



How to cooperate with different levels of government?

EY workshop
ESSC Antwerp, 26th of June

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The better the question. The better the answer.
The better the world works.

EY
Building a better
working world

SESSION AGENDA

01

Icebreakers

10 min

02

Key challenges of cooperative projects on social inclusion

20 min

03

Key success factors – working group discussion

25 min

04

Sharing findings from working groups

10 min

05

Key lessons learnt

15 min

01

Icebreakers



A woman with dark hair tied back, wearing a blue and white striped button-down shirt, is seated at a wooden dining table. She is focused on her laptop, with her hands on the keyboard. A patterned mug sits on the table to her right. The background shows a kitchen with a glass-fronted cabinet containing various dishes and glassware. The lighting is soft and natural, suggesting an indoor setting with large windows.

02

Key challenges and pitfalls

Menti

What are the **key challenges** you face when looking to launch a collaborative project for social inclusion?

Menti **brainstorming** session
(interactive tool on your phone)



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Feedback from workshop participants: Summary of key challenges faced when looking to launch a collaborative project for social inclusion

These themes highlight the complexity of initiating collaborative projects aimed at social inclusion, emphasizing the need for strategic planning, stakeholder engagement, and resource management.



Understanding the challenges and pitfalls of a lack of cooperation among various government levels for launching social service programs and projects (1/2)

Poor coordination and communication

Varying objectives:

Different tiers of government may harbor distinct priorities and agendas, potentially resulting in clashes or discrepancies in project objectives.

Bureaucratic hurdles:

Elaborate bureaucratic procedures and administrative barriers can impede the pace of decision-making and execution.

Data silos:

Poor communication and inconsistent information-sharing between levels of government can result in inefficiencies and duplication of efforts.

Policy and funding misalignments

Disparities in funding:

Disputes may arise regarding funding responsibilities and allocation, with each governmental level possibly hesitant to commit resources.

Budgetary limitations:

Irregular or insufficient funding from higher governmental levels can constrain the capacity of local governments to effectively implement and maintain programs.

Contingent funding:

Grants and financial support frequently come with conditions that may not align with local needs or capabilities.

Legislative and regulatory challenges

Overlapping jurisdictions:

Ambiguities in jurisdiction can lead to conflicts over authority and responsibility, slowing down decision-making processes.

Regulatory variations:

Varied regulations and standards across different government levels can pose compliance challenges and amplify administrative burdens.

Understanding the challenges and pitfalls of a lack of cooperation among various government levels for launching social service programs and projects (2/2)

Administrative and operational issues

Organizational cultures:

Each level of government agencies have different organizational cultures and operating procedures that could hinder smooth collaboration and integration.

Disparity in capacities:

Differences in expertise and capacity among various government levels can result in uneven implementation and support.

Implementation challenges:

Converting policies into effective programs demands extensive coordination, a task that may encounter obstacles due to bureaucratic inertia or resistance to change.

Unclear responsibility and evaluation

Lack of clear responsibility:

Unclear assignment of responsibilities among different levels of government could result in accountability issues, complicating the identification of who is accountable for specific project aspects.

Differing evaluation standards:

Various levels of government may employ different criteria and methodologies for assessing project success, thereby complicating performance evaluation and adjustments.

03

Key success factors

Group work (1/2)

1 Workgroups of five to **think about**:

How do you overcome these challenges?

What are your key success factors?

On the flip chart you will see a table with space to fill it in. Please use the post-its on your table to complete it.

2 Share an example of what worked well in one of your projects in one of the following areas:

Communication

IT

Governance

Shared objectives

HR Training

Funding / Budget allocation

Evaluation

Distribution of roles and responsibilities

Group work (2/2)

3

On **what topics** would you most need help, and what kind of help or support would you require?

