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| **Färdplan  för genomförandet av artiklarna 11.1 och 11.2  i fördraget om Europeiska unionen*****Att förbättra EU:s civila dialog och medborgarnas engagemangi syfte att skapa bättre beslutsfattande*****Antogs av NGO-forumet i Riga den 2–3 mars 2015 under det lettiska ordförandeskapet i Europeiska unionens råd** |

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| *Artiklarna 11.1 och 11.2 i EU-fördraget**"1. Institutionerna ska på lämpligt sätt ge medborgarna och de representativa sammanslutningarna möjlighet att ge uttryck för och offentligt diskutera sina åsikter på alla unionens åtgärdsområden.**2. Institutionerna ska föra en öppen, tydlig och regelbunden dialog med de representativa sammanslutningarna och det civila samhället."* |

# **Inledning**

Färdplanen innehåller en vision, en struktur och de åtgärder som behövs för att genomföra en bättre civil dialog[[1]](#footnote-1) i EU samt involvera medborgarna och deras sammanslutningar. Den avspeglar medborgarnas krav på bättre beslut, bättre beslutsfattande och en styrning som bättre motsvarar medborgarnas behov.

Artikel 11 i fördraget om Europeiska unionen utgör den rättsliga grunden för detta. EU-institutionerna, medlemsstaterna och det civila samhället – både enskilda personer och representativa sammanslutningar – måste arbeta tillsammans för att genomföra artikel 11 i praktiken. Den civila dialogen har potential att utöka och förstärka den europeiska demokratiska modellen och den är ett viktigt redskap för att säkerställa egenansvar, färdigställande och modernisering av modellen.

I färdplanen anges en vision om vad man bör sträva efter att uppnå med dialogen och hur den kan genomföras på ett effektivt, konstruktivt och realistiskt sätt med så många anhängare och intressenter som möjligt. Den lägger grunden för en civil dialog där representativa sammanslutningar spelar en avgörande roll, samtidigt som enskilda personers fulla potential kan tas till vara.

# **En vision för civil dialog**

**Flera nivåer**

Den civila dialogen omfattar, involverar och innefattar representativa sammanslutningar och det civila samhället[[2]](#footnote-2) på alla nivåer – lokal, regional, nationell och europeisk.

**Öppen, transparent och inkluderande**

Den civila dialogen kompletterar direktdeltagande modeller: medborgare, organiserade i sammanslutningar som företräder deras intressen, kommer att kunna delta i och bidra till den civila dialogen på den nivå som passar dem bäst. Digitala verktyg som e-plattformar och andra nya teknikmetoder bör användas i samarbetet jämsides med de traditionella motsvarigheterna.

**Att bygga på och inte överlappa befintliga dialoger eller samråd**

Den civila dialogen har en övergripande struktur i förhållande till befintliga dialoger – och de som återstår att utveckla – mellan EU-institutionerna och det civila samhället, med tonvikt på särskilda teman. All sammanblandning av dialog, samråd och kommunikation bör undvikas.

**Bättre beslutsfattande – idéer för ett nytt Europa**

Den civila dialogen är en process för att utbyta sakkunskap och ta kontakter med innovation inom medborgarorganisationer på gräsrotsnivå. Den är en plats för att identifiera och utreda, och den bygger på det europeiska projektets värderingar, principer och målsättningar i syfte att skapa ett europeiskt offentligt rum genom att minska klyftan mellan politiker och medborgare och utnyttja potentialen för medborgares direktdeltagande. Detta leder till en bättre politikutveckling för det gemensamma bästa som ligger närmare medborgarnas behov och förväntningar, vilket kommer att skapa en ökad känsla av gemensamt ansvar. Den civila dialogens roll är avgörande vid utarbetandet av lagstiftning, eftersom den gör det möjligt att bedöma vilka konsekvenser lagstiftningen får för medborgarna.

**Gemensamma åtgärder inom överenskomna EU-prioriteringar**

En plats för det civila samhället och EU-institutionerna att samarbeta och bygga upp gemensamma projekt för att förbättra genomförandet av EU:s politik, genom att bidra till bättre förståelse för EU:s mervärde hos medborgarna och utvärdera den inverkan som dessa politikområden har på det civila samhället och medborgarna. Värdet av sektors- och temaövergripande initiativ bör hållas i minnet.

**Den europeiska integrationen genom det civila samhället**

Den civila dialogen är ett tillfälle att skapa band mellan medborgarna och deras valda företrädare från hela EU. Detta kan leda till ett EU-omfattande samarbete, utbyte och projekt i syfte att främja utvecklingen av ett större egenansvar och en starkare känsla av europeisk identitet.

# **Åtgärder för dialog på olika nivåer**

I färdplanen anges tre nivåer av dialog i överensstämmelse med artiklarna 11.1 och 11.2:

## ***Dialog med de representativa sammanslutningarna och det civila samhället på nationell nivå***[[3]](#footnote-3)

**Struktur (artikel 11.2)**

Även om de nationella traditionerna och de rättsliga ramarna skiljer sig avsevärt åt så utarbetas EU-besluten i stor utsträckning av nationella myndigheter och får störst effekter på nationell, regional och lokal nivå. Fördragen är bindande för medlemsstaterna och gemensamma åtaganden och mål (t.ex. Europa 2020-strategin) kan inte uppnås utan ett brett ansvarstagande och deltagande av medborgarna. De tematiska dialoger som ofta redan finns på nationell nivå behöver bättre erkännande på EU-nivå och stödåtgärder så att de kan spridas till andra medlemsstater. Nationella dialoger bör ingå i debatten inom den årliga EU-dialogen.

**Utgångspunkt**

Befintliga dialoger om EU-frågor på nationell nivå, t.ex. hälso- och sjukvård, ungdomsfrågor, idrott, handel osv. Medborgardialogerna under Europaåret för medborgarna 2013 (anpassade och omstrukturerade).

**Partner**

Medlemsstaterna, Europeiska rådet, kommissionens generaldirektorat, det östliga partnerskapet och anslutningsländerna, företrädare för det civila samhället som deltar i dialogerna (även via ekonomiska och sociala råd eller andra organ på nationell nivå (om sådana finns)).

