



Innovative Implementation of the Partnership Principle in EU Cohesion Policy

Insight into case study: Implementation of Ideation in Integrated territorial strategy of functional urban area of Banska Bystrica (November 2022 - May 2024)



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The training has been organised by EIPA and CPVA under the Framework Contract Nr 2023CE160AT004.

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Context of the city and its participatory culture



BANSKÁ BYSTRICA CITY

Population:

- 75,317 inhabitants

Mayor:

- **Ján Nosko**
- serving 3rd term (10th year)

Context of Slovakia / Banská Bystrica / participatory culture



- **geopolitical shift** (intensification of disinformation, increased polarization, increased distrust towards EU)
- **chaos** (new organisational structures and people at the ministerial levels, disconnect of previous CSO leaders, changing attitudes towards OGP)
- **accent on regional level** (strengthening of mayors, “regional” people at ministries)
- **investment priorities – investment debt** (areas of transport infrastructure, water supply, sewerage and flood protection...) **vs innovations**
- **closed culture** (dominance of hierarchy and silo mentality)

Context of Banská Bystrica and its participatory culture



- entry into the OGP programme (2021) = **systematisation** & **acceleration** of participatory culture development within the municipality
- OGP innovation initiative found institutional “home”
- impact of national politics, polarisation and closed culture
- access to international projects



Case study: Implementation of Ideathon in Integrated territorial strategy of Functional urban area of Banská Bystrica

Project callers:

- DG REGIO
- OECD

Project team:

- Open governance Unit (OECD - OGU)
- Department for strategical planning of the BB City (administrative capacities for ITS)
- Department for participation and innovation in open governance of the BB City
- Dialogue Centre n.o. (CSO)



Aim of the project



- to implement partnership principle in EU Cohesion Policy **at the local /city level:**
- specifically - to implement innovative participatory method to involve citizens /stakeholders in the development and prioritisation of the project ideas for the ITS (2021-2027)

