBPM) (Uganda)	Fetcher
District sub-structures – Ghana	Lars
Citizens/community score cards to assess policy etc...	Kadi
Public Expenditure Tracking Surveys (PETS) (Cameroon) – 60% of budget allocated to education is effectively used	Etienne
Planning of new post offices expansion by CSOs (Italy)	Giovanni
Internet networking – youth monitoring public policies in Brazil (3000 youth were trained)	Iradj
Smart voting – consequences of voting, tracing of voting records and statements, public register of political behaviour. (UK)	Kuba
www.moneyfarm.org – A tool to monitor common agricultural policy within EU	Kuba
Tax allocation mechanisms	Kuba
Public service accountability monitor (South Africa)	Warren
One stop shops – Colombia - One-stop shops in Colombia – providing justice for the community representatives, local level feedback and support	Emma
Farmer managed irrigation systems (Nepal) - Farmer managed revenue system (Nepal) 20,000 irrigations structures are managed by people, farmer's federation have been formed and most money remains in the district for the programmes.	Kaustev
Participatory Budgeting in Porto Alegre	Bjorn
People's assembly at district level (Ghana)	Charles

Oil Revenue sharing (Chad) – CSOs lobbying for oil revenue sharing for social priorities has succeeded.	Etienne
Multi-stakeholder Forestry Programme (MFP) – Indonesia	Emma
Public hearings	Kadi
Confiscation of Mafia groups estates (Italy) – through civil society lobbying law has been passed that grants Mafia groups confiscated estates go to civil society to help them develop their activities	Ilaria

After the break participants reconvened and Mahi Khallaf, PG Senior Programme Officer gave a brief presentation of the main findings of an online survey administered by CIVICUS. Please see http://www.civicus.org/new/media/PG_Annex5_SurveyResults.ppt for presentation.

The following are the main highlights of the presentation:

- 257 respondents filled out the survey from 79 countries around the world.
- The largest proportion of respondents is from national-level CSOs (26.5%), civil society support organizations (17.4%) and CSO networks (12.1%). 17.8% of respondents are from international CSOs and 8% from community-based organizations.
- 87.8% of respondents indicated that they are currently involved in a PG initiative
- These initiatives occur most frequently at the local (72% of respondents) and national (70.7%) level. A much smaller percentage of respondents are involved in international initiatives at the regional (27.6%) or global (20.4%) level.
- The most common sectors/themes on which these initiatives focus are: the education sector (61.7%), gender equity/women’s rights (59.9%) and human rights (59.5%), followed by health, agriculture/rural development and anti-corruption (all at 48.5%).
- The most common objectives of these initiatives are to: raise awareness of citizen rights (72.9%), influence public policy (65.5%), facilitate citizen-state engagement (64.2%), enhance access to public information (63.3%) and promote participatory public planning (59.4%). Efforts to: seek political (28.4%) and legal reforms (29.3), independently analyze policies/budgets (30.6%) and track public revenues/expenditures (37.1%) are much less common.
- Only 12% of respondents consider the impact/success of their current PG initiatives to be very good. The majority judge their current impact to be “OK” (41%) or “limited” (39%).
- The survey asked practitioners open-ended questions about the key obstacles/constraints that they face in their efforts to promote participatory governance as well as key factors of success with regard to past and present PG initiatives. The most commonly cited obstacles/constraints are: (i) lack of financial resources for PG purposes; (ii) lack of political will (i.e. hostility, resistance or non-cooperation on the part of government authorities); (iii) lack of appropriate knowledge, capacity and skills, and; (iv) weak citizen awareness and capacity.
- The most important factors of success identified by respondents include: (i) citizen education and mobilization; (ii) CSO collaboration and networking; (iii) appropriate methods, strategies and skills, and; (iv) productive relations/collaboration with government
- The survey suggested a number of potential capacity-building objectives and asked respondents to rate these on a scale of 1 to 4 (1 being a “top priority” and 4 being “not very useful”). While virtually all objectives were rated quite high, highest priority was attributed to: learning about PG methods and tools, learning about advocacy/lobbying strategies, participating in action-research to explore key PG issues and accessing funds to experiment with new PG approaches. While respondents expressed considerable interest in learning more about PG principles and theories, they nevertheless gave priority to the development of practical skills other theoretical knowledge.
- One support activity proposed by the CIVICUS PG program team, and validated by survey respondents, is the creation of a PG practitioners’ website (offering electronic access to

resources, information and opportunities for discussion and exchange). 84.5% of respondents agreed that the creation of such a website was "very important/useful" or "a top priority". 74.2% of respondents described their current internet access as "excellent" or "good".