**Nästa steg**

* Insamling av information om befintliga framgångsrika dialoger på nationell nivå. Samråd med berörda parter från sektorer och områden med behov av förbättringar när det gäller regelbunden dialog.
* En rekommendation från rådet om att inrätta nationella dialoger i medlemsstaterna, bland annat när det gäller genomförandet av Europa 2020-strategin.
* Upprätta mekanismer för utbyte och spridning av bästa praxis, skapa utrymme för eftertanke och kritiskt tänkande, främja en viss grad av samordning mellan befintliga dialoger, samtidigt som man respekterar deras olikheter. Starta en diskussion om kvalitetssäkringsstandarder, kriterier och riktlinjer för deltagande, obligatorium, inbegripet den tid som krävs för ett sant och effektivt deltagande. Främja utbildning av allmänheten i gemensamma EU-värden: Inrätta öppna samrådsförfaranden (både offline och online) om EU-frågor på nationell nivå, där EU-ordförandeskapen avger en årlig rapport om utvecklingen av den civila dialogen i medlemsstaterna.
* Medlemsstaterna bör avsätta lämpliga medel för att finansiera den civila dialogen och stärka civilsamhällesorganisationernas möjligheter att delta. Kommissionen bör se över sina instrument och program för att stödja civilsamhällesorganisationernas verksamhet på områdena för deltagande, demokrati och rättsstat på nationell nivå. Kommissionen bör inkludera medborgardeltagande och demokrati i de horisontella prioriteringarna i de nationella programmen, med utgångspunkt i bra exempel på hur man kan stärka de icke-statliga organisationerna under föranslutningsperioden.
* Stöd till nya projekt, både i fråga om information och praktiska bidrag till bättre beslutsfattande samt stärka och reformera EU:s medborgardialoger i EU:s medlemsstater (som började om i Lettland i januari 2015), bredare kontakter med det civila samhället genom gemensamma slutsatser och återkoppling från varje dialog.

## ***Dialog med de representativa sammanslutningarna och det civila samhället på EU-nivå***[[4]](#footnote-4)

**Struktur (artikel 11.2)**

Lämpliga regelbundna och strukturerade dialoger som forum för att koppla varje EU-institution till det civila samhället samtidigt som man skapar synergier mellan institutionerna när så är möjligt. Befintlig bästa praxis bör utvidgas och stärkas för att säkerställa en faktisk inverkan på det politiska beslutsfattandet. Bland andra verktyg skulle detta innefatta ett årligt evenemang som sammanför EU-institutioner, företrädda på högsta nivå och representativa sammanslutningar/det civila samhället samt företrädare för sektoriella dialoger och lokala, regionala, nationella och makroregionala (trans-nationella och grannskapspolitiska) dialoger.

Detta årliga möte skulle kunna struktureras i enlighet med ReK:s Open Days, med workshoppar och tematiska sammanträden som bildar underlag till en övergripande avslutningssession och en slutlig gemensam förklaring eller en årlig arbetsplan, och en uppföljning av denna färdplan. Ett bredare engagemang med innovativ teknik och innovativa metoder skulle kunna utvecklas med tiden. Alla förklaringar ska vidarebefordras till alla EU-institutioner, och samtliga ska vara skyldiga att ge ett formellt svar.

**Utgångspunkt**

Europeiska ekonomiska och sociala kommitténs kontaktgrupp för icke-statliga organisationer, det civila samhällets dag och de informella rådsmötena (sysselsättning, socialpolitik, hälso- och sjukvård samt konsumentfrågor) som sedan 2000 har integrerat ett bredare deltagande av det civila samhället genom samråd – på samma nivå som arbetsmarknadens parter – före beslutsfattandet på de formella rådsmötena.

**Partner**

Europeiska ekonomiska och sociala kommittén, Europeiska kommissionen, Europaparlamentet och Europeiska rådet, Regionkommittén, Europeiska unionens råd (sysselsättning, socialpolitik, hälso- och sjukvård samt konsumentfrågor).

**Nästa steg**

* Lämpliga åtgärder bör vidtas för att identifiera, utvidga och stärka befintlig bästa praxis och synliggöra ändringarna i EU:s beslutsfattande till följd av det civila samhällets deltagande. Politikområden med förbättringspotential bör identifieras och en mekanism som stöder och samordnar dessa åtgärder och de befintliga dialogerna bör inrättas.
* Utnyttja de rika erfarenheter och ingående utvärderingar som t.ex. gjorts i de kommissions-finansierade pilotprojekten för att testa strategier för medborgardeltagande inom ramen för programmen Plan D, Debattera Europa och Ett Europa för medborgarna och utveckla intensifierade strategier som på ett tydligt sätt sammankopplar deltagandeprocesser med andra beslutsprocesser och andra mekanismer, t.ex. crowdsourcing för politiska idéer m.m. Det krävs förbättrade möjligheter till deltagande online. Enas om en stadga för europeiska sammanslutningar och lämplig och hållbar finansiering från EU-källor.
* Upprätta en civil dialoggrupp/kommitté och ett observationsorgan, med företrädare för alla intressegrupper som berörs för att mäta och övervaka den civila dialogen samt graden av medborgardeltagande med EU-institutionerna och anta en årlig rapport om detta. Översynen av Europa 2020-strategin erbjuder stora möjligheter för att planera och göra pilotförsök med dessa processer.
* Utan dröjsmål ge en särskild kommissionsledamot i uppdrag att ansvara för samordningen av den civila dialogen och avsätta de personalresurser som krävs för att genomföra den. Varje generaldirektorat bör ha personal som ansvarar för dialog och lämplig finansiering för att stödja deltagande i beslutsprocesser. Man bör även inrätta en särskild enhet och en politisk ståndpunkt, och särskild personal som ansvarar för dialog i parlamentet och rådet.
* Med utgångspunkt i det civila samhällets dag, ge dialogen bredare räckvidd än sektoriella dialoger och lokala/regionala/nationella dialoger.

## ***Medborgarnas och de representativa sammanslutningarnas möjlighet att föra ut och offentligt utbyta åsikter på unionens alla åtgärdsområden (lokal, regional, nationell och europeisk dialog) (artikel 11.1)***[[5]](#footnote-5)

**Struktur**

Alla medborgare kommer via de sammanslutningar som företräder deras intressen – eller som enskilda personer – att få tillgång till den civila dialogen på den nivå som passar dem bäst – oavsett om det rör sig om lokal, regional, nationell eller europeisk nivå. Dessa dialoger bör organiseras av medborgarna själva och deras representativa sammanslutningar eller det civila samhällets organisationer, med stöd av berörda offentliga myndigheter, dvs. så nära medborgarna som möjligt, och bidra till att minska känslan av isolering och avstånd.

