2012-2020 National Strategy for Roma Social Inclusion

FOSTERING MULTI-STAKEHOLDER GOVERNANCE

July 18, 2017

Contents

# 1. What is multi-stakeholder or multi-level governance?

Although there is no universal definition of multi-actor governance, it is a term that has been used in recent years to refer to **the collaboration and cooperation of multiple public and private bodies in the design, implementation, monitoring and evaluation of a public policy**.

In Europe, there are a number of initiatives aimed at defining this context of partnership and cooperation:

- **Charter for multilevel governance in Europe**, adopted in 2014 by the Congress of Local and Regional Authorities of the Council of Europe.[1] This is a political manifesto of European cities and regions, inviting all public authorities to make multi-level governance a reality in the formulation and day-to-day application of policies. This charter is based on the Committee of the Regions White Paper adopted in 2009.

    How does this charter define multi-level governance?

    ➔ It involves working in partnership with the different levels of government (local, regional, national and European)

    ➔ It involves applying a set of principles to allow more efficient and effective policy making:
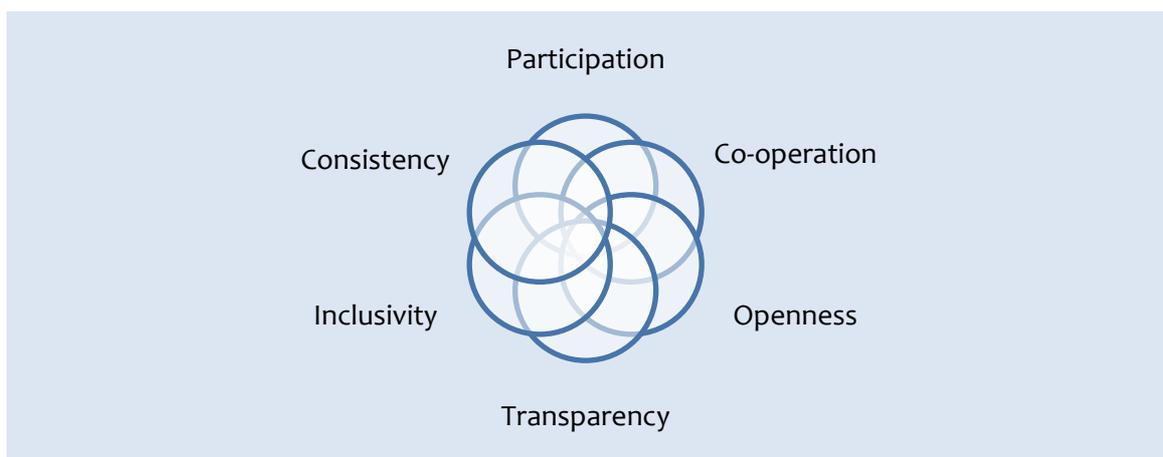
- **Committee of the Regions White Paper on multi-level governance, adopted by the Committee of the Regions in 2009**

    How does the white paper define multi-level governance?

