



# Stakeholders Mobilization for Successful Structural Reforms

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# Topics in this presentation:

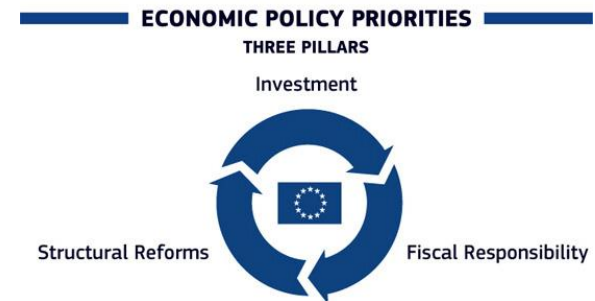
- What are structural reforms and preconditions for their success?
- Who are stakeholders in the context of public sector in general and structural reforms in particular?
- What is value added of stakeholder inclusion and mobilization in each stage of the policy design and implementation?

# STRUCTURAL REFORM

- At its simplest, structural reforms imply **changes to the way the government works.**
- In a country with low share of women on labour market, provide daycare facilities for kids and vocational education for these women to provide pre-conditions for their employment.
- In a corrupt country, force ministers to declare their financial interests which will make it more difficult to award government contracts to firms in which they are investors → improving the quality of public services and lower their cost
- Digitalization.
- **Going green.**

# Preconditions for successful SRs

- Ownership
- Big picture approach – clear identification
- Parallel work of all levels of government, up to the every official in LMs
- Strong support of PMO, strong will of MoF
- Timing
- Public acceptance / media



# Stakeholders in SRs

- SRs are not there for the sake of being there
- Meant to improve public service efficiency, availability, business environment, public finance sustainability, ...
- Stakeholders therefore not government and its officials – but people (taxpayers) and businesses
- Also members of parliament, they adopt laws
- How and when do we address them?

# Stakeholders in SRs

- Experts / Academia – expert solution finders
- Government and MPs – decision makers
- Media / reporters - messengers
- Social partners / trade unions / NGOs / general public – affected by SRs

# Stakeholders - what is the value added?

- SRs cannot be successfully implemented w/o involving a broad range of stakeholders
- Stakeholders allow for hedging and mitigating risk during all phases
- Key gains include synchronising/goal congruence (design), consistency, effectiveness and broad support of proposed measures (negotiations), better control over content of proposed acts resilience and inertia during government and parliamentary procedures (implementation)

# Stakeholders – it takes a lot and it does not pay off easily or immediately

Your investment in any of identified/relevant stakeholders – presentation of:

- Vision and goals of the structural reform
- Real and »fake« issues (test and confirm or deny all public/political exposed concepts & »public truths« including their particular concerns)
- Possible measures/solutions and which and how they were selected
- What will be expected results and likely side effects
- State plainly what is your mandate, and honestly assess what can be achieved
- Understand their goals and interest and engage in forming broader goal congruence (what's in it for them)
- What do you expect from them (if you don't... it is not a stakeholder) => examples



# Thank you!