Following this presentation participants were asked to reflect in small groups on how to promote and build capacity for PG. Each group reported back as follows:

Report back

How to build the capacity of civil society to critically engage with the state on issues of justice and rights?

- Rotating mobile capacity building efforts to work on using internet combined with face to face efforts to build capacities of CSOs
- Simulations, "Minister or Member of Parliament for a day", Parliament "open days"
- Share information about and emulate work from countries like South Africa, Brazil, India and the Philippines
- Organize learning exchanges between some communities
- Mentoring and coaching between organizations e.g. Christian aid example where they mapped out some of these issues.
- Collectively explore strategy development questions (e.g. how to engage children and youth).
- Explore strategies to reverse inherited apathetic legacy from communist days e.g. in MAC? there is work on civic education and children
- "Leadership schools", schools that focus on strengthening women's movements.
- Exchanges or secondments between government and CSOs.

Who owns the process?

- The challenge is how to effectively engage different actors (i.e. social movements, people, CSOs, government, donors)
- Specific issues on how donors can provide effective support without engaging in "social engineering"
- Example: CIVICUS could give an award to the most accountable, knowledgeable and flexible donor.
- Action-research on the issue of accountability.
- Tensions and dynamics around who owns the process (NGOs, donors, state). Possible to promote a shared ownership?
- Donors tend to dictate the pace for CSOs which are compelled to follow funds.
- Need to develop mutual accountability relationships with donors and government.

How can we create an enabling environment?

- Need to better define the limits of PG. Is participation always necessary? How much?
- What is the scale of PG and how does it fit into overall governance structures?
- There is a need to scale up PG, but first it's necessary to understand what's working and what's not and draw out key lessons.
- Need for CIVICUS PG to capitalize on CSI findings and build on them.
- Rather than being the hub for the technology of PG, CIVICUS can try to get a better sense of the national picture of PG. What is the makeup of PG? And make such a picture available to other practitioners around the world.
- To what extent can PG help the Zimbabwe(s) of the world? Do all these examples that we've mentioned only apply to middle income countries that are relatively stable and not fragile or failed states?
- Good governance is always participatory....but participatory governance is perhaps not always good.

- PG should not be considered a magic bullet

How can we strengthen "bridging mechanisms" between government and civil society (and other actors)?

- We need to change our perception of civil society roles and acknowledge the need for and capacities of civil society to engage in governance issues.
- Building bridges is especially important at the local level.
- Useful to develop common performance indicators that allow sectors to assess themselves and others
- Capacity building is required at different levels
- Useful to analyze and synthesise PG case studies in a manner that is user-friendly for Southern practitioners.
- Foresee budget for translation. Publish information. Don't rely solely on internet access.
- More useful to focus on a smaller number of very successful examples than a large compendium of case studies
- Also important to consider private sector roles in PG (i.e. corporate social responsibility)
- State, civil society and corporate sectors are not homogeneous groups and therefore we need to "unpack" these concepts and seeks to identify commonalities and complementarities.
- Walk the talk when it comes to PG internally within CSOs.
- Actors "on the ground" need to direct the donor agenda and not the other way around.
- Breadth and depth of PG need to be paced in accordance with the reality of the situations at the local and country level.

Holistic Approach group:

- There are problems associated with broad and ambiguous definition of civil society. We need to learn from that and try to devise a clear definition of what PG is. "If everything is PG, then nothing is PG".
- Put emphasis on relationships (trust, accountability) between the different actors (state, civil society and business sector).
- Create space for sharing knowledge.
- There is a need to "unpack" and "map" the internal dynamics of government and civil society.
- The approach that CIVICUS utilizes should keep in mind the following:
 1. Create recognition of the value of PG in order to create incentives and political will (e.g. through the dissemination of best practices and results).
 2. Support pilots.
 3. Develop peer-to-peer capacity building projects for PG practitioners.
 4. Promote role-playing or exchange between CS and state
 5. Develop tools for PG practitioners. Tailor training and tools to different types and levels of organisations.

After the report back session Carmen Malena gave a presentation of the CIVICUS Participatory Governance Programme. She explained the main features of the Programme as well as its objectives and welcomed participants' feedback. Please see http://www.civicus.org/new/media/PG_Annex4_Brainstorm.ppt for presentation.

The following are the main highlights of the presentation:

- **General objective:** Enhance the capacity of southern civil society and state actors to promote and practice participatory governance at local and national levels.
- **Specific objectives:**
 - PG knowledge and analysis

- practical skills and tools
- build bridges
- promote innovation
- **CIVICUS strategic abilities :**
 - global networking
 - build bridges between CS and other sectors
 - support and coordinate action research
 - information clearinghouse
 - explore and support linkages between national and international level
- **Potential activities:**
 - Global stock-taking of PG case studies and methods & tools
 - Website (case studies, tools, resources, links, blog, learning module)
 - National/regional training workshops
 - Publication on PG methods/tools
 - Publication on key PG issues
 - Global workshop/conference
 - "PG compact" campaign
 - Innovation grants
- **Opportunities for collaboration:**
 - Advisory group member
 - Regional or thematic partner
 - Resource person/contributor
 - Funding support
 - User/member of "community of practice"
 - Other?