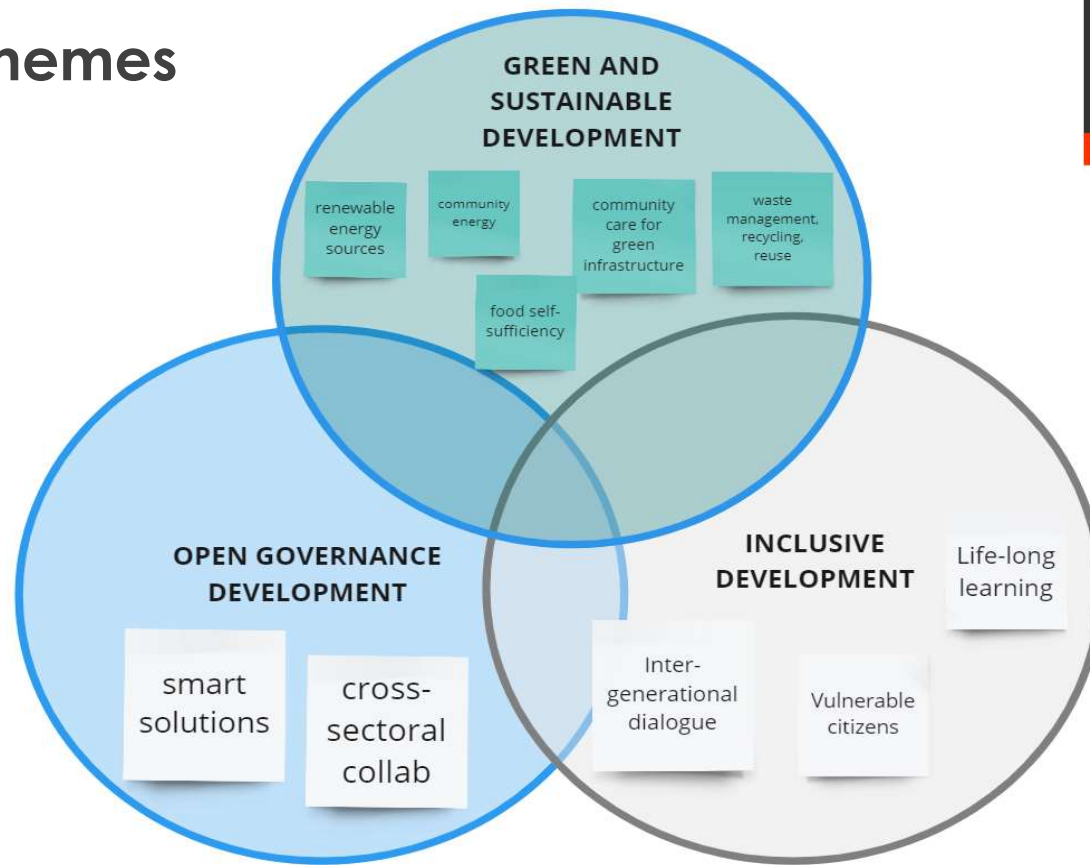


Project method / (Hybrid) IDEATHON



- a dynamic participatory format designed to facilitate an intensive brainstorming session of diverse stakeholders to come up with ideas
- in-person sessions
- online public consultation
- online voting

Ideathon themes



Open Government Partnership



OGP LOCAL
Banská Bystrica

Project target group

Open
Government
Partnership



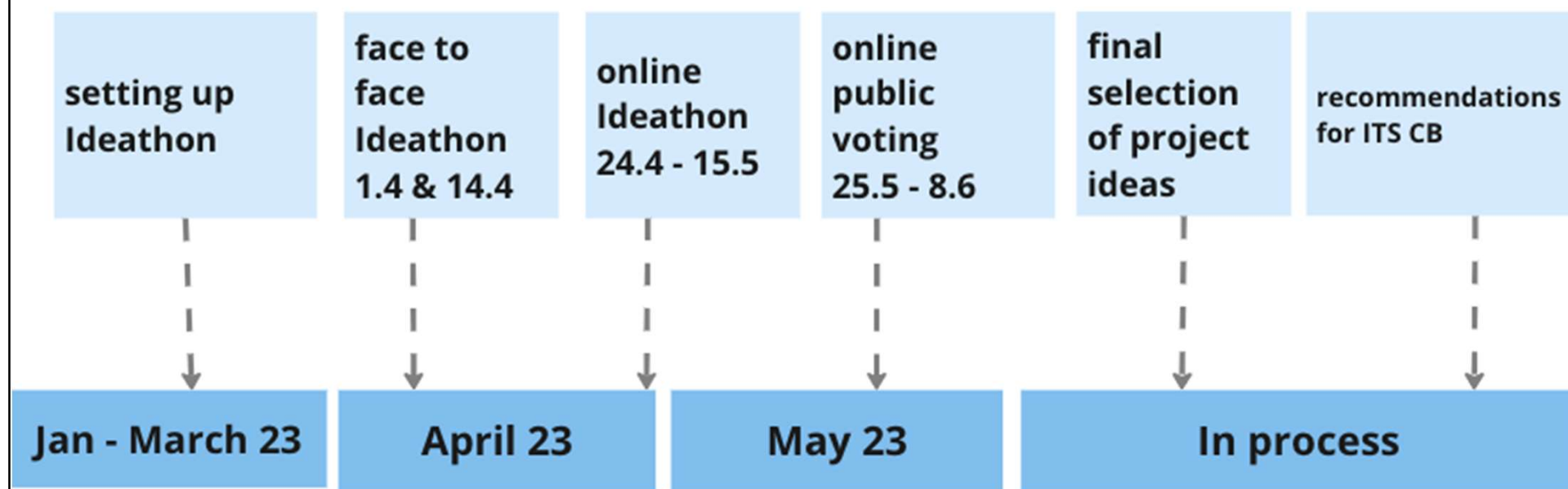
OGP
LOCAL

Banská Bystrica



- “Ordinary” citizens
- Stakeholders from civil society
- Municipality experts /Civil servants