Formatet, dagordningen och diskussionsämnena ska beslutas av medborgarna och deras representativa sammanslutningar/det civila samhällets organisationer. De godkända rapporterna och företrädarna ska bidra till den nationella dialogen och dialogen på EU-nivå.

**Utgångspunkt**

Nätverk av icke-statliga organisationer, råd, initiativ, Europaåret för medborgarna 2013, nationella förbund.

**Partner**

Offentliga myndigheter på olika nivåer, departement för Europafrågor i medlemsstaterna, de ekonomiska och sociala råden (där sådana finns), det civila samhällets plattformar.

**Nästa steg**

* Relevanta offentliga myndigheter bör skapa en stimulerande miljö för att underlätta den civila dialogen på EU-nivå samt på nationell och regional nivå.
* Lämpliga resurser och verktyg bör finnas tillgängliga med särskild inriktning på koalitions-byggande, samförstånd och hållbarhet som en grundval för högkvalitativa bidrag för bättre beslutsfattande genom att garantera kvaliteten.
* Särskild inriktning på potentialen i nya medier. I detta avseende kan både organisationer och enskilda personer utveckla nödvändiga synergier i sitt arbete och finna lämpliga möjligheter till deltagande, t.ex. genom att ta initiativ till en EU-strategi för deltagande 2.0 för att möjliggöra utbyte av goda exempel mellan alla nivåer (lokal, regional, nationell och europeisk nivå), fastställa målen och planera åtgärderna för att skapa ett digitalt system för medborgarnas deltagande genom en respektfull diskussion inom strikt definierade etiska ramar.
* Grundat på stadgan om de grundläggande rättigheterna och genom erkännande av föreningsfrihet, främja deltagande i beslutsfattande genom att regelbundet övervaka den nuvarande situationen, rapportera om den och sprida bästa praxis.
* Öka medvetenheten om den europeiska dimensionen i fråga om situationer på nationell, regional och lokal nivå och öka motivationen att utbyta åsikter.

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| **BILAGOR****BÄSTA PRAXIS OCH EXEMPEL*****Nedan förtecknas några exempel på bästa praxis för de olika dialoger som anges i punkterna 3.1–3.3 i färdplanen.*** ***Bilaga 1 avser "Dialog med representativa sammanslutningar och det civila samhället på nationell nivå", bilaga 2 "Dialog med representativa samman-slutningar och det civila samhället på EU-nivå" och bilaga 3 exempel på "Medborgarnas och de representativa sammanslutningarnas möjligheter att föra ut och offentligt utbyta åsikter inom alla områden för EU:s åtgärder (lokal, regional, nationell och europeisk dialog)".*** |

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***Annex 1***

**CIVIL SOCIETY CONSULTATION PROCESSES IN EUROPE**

**AND EXAMPLES OF GOOD PRACTICES**

 **-FOCUS ON DENMARK, POLAND, THE UNITED KINGDOM AND SPAIN-**

**1.1.** **DENMARK: Including Civil Society as a Means for Continuous Democracy**

Denmark has a long (informal) tradition of consulting civil society – citizens and their organisations – which was enhanced upon EU accession in 1973. Since then, it has shared its good practices at European level and influenced the quality of processes in other Member States.

Indeed, the idea is that “decisions relating to public life (labour relations, environmental protection, public services, education, etc.) are a matter of civil society itself. Hence, responsive matters must be supported by the addressees thereof. Otherwise, society might lose confidence in public institutions”[[6]](#footnote-6).

What’s more, Denmark’s commitment to consultation, whether among Institutions or between Institutions and civil society (organised or directly with citizens), rests on the belief that it increases communication as well as transparency, which is a principle that has become a fundamental element of Democracy.

With regard to Denmark’s relations with the EU, Danish society is still highly Eurosceptic, and consultation processes have therefore been significantly strengthened in order to maintain the highest level of transparency possible, an internal practice which serves EU democracy itself.

So even if Danish Law does not allow an individual citizen or group of citizens to submit an initiative for legislation, it can be taken as an example of good practices on including civil society in decision-making. Although the relation between public administration and civil society was originally informal, there are a number of formal practices too.

Civil society consultation is not the rule, but an often implemented exception. Indeed, civil society consultation is provided for in particular cases and defined in laws. Civil society is consulted both formally and informally.

First of all, it holds dialogues with Parliament thanks to its representation in Parliament committees. In this context, it participates in developing drafts via *ex ante* impact assessments, the dialogues and hearings it has with and by Committees discussing the potential of the draft. Informal discussions between CSOs and government are also common.

CSOs also participate in government-established advisory bodies. These are created on specific matters in order to ensure a continuous dialogue between citizens and government via their representatives[[7]](#footnote-7). With regard to local democracy, citizens and CSOs are called to join in debates held by Municipal Councils where they informally participate in decision-making.

**1.2. POLAND: A Dialogue based on Civil Society Organisation Expertise**

For many reasons, mainly historical, the notion of consultation appears in Poland “with regard to general acts prepared by government, as well as local acts prepared by municipalities”[[8]](#footnote-8).

Contrary to Denmark, Polish civil society and its organisations intervene more to support government policymaking rather than contribute to real decision-making. Indeed, it is mostly asked to contribute a source of expertise and knowledge on specific issues rather than be a political voice representing civil society.

Civil society consultation is not the rule, but the exception. When civil society intervenes, it does so in the framework of Advisory Bodies, along with national and/or local government representatives and experts.

Civil society consultation is provided for in particular cases and defined in laws. Indeed, the “government conducts public consultations when it is required to or when it seeks to demonstrate that they considered public opinion, but these consultations rarely influence policy decisions. Some departments or local governments consult with only those organizations unlikely to be critical of the government’s policies. At the local level, consultation processes are often formalities because most authorities continue to perceive CSOs mainly as service providers”[[9]](#footnote-9).

Local authorities, on the other hand, are more open to contributions from civil society, and therefore change in practices in Poland might come from the bottom up. Beyond the fact that local authorities have realized that CSOs have a capacity to perform services normally provided by the latter authorities, it is at this level that civil society has a chance to intervene more directly in policy drafting. This step has been reached via the 2011 amendment of the Act on Public Benefit Activity and Voluntary Work which introduced public benefit councils at local and regional levels. These councils consist of representatives of public administration and CSOs and provide CSOs an opportunity to express their opinions on various legislation or policy projects.