Feedback from Participants

- We should not focus exclusively on Southern countries as the reality remains that Northern CSOs and governments also have a lot to learn in terms of their own democratic deficits.
- It's important to focus on peer-to-peer learning. CIVICUS can potentially play a valuable role in facilitating mutual sharing and learning.
- A prerequisite to Participatory Governance is access to information and CIVICUS must engage with that.
- Multilateral institutions should be utilized to gain an entry point into PG issues.
- CIVICUS must be very careful in identifying with whom to work with and engage, especially when it comes to countries in conflict situations and fragile states.
- Be cautious about putting too much emphasis on tools and methods. PG is more political than technical. It is important to address issues of incentives and political will.
- PG should be considered a means and not an end .PG should be clearly defined before CIVICUS embarks on its programme activities.
- It is important to think about how to engage with national governments. It is potentially a challenge for CIVICUS to work with the state as it doesn't necessarily have a track record.
- June 7th Global meeting on Reinventing Government. There is a session on civic engagement.
- There is strong potential for PG in post-conflict contexts where states are being rebuilt.
- In establishing relations with government, it is very important for CIVICUS to work through national and local partners.
- The International Convention Against Corruption is a useful example of government-CS joint collaboration to look at.
- It is important to avoid falling into the trap of being manipulated by government (e.g. CS involvement being used to validate or legitimize government actions).

- Bear in mind that it can be very difficult for CSOs to be both a participant or collaborator and a critic.
- CIVICUS may have a comparative advantage in promoting and supporting an “enabling environment”.

Results of Workshop Evaluation

A short evaluation form was administered at the end of the workshop. A total of 12 participants filled out the form.

Questions	Responses
1. Were the objectives of the workshop achieved? Please give reasons for your assessment.	<ul style="list-style-type: none"> - The majority of participants (8) felt that the objectives of the workshop were fully achieved. - The remaining participants who filled out the evaluation form (4) felt that the objectives of the workshop were mostly achieved. They elaborated that: <ul style="list-style-type: none"> ▪ "discussion a bit loose because of broad definition of PG" ▪ "perhaps sharing clearly CIVICUS' intended work would have helped us further and in-depth in ways that would be helpful to CIVICUS and participants"
2. What aspects of the workshop did you find most useful? Please give reasons for your assessment.	<p>The following aspects of the workshop were identified as the most useful by participants:</p> <ul style="list-style-type: none"> - Sharing PG experiences from around the world (<i>mentioned 7 times</i>) - Discussion of definition of PG (<i>mentioned 2 times</i>) - Small group discussions (<i>mentioned 2 times</i>) - Thinking through concepts of participatory governance (<i>mentioned 2 times</i>) - Overview of CIVICUS intended PG programme (<i>mentioned once</i>) - CIVICUS survey results (<i>mentioned once</i>) - Key challenges facing PG (<i>mentioned once</i>) - Meeting different people and getting to know their work (<i>mentioned once</i>)
3. What aspects of the workshop did you find least useful? Please give reasons for your assessment.	<p>The following aspects of the workshop were identified as the least useful by participants 10 out of the 12 respondents (2 respondents found all aspects of the workshop to be useful):</p> <ul style="list-style-type: none"> - Presentation of CIVICUS survey results (<i>mentioned 2 times</i>) - Examples of PG – too many to absorb at such a short while (<i>mentioned 2 times</i>) - Group work – due to lack of clarity of objective of group work (<i>mentioned 2 times</i>) - Discussion around defining PG (<i>mentioned once</i>) - Report backs (<i>mentioned once</i>)

	<ul style="list-style-type: none"> - Discussing challenges of PG (<i>mentioned once</i>) -
<p>4. Do you have any recommendations for improving such international workshops organized by CIVICUS in the future?</p>	<p>The following are recommendations that were made by participants:</p> <ul style="list-style-type: none"> - Take more time (<i>mentioned 2 times</i>) - Involve government officials (<i>mentioned 2 times</i>) - More diverse regional mix (<i>mentioned 2 times</i>) - Ask even more participants for written contributions before the workshop especially when it comes to examples of PG innovations (<i>mentioned 2 times</i>) - Be more focused (<i>mentioned once</i>) - Clearly specify objectives of group work in writing (<i>mentioned once</i>) - Clearer agenda (<i>mentioned once</i>)