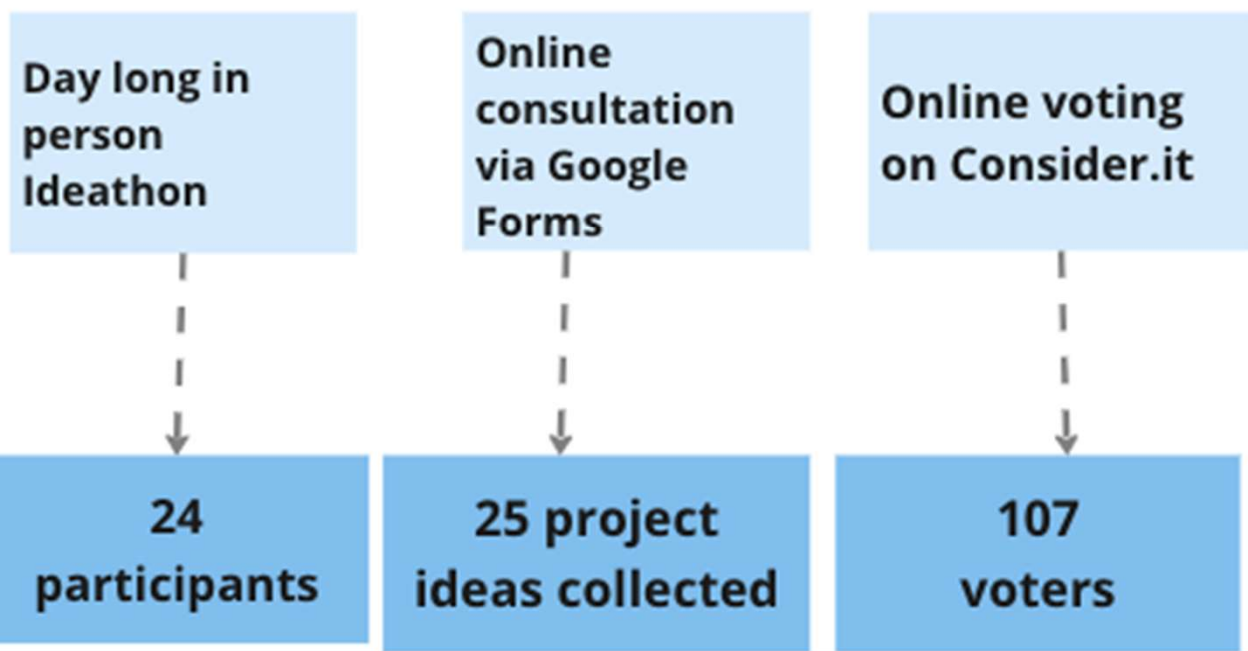
Timeframe & implementation of the project / Ideathon



Communication & digital tools

- social media
- institutional website
- posters in the city centre
- direct invitation to the municipal office database of stakeholders
- **google Forms** (online public consultation)
- **consider.it** (opinion mapping tool used for online voting)
- **Miro board** (used for graphic visualisation of the brainstorming)

Outcomes



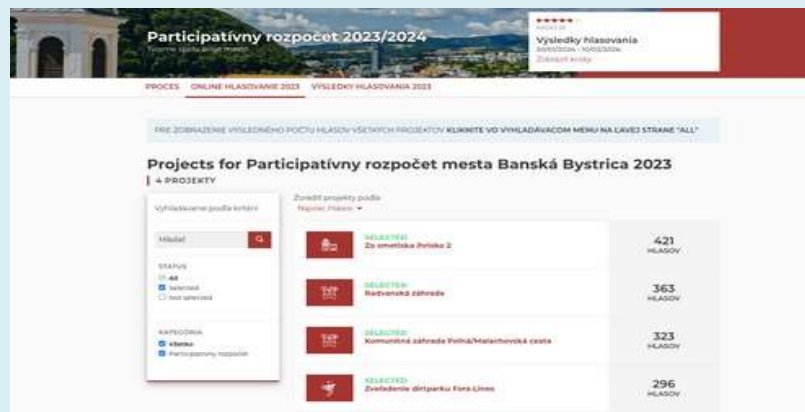
Outcomes

- **the final report was published** (transparency)
- the implementation of some of the project ideas is expected to be co-financed within the EU Cohesion policy resources
- proposed ideas will be implemented within the Banská Bystrica 2030 City Development Programm or Integrated Territorial Strategy
- **implementation of digital democracy infrastructure / digital participatory platform DECIDIM**
- development of internal support (elected officials, staff members)
- allocating budget to the maintenance and installation costs
- building the skills to use DECIDIM autonomously

Secondary outcomes

Using DECIDIM in participatory budgeting

- piloting online voting (increased numbers of voters from 400 to 1400)
- increased in person interactions (spontaneous sessions in local cafes organised by citizens)



Lessons learned



Open
Government
Partnership



OGP
LOCAL

Banská Bystrica

OECD and DG REGIO play an important role:

- influencing and accelerating introduction of innovative tools (DECIDIM)
- “gentle” watchdogs / prevention of the misuse of the participatory process