**1.3. THE UNITED KINGDOM: A Structured Dialogue for Overarching Input from Civil Society**

Since 2011, the UK has made great steps forward in enhancing civil society consultation and participation from policy drafting to decision-making, an evolution which mirrors the Danish model according to which consultation is a key element to transparency and accountability, both fundamental to democracy[[10]](#footnote-10).

Such an approach was recognised in the Open Government Partnership UK National Action Plan 2013-2015. In this partnership, the government aims to:

* Work with civil society to develop an OGP national action plan;
* Implement OGP commitments in accordance with the action plan timeline;
* Prepare an annual self-assessment report;
* Participate in the independent reporting mechanism research process;
* Contribute to peer learning across the OGP[[11]](#footnote-11).

The first report was issued in 2013 and called for government to encourage more civil society participation, a conclusion which was accepted by the government in power.

The Compact

The UK’s legal order provides a consultation mechanism for CSOs to observe, submit evidence and set agendas for consultation procedures. This mechanism is to be found in the UK Government Compact, made in 1998 and renewed in 2010.

It was developed by a Working Group that included representatives from leading voluntary and community sector umbrella bodies, representatives from community groups and organisations, volunteer organisations…who consulted over 25,000 organisations about what the Compact should include and the text was agreed in 1998[[12]](#footnote-12).

Although the Compact is not legally binding, it has become a kind of custom, and it can therefore be expected that signatories will act according to its provisions.

It is also followed by an Accountability and Transparency Guide, “which outlines steps to take at national and local level if these principles are not followed, including dispute resolution, internal complaints procedures and ombudsmen functions”[[13]](#footnote-13).

Finally, it also creates a permanent representative body for the volunteer sector, the Compact Voice.

Other Formats for Civil Society Consultation

Civil society also plays an important role after legislation has been enacted, namely by participating in *ex post* impact assessments, in the framework of specialised Councils or committees.

Finally, civil society is successful in its lobbying activities, another way of influencing policymaking outside the strict confines of consultation.

**1.4. SPAIN: Weak and Formal Consultation of Civil Society**

Having been ruled by a dictatorship for almost 40 years, Spain joined the union of democracies with very poorly developed civil society.

Akin to most other European countries, no legal text deals explicitly with relations and consultation between public administration and civil society. As for France, civil society consultation is organised by specific legal provisions on specific matters. In this vein, Spanish Law has created a number of bodies, or committees, in charge of voicing civil society's concerns, such as The Advisory Council on the Environment (Consejo Asesor de Medio Ambiente), The Consumers' and Users' Council (Consejo de Consumidores y Usuarios), The Council on Women's Participation (Consejo de Participación de la Mujer)[[14]](#footnote-14).

Their tasks include delivering opinions, issuing recommendations and producing reports falling under their area of expertise.

Even if these organisations exist, they remain in an official framework closely linked to the government.

However, civil society’s role has evolved in local administration. Indeed, under a Law of 1985 “popular consultations” may be held by mayors on issues which fall under specific municipal competence, are of a local character and of particular importance for the interests of the inhabitants. Local finance is excluded. Approval by an absolute majority of the members of the Council, as well as authorisation by the national Government, is required. However, some ACs have in practice dropped the requirement for central authorisation and now provide in their own Statutes for the convening and regulation of local popular consultations in the form of polls, public hearings, consultation fora, citizens' panels and citizen juries[[15]](#footnote-15).

What’s more, a number of significant reforms were introduced starting in 2003[[16]](#footnote-16), and have gained significant importance with citizens' attempts to respond locally to the difficulties they have been facing since the beginning of the economic crisis, which is particularly virulent in Spain:

* “Popular initiatives” may now be presented for agreements, actions or draft regulations in matters of municipal competence.
* City councils were obliged to create districts, with the explicit aim of promoting and developing citizen participation in municipal affairs.
* A City Social Council (Consejo social de la ciudad) had to be established, composed of representatives of economic, social, professional and neighbourhood organisations with the task of producing reports, studies and proposals. These legislative changes were followed in 2005 by a White Paper on Local Government and new initiatives by the Spanish Federation of Municipalities and Provinces (FEMP) to promote public participation at local level.
* Finally, Spain is one of the leading countries in Europe in implementing participatory budgeting.

**1.5. GERMANY: Variety of Civil Actors and Medium-to-Strong Corporatist Political Structure**

The lobbying/civil society landscape in Germany offers a great variety of different civil actors that are regularly consulted by public institutions. In literature Germany is considered to have a medium-to-strong corporatist structure, although consistent rules for civil consultation processes do not exist[[17]](#footnote-17). At federal level ("Bund") CSO engagement is focused on the executive body (government, administrations), whereas federal ministries give priority to selecting interest groups. Consultation procedures are normally regulated in the Common Rules of Procedure of the Federal Ministries. Though overall participation of CSOs in Germany is high, implementation varies across government institutions. Regarding EU issues, public consultations have an ad-hoc character and are not institutionalised. Dialogue forums (conferences, round tables, internet consultations) are appointed by the ministries to gain expertise in the policy-forming process whereas policy-specific networks connect different CSOs with political institutions[[18]](#footnote-18).

Civic involvement on European issues in Germany is highly valued, although the lack of involvement in concrete European policy issues is criticised regularly. The biggest network for European stakeholder engagement is the European Movement Germany (EM Germany)[[19]](#footnote-19) with 239 member organisations combining labour unions, economic and non-profit associations, political parties, companies and foundations. It aims to improve German coordination of European policy and communication on European politics in close cooperation with political institutions. It therefore organises regular hearings between national and EU-politicians/experts and its member organisations to stimulate the exchange of ideas and expertise. EBD debriefings (as a reviewing tool for European Councils and Council formations) and briefings can be seen as the only sustainable practice for structured dialogue with civil society and interest groups. Other formats like "Rapporteurs in Dialogue" focus on debating the European Parliament's position in the legislation process or on the pre-legislative process of the Commission ("green paper analysis" format) under close involvement of the respective line ministries. [[20]](#footnote-20)

EM Germany has extended this forum to other fields of European policy: aiming to bridge the gap between citizens, representative associations, and the EU; improve democratic governance in the EU; foster citizenship and citizens’ participation and civil dialogue at all levels (Article 11 TEU); promote the consolidation of a European public sphere; promote transparency of decision-making procedures and lobbying activities at all levels.