04

Working group findings



Sharing the working group findings

Presentation from each group



Feedback from workshop participants: Key success factors: The importance of trust, teamwork and tactical governance



Summary of key success factors

- 8 Strategic planning**
 - Short-term Objectives: Defining and prioritizing short-term objectives and monitoring for continuous learning
- 9 Leadership and Professional Development**
 - Leadership: Strong leadership and evidence-based practice are foundational
 - Education and communication: Investing in training and incorporating different views

- 1 Trust and respect**
 - Humility: Recognizing the need for continuous improvement and kindly interpreting words and actions
 - Trust and Respect: Valuing culture, lived experience, and believing in the people you work with
 - Communication: Co-creating understanding and being transparent and humble in communication
- 2 Co-creation and collaboration**
 - Co-creation: Meeting people's needs through co-creation rather than imposing solutions
 - Collaboration: Engaging with various stakeholders and involving community members in policymaking and program design
 - Shared Vision: Establishing a shared vision and objectives, and having leadership support
- 3 Governance and management**
 - Governance: Maintaining clear lines of capabilities and accountability with regular meetings
 - Organisational management: Effective management through outsourcing, involving experienced colleagues, and ensuring sufficient resources
- 4 Communication and transparency**
 - Marketing skills: Having clear language and established communication channels
 - Transparency: Being transparent about funding and aligning costs with goals
- 5 Data and evaluation**
 - Data: Agreeing on and sharing data for informed decision-making
 - Evaluation: Conducting evaluations through surveys and feedback to assess impact
- 6 Political acumen and advocacy**
 - Political astuteness: Influencing the policy agenda and using facts for budget allocation
 - Active social responsibility: Engaging the community and demonstrating the project's impact
- 7 Resource allocation**
 - Generosity of resources: Allocating resources, power, and time for relationships and shared objectives

Overview of key success factors to achieve cooperation among various government levels for launching social service programs and projects (1/3)

KEY SUCCESS FACTORS

Establish clear communication and coordination

Create transparent communication networks among stakeholders of different levels of government, incorporating routine meetings, collaborative platforms, and appointed liaisons. This approach aids in fostering consistent and efficient communication.

Design and implement cohesive data infrastructure and IT tools facilitating seamless information exchange throughout various tiers of government for enhanced collaboration and efficient governance.

Develop unified and aligned goals and objectives

Craft a unified vision and establish a common set of goals that resonate with the priorities of every level of government involved, fostering cohesion and synergy.

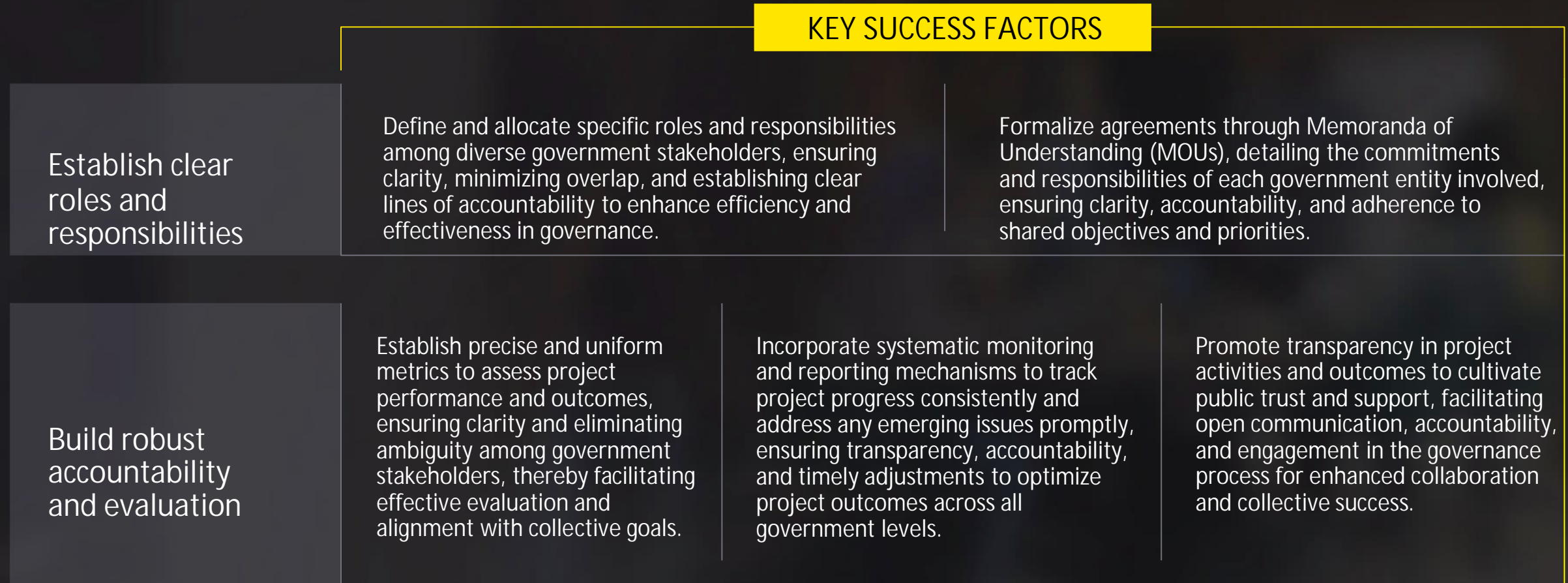
Engage every tier of government in the planning phase to guarantee alignment with the unique needs and expectations of each stakeholder, fostering inclusive decision-making and cooperation.