Great exercise for capacity building:

- experiential learning of civil servants
- capacities to implement PP

Experienced facilitators play an important role

Experience of the whole life cycle of introduction of the innovative tool (DECIDIM)

Empowerment, acknowledgement & increased visibility of Innovation Initiatives

Lessons learned (participation inside of the municipality)



1. Devision within our municipality team / old modus operandi vs innovators dynamics:

- **hierarchical attitude** (reliance on regulation from national level, competence imbalance within the team)
- **silos mentality** (imbalanced access to information and decision makers - managing authority, ITS cooperation board)
- **risk of pseudo-participation** (different “rules” before and after participatory process)

Lessons learned (level of citizens' /stakeholders participation)



Low interest /turnout of citizens /stakeholders to participate

- **lack of trust and POLARISATION**
- lack of experience of citizens to participate about complex topics
- **absence of mature collaborative relations in the city**

Insufficient capacities to execute participatory process (lack of capacities and time for thorough stakeholder analysis , invitation process, pre-meetings..)

Lessons learned (participation at the national level)



- **insufficient dialogue between local and national level** - unclear regulations about EU cohesion policy implementation (financial, thematical and processual conditions) at the national level and weak influence of the local level to shape regulations
- **lack of attitudes and relevant skills of administrative capacities to implement partnership principle /participation**
- **“there are white spots” in “participation chain” at different levels**

Possible actions /recommendations



Partnership principle (participation) must work at all levels ..

.. more work with DG Regio and OECD is needed:

- empowering innovators
- institutional culture change
- open governance capacities building
- living labs for collaborative relations development
- thorough monitoring of PP application

(eg. participatory action research, funding and technical support for experimentation and testing actions, community of practice, conferences..)

- **Empower local level** (knows best the needs but too weak to influence)

Actions via “Agents of Coexistence” project (URBACT IV)

AGENTS OF
CO-EXISTENCE

Open
Government
Partnership

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LOCAL
Banská Bystrica

- **EU Cities involved:** Genk, Aarhus, Breda, Quart de Poblet, Gdańsk, Budaörs, Kekeva Iasi
- **Project overall aim** – through the social innovation in the area open governance to enhance innovation within all aspects of public services
- **Project focus** - capacity building of the municipality employees and optimisation of internal processes through the testing of small scale actions



Actions via “Agents of Coexistence” project (URBACT IV)

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- piloting a workshop for civil servants, politicians and NGOs to build the skills of local governments to work with polarisation strategically

Actions via “Agents of Coexistence” project (URBACT IV)

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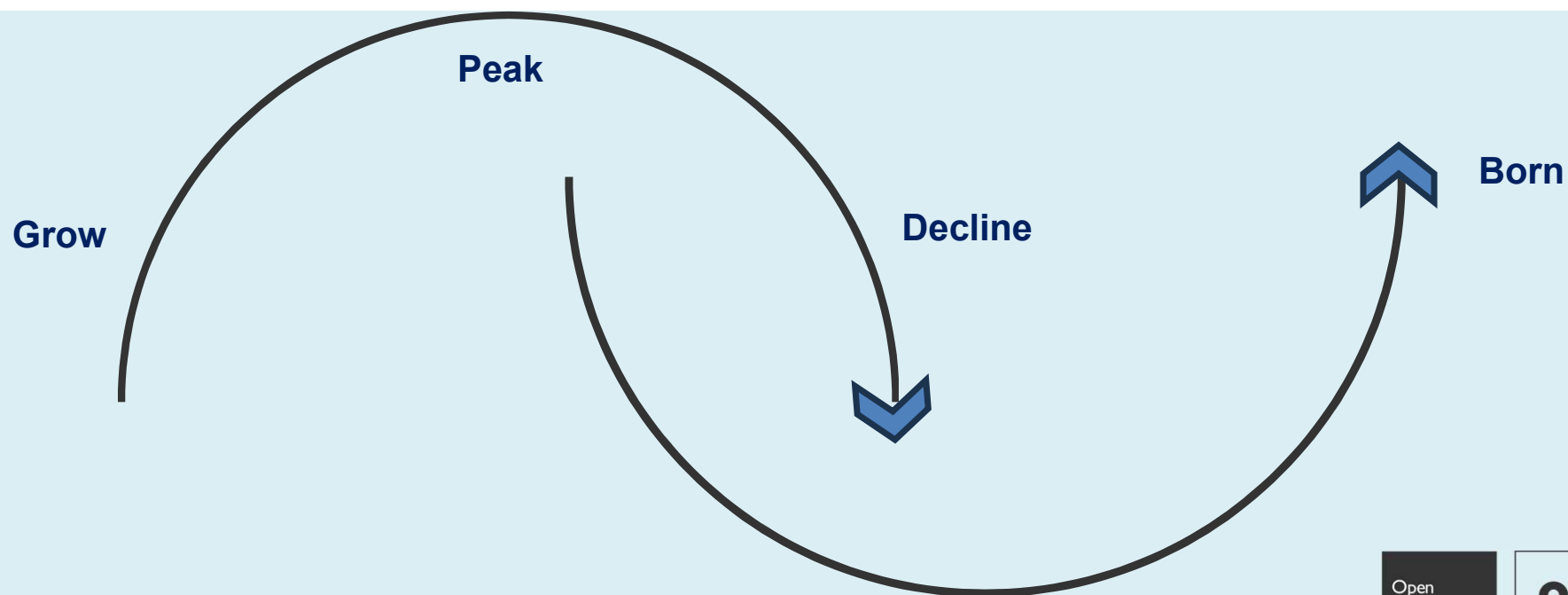