In order to combine national-level engagement politics with European integration politics, EM Germany and the “National Network for Civil Society” BBE[[21]](#footnote-21) set up reciprocal membership to improve the general legal, organisational and institutional conditions for civic involvement in the multilevel European system. Thus, EM Germany adopted BBE’s demand for a “Code of Good Practice for Civil Participation in the Decision-Making Process”.

The close cooperation of EM Germany with the Federal Foreign office has been officially assigned since 2011. Not only is internal federalism a major challenge for German EU policymaking, but fragmented policy coordination also makes it difficult to strengthen an open and sustainable structured civil dialogue. This is not just an issue for European politics but also for national consultation standards, in accordance with Art. 11 TEU.

Above all, the extensive use of trilogues during the EU's legislation process makes it extremely difficult to balance the need for efficient law-making and transparency.

**1.6. ESTONIA: Innovative Policy Idea Crowdsourcing Process**

As a result of a crisis in confidence in Estonian politics, in 2012 more than 10 Estonian NGOs and think tanks created the website rahvakogu.ee which was intended to be an action to crowdsource policy ideas that would lead to: a) improvements in the Estonian electoral system, b) increased competition between the political parties and strengthening of their internal democracy, c) a better model of financing political parties, d) more extensive civic participation, and e) stopping the politicisation of public offices. This civic action had great publicity and the support from the Estonian president and major political parties were invited to participate as observers.

More than 1500 ideas from Estonian people were collected during three weeks in January 2015. These ideas were then bundled, analysed and evaluated by experts. This evaluation allowed the initial 1500 proposals to be boiled down to the 20 most important ones. An event – Deliberation Day – was then held, where 320 randomly selected people participated and decided on 15 ideas to be presented to the Estonian parliament. The proposals were presented to the Parliament by the President of Estonia Toomas Hendrik Ilves. The proposals were discussed by the Parliament and some of them have already been transformed into law (example, the proposal to institutionalise agenda-setting civic initiatives).

**1.7. LATVIA: Institutionalising E-participation**

2011 was a year of political turmoil in Latvia. The anti-corruption agency asked the Latvian Parliament to lift the parliamentary immunity of one of its members. This request was refused by the Parliament. Then the president of Latvia called a referendum that resulted in the Latvian people deciding to hold new parliamentary elections in October 2011. During the election campaign several NGO representatives and other civic activists demanded new forms of public engagement and institutionalisation of public oversight – one of those demands concerned the agenda-setting e-petitions.

The newly-elected parliament did institutionalise the agenda-setting e-petitions. Latvian citizens have the right to receive a reasoned response from the Latvian Parliament if they manage to collect 10 000 signatures which can also be gathered online, verifying each signature via e-signature or internet banking authorisation.

This method of participation is widely used in Latvia, especially via the public participation website manabalss.lv. In the time period between autumn of 2011 and winter of 2015, 14 initiatives have gathered more than 10 000 votes, the Latvian Parliament has discussed them and seven initiatives have either directly led to amendments of laws/policies or have been one of the important factors behind their success.

Manabalss.lv is an internet portal (run by the Foundation for Public Participation – a non-profit organisation) that has been recognised as an open government success story all across the globe. It was mentioned by US President Barack Obama during the launch of the Open Government Partnership Initiative, it has been featured in publications such as the New York Times and The Guardian, as well as recognised as "one of the outstanding challengers from Eastern and Central Europe".

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1. *For A Democratic Europe Now,* Final Report of the “Real Civil Society Democracy in Europe” project led by Civil Society Organisations CSV (UK), Solidar (EU network), La Ligue de l’Enseignement (FR), Forum for International Cooperation Denmark (DK), IDEAS Institute (IR) and Confederazione Generale Italiana del Lavoro (IT), November 2014. <http://www.solidar.org/IMG/pdf/for_a_democratic_europe_web.pdf>
2. 2013 CSO Sustainability Index for Central and Eastern Europe and Eurasia, 17th Edition, June 2014.

[http://www.usaid.gov/sites/default/files/documents/1863/E&E%202013%20CSOSI%20Final%2010-29-14.pdf](http://www.usaid.gov/sites/default/files/documents/1863/E%26E%202013%20CSOSI%20Final%2010-29-14.pdf)

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**Annex 2**

**2.1. Civil dialogue in matters covered by the "Europe for citizens" programme**

**2014-2020**

**2.1.1. Description**

Following the adoption of the Council Regulation establishing the Europe for Citizens programme (2014-2020), a new Civil Dialogue group was convened in June 2014 to take over the "Structured Dialogue group" established in 2007 with the previous Europe for Citizens Programme.

The group’s tasks are:

• To hold a regular dialogue on all matters relating to the Europe for Citizens programme, including “Remembrance” and “Democratic and civic engagement”, and to implement it.

• To bring about exchanges of experiences and good practices in those fields.

• To contribute to the dissemination of the programme’s results.

• To contribute to preparation and implementation of any event or activities organised under the programme.

• To monitor and discuss policy developments in related fields.

There are usually two meetings per year, depending on the Europe for Citizens programme agenda and on the European political agenda, including the annual priorities of the European Union.

The group, which may set up working groups to examine specific questions, is composed of 55 organisations:

• Organisations selected to receive an operating grant under the "Europe for Citizens" Programme, under strand 1, “Remembrance”, and 2, “Democratic engagement and civic participation”.

• Organisations which have received an operating grant under the former "Europe for Citizens" Programme 2007-13 and have expressed their continued interest to take part in the dialogue.

• Some organisations/think tanks which have expressed an interest in the Europe for Citizens programme and/or work in this policy area but were not necessarily supported by the programme.

Member organisations are invited to register on the Transparency Register.

**2.1.2. Evolution/lessons learnt**

The success of the Dialogue carried out under the previous Europe for Citizens Programme led the Commission to propose to enshrine the principle in the new Regulation, thereby highlighting its strategic importance. The group contributes actively to implementing the programme, notably the discussion on its annual priorities; it also gets involved in major political events, such as campaigning for the European elections and analysing their results. The contribution of their working groups on EU financial support in response to the public consultation on the review of the European financial regulation led to concrete improvements (for example as regards the non-profit rule).