Undertake joint funding decisions

Establish collaborative budgeting procedures wherein all tiers of government pool resources, participate in decision-making, and reach consensus on funding distribution, ensuring equitable allocation of resources and alignment with collective priorities and objectives.

Utilize pooled resources and funding streams of various governments to their fullest potential, optimizing financial efficiency and maximizing the overall impact of investments across various initiatives and projects.

Overview of key success factors to achieve cooperation among various government levels for launching social service programs and projects (2/3)



Overview of key success factors to achieve cooperation among various government levels for launching social service programs and projects (3/3)

KEY SUCCESS FACTORS

Adequate capacity building and training of government employees

Organize collaborative training programs to facilitate a shared understanding and approach among all stakeholders, fostering cohesion and alignment in project management and implementation across government levels.

Allocate resources to enhance the capacity and expertise of government staff across all levels, empowering them to effectively manage and implement the project, thereby ensuring its success and sustainable impact.

Build collaborative culture and operational integration

Promote a collaborative culture by nurturing mutual respect and cooperation among diverse government levels, fostering an environment where shared goals, effective communication, and collective problem-solving are valued and prioritized.

Implement operational standardization to streamline processes and minimize friction by establishing consistent procedures where feasible, ensuring efficiency and coherence across government levels and functions.

05

Conclusion



Menti

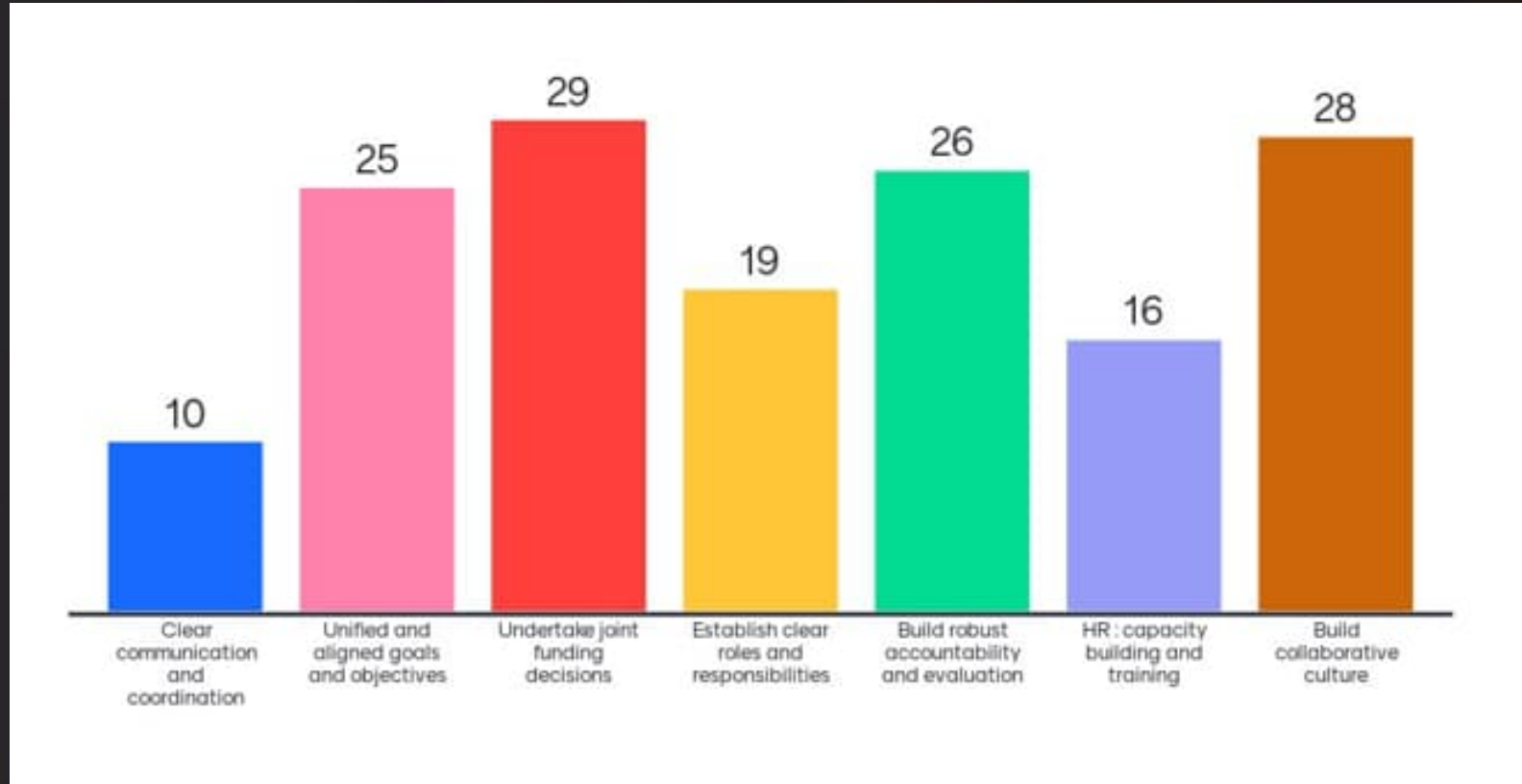
From the main recommendations, which one do you think would be the most difficult for you to implement or follow?