Actions toward **CoLaboratory** development (**local living lab for innovation in open governance**) with key activities:

- participatory processes implementation
- collaborative relations /innovation ecosystems development
- capacity building, community of practice
- experimentation, research
- Inspiration – **Arantzazu Lab, Sitra Lab**



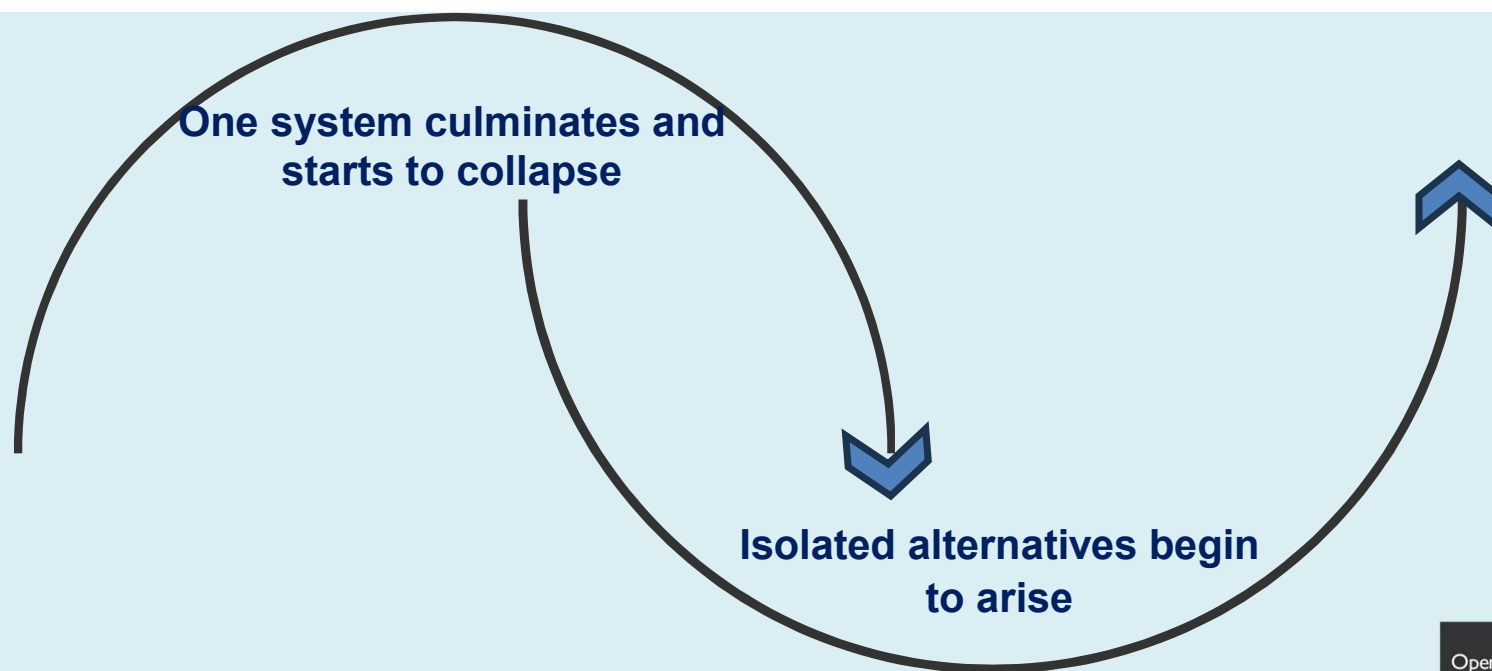
Dominant “system” vs Innovation “system” dynamics explained on “2 LOOPS MODEL OF CHANGE”