**2.1.3. Links**

<http://ec.europa.eu/citizenship/europe-for-citizens-programme/civil-dialogue/index_en.htm>

**2.2. European Migration Forum**

**2.2.1. Description**

The European Migration Forum is a platform established jointly by the European Commission and the European Economic and Social Committee (EESC) which provides representatives of civil society a voice on issues related to migration, asylum and migrants' integration. This allows the European institutions to promote a comprehensive approach to migration, involving stakeholders at all levels. It developed from the European Integration Forum, of which eleven meetings took place between 2009 and 2014.

The Forum takes place at least once a year in the EESC and is attended by organisations representing civil society, both at EU and national level, EESC members, representatives from various EU institutions, from local and regional authorities and from EU Member States.

The agenda and organisation of the Forum are overseen by a Bureau composed of six members: a representative of the Commission, a representative of the EESC and four representatives from civil society, elected by the participants and each serving a mandate of two years.

**2.2.2. Novelties**

The first edition of the EMF took place on 26-27 January 2015 with a focus on mixed migration flows in the Mediterranean.

Following the enlarged scope of the Forum, civil society participants, who used to be nominated by National Contact Points on Integration (national ministries), are now selected by means of an open call for interest. As each Forum will have a new theme, a selection will be made for each meeting, with due respect for geographical balance and the need for specific expertise.

**2.2.3. Evolution/lessons learnt**

One of the political messages resulting from the most recent meeting is the need for maximum cooperation and coordination between the various actors in this field, which confirms the importance of the role played by civil society and the EESC in the Forum and, more generally, in the elaboration of migration policy at EU level.

Civil society organisations appreciated the participatory approach and will continue to be involved in the preparatory phase of future editions of the Forum. It will be important to avoid having too full a programme for a debate to which all participants can contribute.

**2.2.4. Links**

<http://www.eesc.europa.eu/?i=portal.en.events-and-activities-european-migration-forum-1>

**2.3. Structured Dialogue on Youth**

**2.3.1. Description**

The Structured Dialogue on Youth (SDY) is an ongoing process that brings together young people and policymakers across the European Union to jointly discuss, formulate and put forward proposals for the development of youth policy at national and European levels. It involves regular consultations of young people and youth organisations at all levels in EU countries, as well as dialogue between youth representatives and policymakers at EU Youth Conferences organised by the Member States holding the EU presidency.

The SDY focuses on a different thematic priority for each 18-month cycle (set by the Council of Youth Ministers). During the first six months, the National Working Groups are consulted on the Guiding Framework, endorsed by the youth representatives and policymakers at the first EU Youth Conference. During the second EU Youth Conference, a joint recommendation is debated and adopted based on these consultations. The recommendations are then discussed by youth ministers from the 28 Member States during the third EU Youth Conference before being endorsed.

**2.3.2. Novelties**

It reaches out to young people and youth organisations through 28 National Working Groups. In the current cycle, it is planned that the national consultations should be carried out using the central European Youth Portal website, for example.

The Recommendations are the basis for discussion for Member States in the preparation of the Council Conclusion on that topic addressed to European institutions and national authorities, which will be endorsed by youth ministers at the end of the 18-month cycle. These set the common practices and standards for youth policy in the EU.

**2.3.3. Evolution/lessons learnt**

Even though it is a challenging process and its proposals are not always taken into the final Council Conclusion, it is important to acknowledge its benefits, as it formalises the active participation of young people in reflecting about the policies that directly affect them.

**2.3.4. Links**

European Youth Forum: <http://www.youthforum.org/claims/empowered-youth/the-structured-dialogue/>

European Commission webpage: <http://ec.europa.eu/youth/policy/implementation/dialogue_en.htm>

European Youth Portal: <http://europa.eu/youth/sd_en>.

**2.4. Participation of Social Platform in bi-annual informal EPSCO meetings**

**2.4.1. Description**

Twice a year, under the auspices of the Presidency of the EU Council, an informal Employment, Social Policy, Health and Consumers Affairs Council (EPSCO) meeting is organised, convening the EU Ministers for employment and social affairs. At these meetings, Member States exchange ideas on employment and social policy priorities selected by the EU Presidency, such as "Youth and Employment”, "Social Services under Pressure", "Improving access to the labour market” and "Economic recovery and social policies: the role of minimum income schemes”. The main topic of the meeting is discussed in a plenary session with all Ministers while other topics are touched upon in different workshops.

Created in 1995, Social Platform is the largest civil society alliance fighting for social justice and participatory democracy in Europe. Social Platform campaigns to ensure that EU policies are developed in partnership with the people they affect, respecting fundamental rights, promoting solidarity and improving lives. In this capacity, Social Platform has been invited to the informal EPSCO meetings alongside the EU social partners[[22]](#footnote-22) since the Danish EU Presidency in 2002. This has led to a unique structured civil dialogue between the EPSCO Council and civil society organisations.

* + 1. **Novelties**

In 2014, The Italian EU Presidency took a step forward on civil dialogue by inviting SP to participate in their informal EPSCO meeting on equal footing with the EU ministers and the social partners. SP participated in the exchange between ministers on the poverty target in the context of the upcoming review of Europe 2020 and contributed to the discussions on a common European unemployment benefit scheme and on the importance of the social economy, pointing out the added value of the social economy to the fight against poverty. SP was also given the opportunity to participate in the Informal Joint meeting of environmental and social ministers.

**2.4.3. Evolution/lessons learnt**

Since 2002, Social Platform was invited mainly to present its contribution on the topics covered at the meeting of the Presidency Troika (the Member State holding the EU presidency and the two following ones), the Commission, the chair of the European Parliament Employment and Social Affairs Committee, and the social partners. This meeting would take place ahead of the informal EPSCO meeting itself.

In 2008, Social Platform was invited to attend the plenary session of Ministers of Employment and Social Affairs and thus was able to hear the different positions of Members States regarding a selected topic. In the following years and alongside participating in the Presidency Troika meeting, Social Platform was invited to directly address all Ministers with a statement regarding social NGOs' position on Ministers’ priorities.

**2.4.4. Links**

[How to establish an effective dialogue between the EU and civil society organisation](http://www.socialplatform.org/wp-content/uploads/2013/07/20100201_SocialPlatform_EffectiveCivilDialogue.pdf)s

**2.5. Deliberative citizen forums at European level**

**2.5.1. Description**

The term 'deliberative forums' covers approaches used to convene groups of citizens to discuss a given or self-selected issue based on provided information and expert testimony. The aims range from gaining insights into citizens’ views by formulating (consensual) recommendations for policymaking to helping to improve decisions on public policy. Forums of this type have spread around the globe and have become ready-made options for enhancing public participation. 'Deliberative forums' can be understood as an umbrella term for methods of public participation such as citizen juries, consensus conferences, 'planning cells' and many other similar initiatives. New steps to promote transnational citizen deliberation in the EU have brought initiatives based on larger groups of citizens and/or multiple-site deliberations such as Meeting of Minds, European Citizen Consultations, and EuropeWideViews (as part of the PACITA research project). These initiatives have been supported by DG Communication and DG Research. Forms of citizen involvement can be seen as an important complement to the involvement of civil society organisations at European level.