What is **most critical** for the success of a multilevel governance cooperation project?

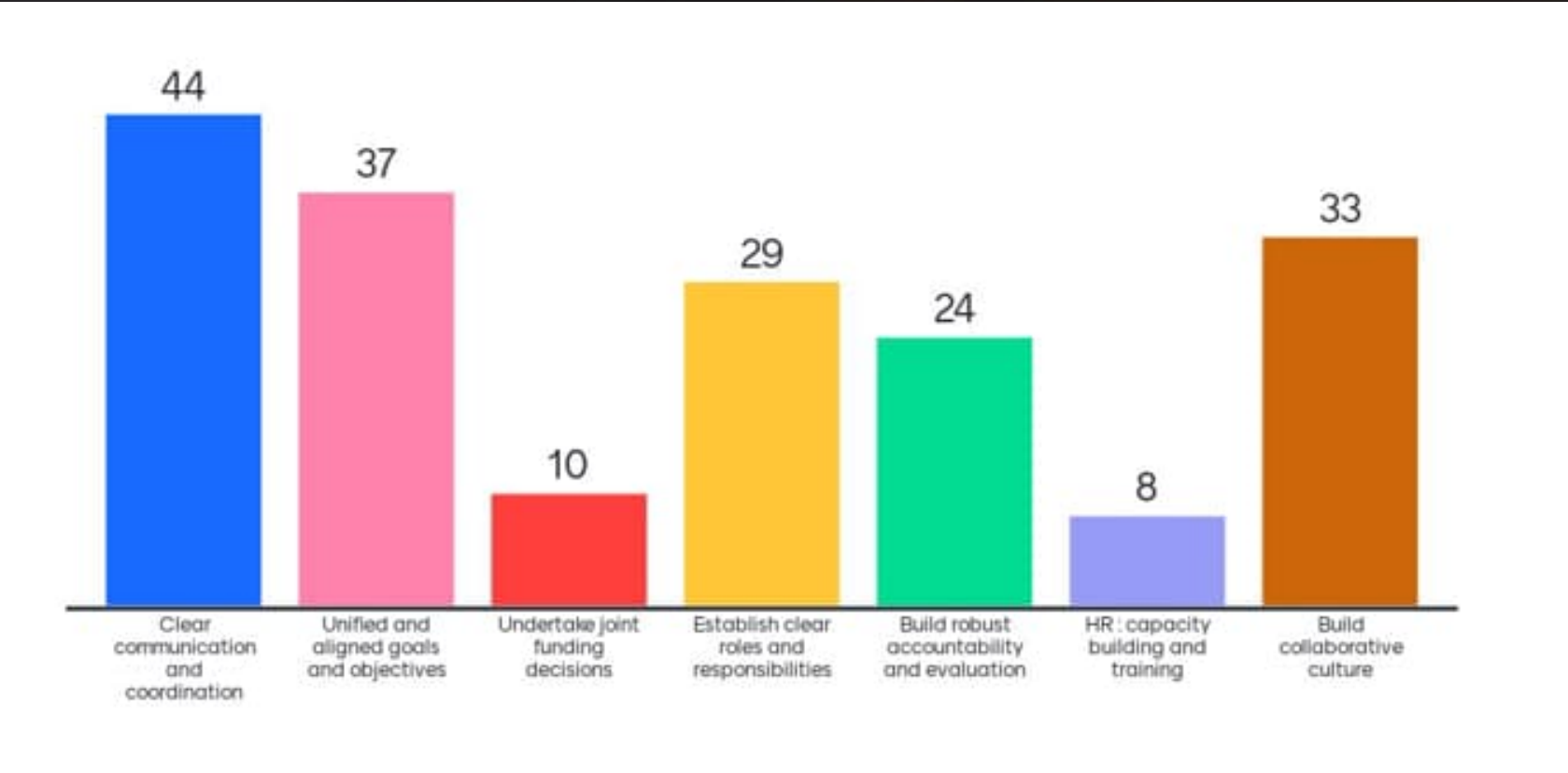
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Results of the Menti poll: Which ideas do you think would be the most difficult for you to implement?



