

# PARTICIPATORY POLICY MAKING AND CROSS- SECTORAL COOPERATION: EXPERIENCE FROM SLOVAKIA

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DANIEL KLIMOVSKÝ

COMENIUS UNIVERSITY IN BRATISLAVA

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Operačný program  
**Efektívna  
verejná správa**



**Európska únia**  
Európsky sociálny fond

# AGENDA

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- Public participation and local policy making
- NP PARTI and monitoring of pilot projects
- Preliminary results of monitoring
- Lessons to be learnt...



# NP PARTI: PARTNERS AND FIELDS OF POLICY MAKING

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- Ministries, chosen regional governments and local governments
- Strategies, drafts of laws, participatory instruments
- Policies: health, youth, environmental, educational, regional, social, transport

# NP PARTI: MONITORING

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- Object of monitoring
  - Implementation of 12 pilot projects (PP)
- Purpose of monitoring
  - Feed back + catalogue of „stories/case studies“
- Implementation
  - Monitoring team (Office of Government Commissioner for Development of Civil Society)
- Theoretical background of monitoring
  - Participatory policy making and concept of good governance

# INSTRUMENTS OF MONITORINGU

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- Narrative reports (each three months)
- Interviews
  - Representatives of public authorities
  - Representatives of NGO
  - Advisors and controller from the Office
- Observations
- Project documents
- Attituted survey

# DIVERSITY OF THE PP: EXPECTATIONS VS. PRACTICE

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- Level of policy making
- Policy field
- Different experience of involved policy actors and different starting point
- Implementation of the PP (object of the monitoring)

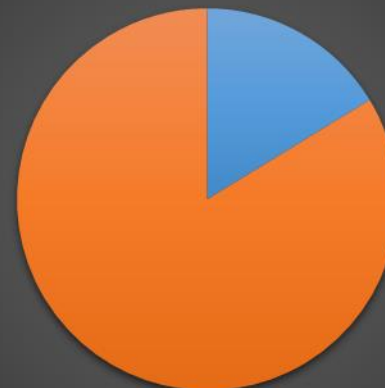
# EXAMPLE OF DIVERSITY IN TERMS OF IMPLEMENTATION PACE

PP5 - Od Levoče po Spišský hrad –  
politiky medziobecnej spolupráce



■ ZOSTATOK ■ ČERPANIE

PP11 - Trvalo udržateľná mobilita



■ ZOSTATOK ■ ČERPANIE



# COOPERATION BETWEEN THE MAIN PARTNERS I.

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- Balanced cooperation is rather rare
  - Complementary partners
- Common is a model with one dominating partner
  - Leaderand
  - Followeror
  - Delayed (slow) partner

# COOPERATION BETWEEN THE MAIN PARTNERS II.

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- Problems have been identified also in the cases where cooperation was agreed between the partners who know each other from previous cooperations
- However, previous experience seems an advantage (expectations, communication, etc.)
- Different perceptions in regard to quality of mutual relations and mutual benefits

# LEADERSHIP I.

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- Natural phenomenon of various partnerships
- Institutional partnership vs. personal partnership (risk in terms of sustainability)
- Types of leadership:
  - Leadership based on „ownership“ of the project idea
  - Balanced leadership based on agreed roles (distribution of tasks)
  - Administrative leadership

# LEADERSHIP II.

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- Leadership is necessarily connected with capacity and willingness to take over responsibility
- It has been identified that some partners did not want to take over responsibility or they were not ready to take it due to too low capacity (it threatens smoothness of project implementation and weakens mutual trust between the partners)

# COOPERATION WITH THE THIRD PARTIES

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- We have identified:
  - Unexpected reactions of the third parties
  - Insufficient reactions of the third parties
  - Undesirable reactions of the third parties
- Issues:
  - Importance of public policy
  - Perceptions towards the participation options and their impacts
  - Quality of communication with the third parties

# CHANGES OF STRUCTURAL FEATURES

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- In some cases it has been necessary to modify implementation teams in comparison with the planned structures
- Implementation of the PPs has not been understood as an opportunity to implement systematic changes (if changes, then just ad hoc ones)

# REACTIONS OF EMPLOYEES

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- No specific trainings for employees, e.g. in the field of public participation tools
- Employees have needed some time to become familiar with administrative requirements
  - Administrative difficulty has been considered an „undesirable break“
- Weak (artificial) point – involvement of the Office

# COMMUNICATION WITH PUBLIC

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- From passive forms to direct personal communication
- Different reactions of public:
  - Interested public (those who are somehow affected by the policy)
  - Broad public (including those who are not affected by the policy)
- It is very important to communicate openly with those whose expectations have not been met within relevant policy making
  - Non-participation in one case **CANNOT** be a reason for a priori exclusion in another case!



# REALIZED ACTIVITIES

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- Approximately half of the PPs have been in delay
- Two main reasons od delays:
  - Administration
  - Vis maior (including local and regional elections)
- Participation has not been generally understood as a suitable tool for prevention of undesirable effects of policy making
- Latent/hidden interests of participation

# CONFLICTS

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- Both open and latent conflicts
- Reasons of conflicts:
  - Conflicts based on misunderstandings (e.g. insufficient communication or unsuitable communication channel)
  - Conflicts based on disappointments in terms of relation between expectations and real outputs/outcomes (e.g. insufficient definitions/formulations of expectations)
  - Conflicts based on different understanding of own position and responsibility for some tasks
  - Personal conflicts

# INSTEAD OF CONCLUSIONS...

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- Each pilot project has own life cycle, although it is possible to identify common trends as well as features
- NGOs can provide important and crucial know-how as well as experience, but they can fail too
- Leadership and responsibility seem extremely important for successful implementation of participatory tools within policy making

# THANK YOU FOR YOUR ATTENTION

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daniel.klimovsky@gmail.com