**2.5.2. Lessons learnt**

Deliberative forums are linked with the hope to give ordinary citizens the opportunity to make their voices heard. They also help to understand the diversity of views and opinions of European citizens and thus help to understand their various needs and concerns, thereby potentially contributing to more robust policymaking. European experiments so far have been criticised as lacking impact on European policymaking, and have also been contested in terms of the functions they highlighted (Boucher 2009).

It is thus necessary to devise better ways of involving citizens at European level, e.g. by involving professionals, expert designers and contractors at an early stage of the process and clarifying purposes, values and interests in order to develop a reflexive, responsible and effective design. Negotiating designs and procedures for citizen deliberation and its role within democracy is not a purely technical or methodological process but also a political one. It implies negotiating the understanding, forms and processes of influencing political decision-making among a range of concerned actors. It defines which voices are to be heard and the degree of democratic legitimacy that can be claimed. This includes negotiations about different values, norms and interests that define the public and its role in the European Union as well as justification systems for political decision-making. It is equally important to find agents of change and champions who can take these initiatives forward.

**2.5.3. Links**

* <http://www.participedia.net> gives an insightful overview about various methods and case studies
* <https://europa.eu/sinapse/sinapse/index.cfm?&fuseaction=lib.attachment&lib_id=2FF96871-9617-84CB-19401CF971500B1F&attach=LIB_DOC_EN>, report from Meeting of Minds – European Citizens Deliberation on Brain Science
* <http://ecc.european-citizens-consultations.eu/>, website documenting European Citizen Consultations
* <http://citizenconsultation.pacitaproject.eu/>, website documenting EuropeWideViews on Sustainable Consumption

**2.5.4.** **References**

Boucher, S. 2009. *If citizens have a voice, who’s listening? Lessons from recent citizen consultation experiments for the European Union*. URL: <http://www.ceps.eu/book/if-citizens-have-voice-whos-listening-lessons-recent-citizen-consultation-experiments-european->

**Annex 3**

**3.1. Policy Agenda on Volunteering in Europe (PAVE)**

**3.1.1. Description**

The Policy Agenda on Volunteering in Europe (PAVE) provides policy recommendations for a more efficient and effective policy framework in Europe to support and promote volunteers, volunteering and organisations involving volunteers. PAVE aims to ensure a lasting legacy for the European Year of Volunteering 2011 (EYV 2011) by encouraging all stakeholders to address the shortcomings of current policies. Consequently P.A.V.E contributes to reaching the EYV 2011 objectives and securing the legacy it promised for volunteering in Europe.

The recommendations agreed on by the EYV 2011 Alliance Steering Group on 17 November 2011 and endorsed by the listed EYV 2011 Alliance member organisations are directed at all stakeholders: the European institutions, member state policy-makers at all levels, social partners (employers from any sector – profit, non-profit, public, private etc. and trade unions) and civil society, and are informed by the conclusions of the EYV 2011 Alliance working groups.

**3.1.2. Innovation**

A total of 100 European experts in volunteering from EYV 2011 Alliance member organisations, many of them volunteers themselves, participated in this unique initiative during 2011 to develop the recommendations included in P.A.V.E. Drawing on the experiences of the diverse EYV 2011 Alliance membership of European Networks Active in Volunteering in this way has allowed PAVE to be developed with a unique practitioner's perspective and to build on the policy statements made by the EYV 2011 Alliance and the European Institutions prior to the European Year. \*

**3.1.3. Evolution**

PAVE has been used as an important resource for volunteering stakeholders since its presentation to Commissioner Georgieva in December 2011 at the EYV 2011 closing conference in Warsaw. Its legacy can be found in the European Volunteering Capital Competition launched by the European Volunteer Centre that rewards municipalities that demonstrate adherence to the PAVE recommendations. The European Alliance for Volunteering has also been established in order to actively coordinate and develop efforts aimed at appropriate follow-up by targeted stakeholders of the policy recommendations contained in PAVE.

**3.1.4. Links**

\* [http://www.eyv2011.eu/resources-library/item/39-the-european-year-of-volunteering-eyv- 2011-discussion-paper](http://www.eyv2011.eu/resources-library/item/39-the-european-year-of-volunteering-eyv-%202011-discussion-paper),

 [http://www.eyv2011.eu/resources-library/item/40-eyv- 2011-alliance-position-paper-available-in-different-language-versions-2008](http://www.eyv2011.eu/resources-library/item/40-eyv-%202011-alliance-position-paper-available-in-different-language-versions-2008)

[EYV 2011 Council Decision](http://ec.europa.eu/citizenship/pdf/20091127_council_decision_en.pdf) (2009)

[EC Communication on EU Policies and Volunteering](http://ec.europa.eu/citizenship/pdf/doc1311_en.pdf) (2011)

<http://www.eyv2011.eu/images/stories/pdf/EYV2011Alliance_PAVE_copyfriendly.pdf>

<http://www.cev.be/initiatives/european-volunteering-capital/>

<http://www.volunteering-alliance.eu/>

**3.2. EYCA and Civil Society Europe**

**3.2.1. Description**

During the “European Year of Citizens 2013”, 62 European networks of associations representing 4500 individual organisations and 20 national coordinators have collectively developed a common value-based vision on European citizenship articulated in the founding Manifesto: “Active European citizenship is about pursuing European collective goals and values enshrined in the treaties”. They were working in different areas such as education, culture, health and youth. It has also been active in the EU Member States and in six other European countries, directly involving more than 400 national and local civil society organisations and large umbrella organisations.

Debates, conferences, screenings, workshops, exhibitions, etc. have been organised at the local, national and European levels to raise citizens’ awareness of their rights and their means of participation in the EU decision-making process by member organisations and in partnership with other stakeholders involved in the European Year of Citizens. These actions and discussions on citizenship have also been fuelled and continued online through the EYCA website and social media (Facebook, Twitter, YouTube and Flickr: EYCA2013).