Results of the Menti poll: Which are the most critical for the success of a multi-level governance co-operation project?

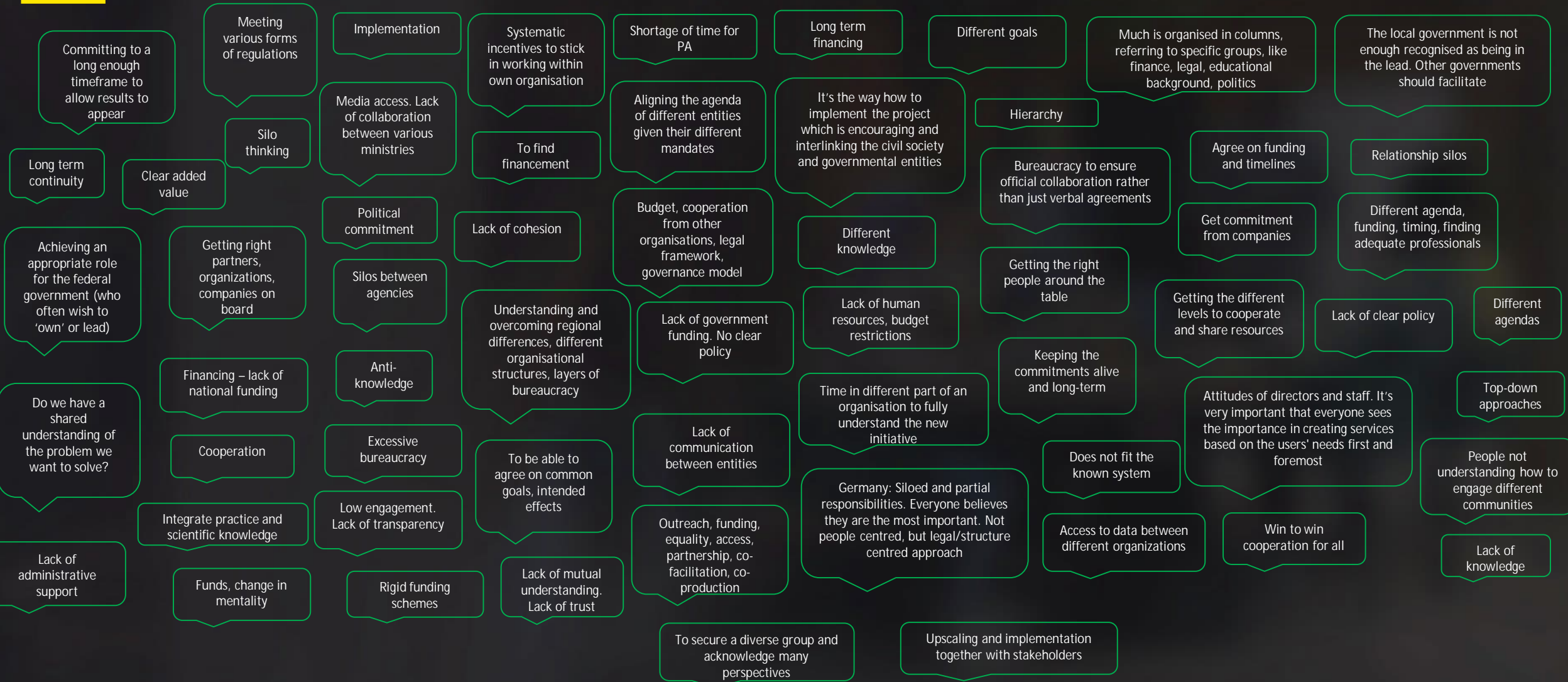


A photograph of two elderly men walking away from the camera on a gravel path through a field. The man on the left is wearing an orange sweater and a cap, and the man on the right is wearing a blue jacket and a hat. They are both using walking sticks. The background shows a line of trees under a clear sky. Two vertical yellow bars are positioned on the left side of the page, one above and one below the text.

06

Appendix

Full list shared by participants: Key challenges faced when looking to launch a collaborative project for social inclusion



Full list shared by participants: Key success factors (1/3)

- Federal Government paid regional activities – their success
- Trusted relationships
- Sharing data
- Organisational management
- Outsourcing
- Convincing politics with facts to give budget - show potential of not doing something
- Early involvement of partners
- Provide service data to the other
- Being politically astute – liaise with and influence policy agenda
- Involve experienced colleagues
- Work a plan with sufficient resources
- Define short-term objectives to achieve (max 2-3 years). Break in phases
- Reflective monitoring. Step by step what we learn, what is the next step?
- Prioritizing
- Trust in partners
- Share vision of success
- Show how the project has an impact on everyone
- Involve all stakeholders. Seek feedback
- Focus - Urgency
- Agree on data (to measure and use)
- Agree on shared vision and objectives
- No hidden agenda
- Have leadership on board
- Governance – clear lines of capabilities and accountability. Regular meetings to stay on track
- Communication – marketing skills, clarity of language
- Talk, talk, talk
- Collaboration with different stakeholders (gov, private, third party)
- Active social responsibility
- Engage the community members in policy making and program design
