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?
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!