The main aim of the EYCA was to advocate for citizenship to become a transversal dimension of European policies and a key priority in all areas of the Union’s action so as to move toward a truly citizen-friendly European Union that would no longer be reduced to merely economic preoccupations. For the EYCA, EU citizenship should not be confined to an individual rights-based approach, as fundamental as this component is, but should have a strong value-based dimension so as to tackle Europeans’ sense of belonging to a common European project. In this respect, throughout the Year, the members of the EYCA have contributed to a transversal, multi-level and transnational reflection process on key themes linked to active citizenship in Europe via three working groups. Their recommendations have been gathered in the document “It’s about Us, It’s about Europe! Towards Democratic European Citizenship” which will be shared with European decision makers.

**3.2.2. Evolution**

It then seemed necessary to keep up the momentum, unite and coordinate these efforts to make this vision become a reality. **Civil Society Europe** (the European Coordination of Civil Society Organisations) launched at the end of last year and linked to civic movements at sub-national, national and European level aims to represent the values they claim should be at the heart of the European project. Civil Society Europe should create an encouraging environment for horizontal exchanges between civil society organisations and movements across Europe and be influential in shaping the agenda on transversal issues of common interest for organised civil society in Europe.

**3.2.3. Links**

[www.ey2013-alliance.eu](http://www.ey2013-alliance.eu)

**3.3. Digital tools for a European Common Space**

**3.3.1. Description**

Digital democracy tools can complement traditional participatory methods. E-platforms for collaboration and other new-tech approaches in the digital era allow outreach to and engagement of new audiences – e.g. young people. Civil society organisations should act as mediators to facilitate the use of digital tools along with traditional ones to transform the relationship between themselves and also between EU citizens and decision-makers into more of a partnership, thus contributing to the establishment of an engaged citizenship. Exchange of promising examples between all levels (local, regional, national and European), establishment of objectives and planning of steps towards the creation of a digital ecosystem for citizen engagement.

**3.3.2. Development**

* Define the role of CSOs as intermediaries that facilitate the process of both decision-makers and citizens using digital tools so as to enable broader participation in the policy-making process.
* Design a comprehensive framework for combining on-line with off-line activities and devoting sufficient resources to ensure their smooth running and impact – EU Citizen 2.0 Strategy.
* Identify and create a Knowledge Centre of successful examples of e-democracy platforms that are user-friendly with simple and effective designs.
* Advocate and motivate policy-makers to engage in an open and transparent dialogue with citizens on line, using the knowledge and technology that is already available at national level.
* Advocate at EU level for progress from Commission consultations towards true co-decision.
* Shape a space for mutual learning, networking and synergy building between the different national, local and European e-democracy projects.
* Develop a training curriculum for the use of the new digital tools to foster truly pan-European discussion and overcome technical challenges.

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1. EESK definierar "civil dialog" som en demokratisk och opinionsbildande process som kan anta olika former beroende på vilka aktörer som är involverade. [↑](#footnote-ref-1)
2. I detta sammanhang innefattar begreppet "det civila samhället" både aktiva enskilda personer och det organiserade civila samhället. [↑](#footnote-ref-2)
3. Se några exempel på bästa praxis i bilaga 1. [↑](#footnote-ref-3)
4. Se några exempel på bästa praxis i bilaga 2. [↑](#footnote-ref-4)
5. Se bilaga 3 för två exempel på bästa praxis. [↑](#footnote-ref-5)
6. D. Chabanet and A. H. Trechsel, *EU Member States’ Consultation with Civil Society on European Policy Matters*, Robert Schuman Centre for Advanced Studies, European University Institute, October 2011, p. 43. [↑](#footnote-ref-6)
7. Cf. for instance the DANIDA Project launched by Danish civil society and the Ministry of Foreign Affairs in 2014 and in light of the upcoming European Year for Development 2015, for Danish support to civil society in Developing countries, <http://amg.um.dk/en/~/media/UM/Danish-site/Documents/Danida/Samarbejde/Civil-org/Dokumenter/Strat/Civilsamfundspolitik_UK_web.pdf> [↑](#footnote-ref-7)
8. D. Chabanet and A. H. Trechsel, *EU Member States’ Consultation with Civil Society on European Policy Matters*, Robert Schuman Centre for Advanced Studies, European University Institute, October 2011, p. 43. [↑](#footnote-ref-8)
9. 2013 CSO Sustainability Index for Central and Eastern Europe and Eurasia, 17th Edition, June 2014, p. 170-177. This part of the Index was researched and written by the Institute for Public Affairs, European Civic Forum Member in Poland. [↑](#footnote-ref-9)
10. Cf. quotes in *For a Democratic Europe Now,* Final Report of the “Real Civil Society Democracy in Europe”, paragraph on the United Kingdom. [↑](#footnote-ref-10)
11. *Ibid.* above. [↑](#footnote-ref-11)
12. *Ibid.* above. [↑](#footnote-ref-12)
13. *Ibid.* above. [↑](#footnote-ref-13)
14. D. Chabanet and A. H.Trechsel, *EU Member States’ Consultation with Civil Society on European Policy Matters*, Robert Schuman Centre for Advanced Studies, European University Institute, October 2011, p. 192. [↑](#footnote-ref-14)
15. A. Del Rio Rosello, “Updating Policymaking and Participation in Europe”, Thesis, University of Milan, July 2014. [↑](#footnote-ref-15)
16. *Ibid. above.* [↑](#footnote-ref-16)
17. D. Chabanet and A. H. Trechsel, EU Member States’ Consultation with Civil Society on European Policy Matters, Robert Schuman Centre for Advanced Studies, European University Institute, October 2011, p. 69ff [↑](#footnote-ref-17)
18. <http://ec.europa.eu/youth/policy/implementation/dialogue_en.htm> [↑](#footnote-ref-18)
19. <http://www.netzwerk-ebd.de/aktivitaeten/politik/civil-dialogue-in-germany/> [↑](#footnote-ref-19)
20. <http://www.netzwerk-ebd.de/> [↑](#footnote-ref-20)
21. <http://www.b-b-e.de/> as an example for a network of “civic involvement” CSOs [↑](#footnote-ref-21)
22. European Trade Union Confederation (ETUC), Business Europe, the European Association of Craft, Small and Medium-sized Enterprises (UEAPME) and the European Centre of Employers and Enterprises providing Public Services (CEEP) [↑](#footnote-ref-22)