- A good start to address different perspectives across stakeholders
- Good relations
- Transparency on long term funding
- Coherence between costs and goals

Full list shared by participants: Key success factors (2/3)

- Communication - establish channels, use of collaboration platforms, internal external feedback, co-production
- Evaluation – pre/during/post project (surveys, feedback)
- Training agenda
- Mutual understanding and respect
- Budget
- Regulations difference
- Job shadowing
- Shared evacuation program
- Department/Organisation structure
- Evidence-based practice
- Preparation
- Incorporate different views
- Leadership
- Monitoring outcome

Generosity of:

- Resources
- Power – grassroots approach. Our citizens. Humanisation
- Respect of lived experience expertise – pay for professional level contributions
- Education and Communication
- Time and relationships
- Shared objectives
- Mandate
- Shared understanding
- Humility – continuous improvement and development
- Trust and respect – for culture and lived experience
- Believe in the people you work with – value them
- Share your resilience and positive intention in the experience of adversity
- Co-creation in decision making in meeting people’s needs
- Interpret words and actions kindly

Full list shared by participants: Key success factors (3/3)

What could go wrong:

- Going in thinking you have the answers and doing to people without co-creation. Makes you a salesman not a people worker.
- We are in service not sales. If you break trust, you have to work to put in to rebuild that trust.
- Good communication and respect has to be there to build trust.
- Communication is cocreating understanding – not talking at people. Be transparent and humble! This is at greater risk of getting lost the higher up the power chain you get.

Help and support:

- Societal and media narratives about social care damages trust. Want a more balanced and fair understanding of the profession.

Workshop photos