Margaret Wheatley & Deborah Frieze from The Berkana Institute



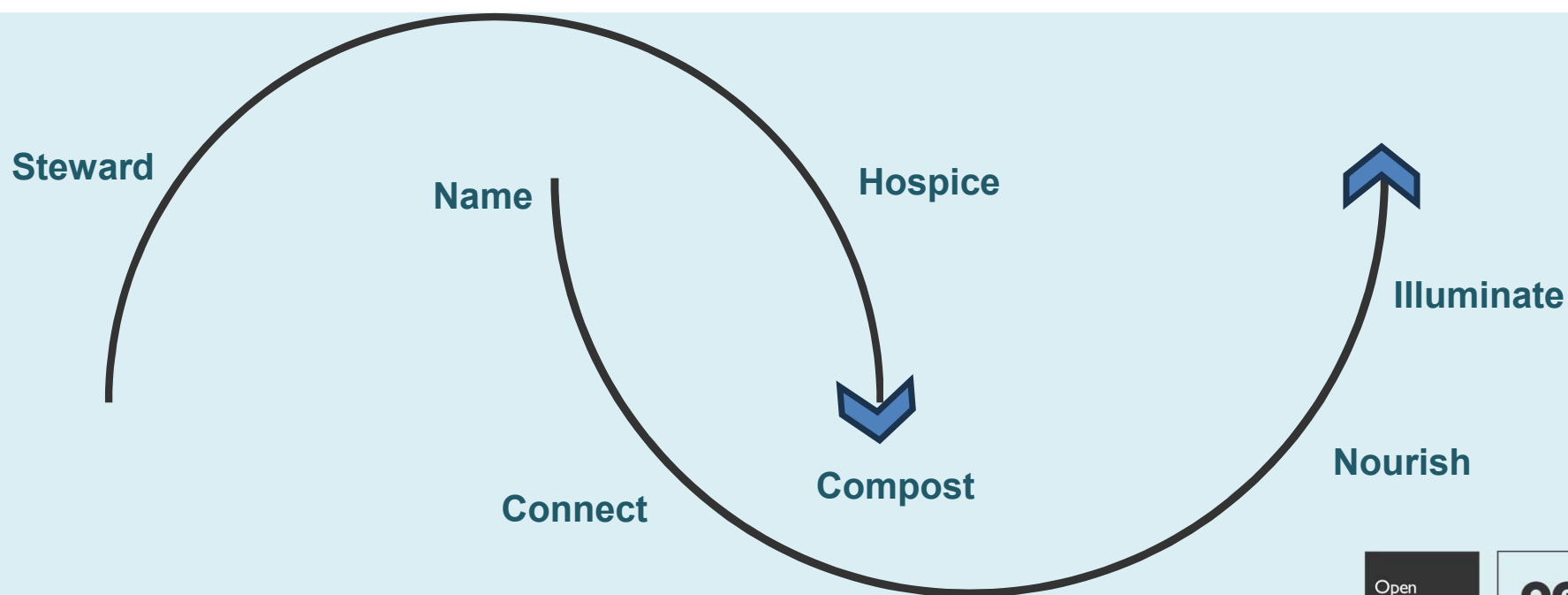
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Interactive exercise using the game

“Innovation cards”:

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1. Challenge:

What conditions are needed to empower innovation initiatives such as participatory culture development inside institutions?

2. Create teams of 5

/2mins

3. Choose the card that resonate

/4 mins

4. Silent work – write down answers to questions:

- How your card relates to the challenge?
- What is a possible insight and way forward?

/4 mins

5. Share your insights /4

mins per person

6. Discuss and agree the way forward

/10 minutes



**Thank you for
your attention!**

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The training has been organised by EIPA and CPVA under the Framework Contract Nr 2023CE160AT004. The opinions expressed are those of the contractor only and do not represent the EC's official position.