    It is the coordinated action of the Union, the Member States and the regional and local bodies, based on partnership, to formulate and implement European Union policies. This leads to shared responsibility for the various levels of power in question and is based on all of the sources of democratic legitimacy and the representativeness of the various actors involved.
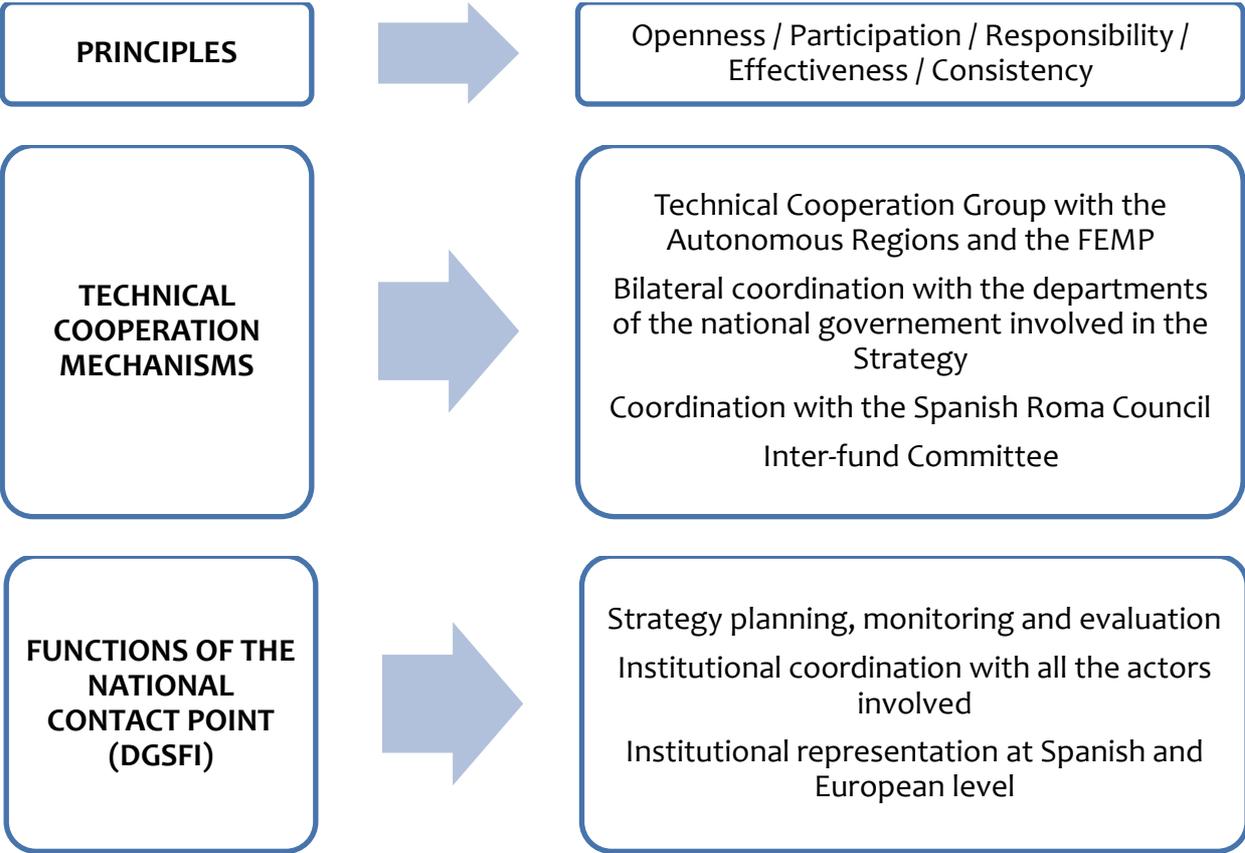
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[1] https://portal.cor.europa.eu/mlgcharter/Pages/MLG-charter.aspx

2. The National Strategy for Roma Social Inclusion: a framework that promotes multi-actor governance

In March 2012, the Spanish Government approved the *National Strategy for Roma Social Inclusion 2012-2020*, inspired by the European Commission's Communication *A European Framework of National Strategies for Roma Inclusion until 2020* (2011), which invited Member States to promote the active participation of Roma civil society organisations and all other stakeholders, including at regional and local level, in policies to promote Roma social inclusion.

In line with the Communication and in accordance with how it was handled in previous phases, the 2014-2016 Strategy and its Operational Plan was formulated following a participatory method, involving eight ministries of the national government, the autonomous regions, the Spanish Federation of Municipalities and Provinces (FEMP) and the Spanish Roma Council, through coordination meetings and on-line consultations.

This method of participation and collaboration was reflected in the Governance section of the Strategy. This section, therefore, defines the principles, mechanisms and the functions of the National Contact Point (Directorate General for Family and Children Services, DGSFI, of the Ministry of Health, Social Services and Equality).

| PRINCIPLES	→	Openness / Participation / Responsibility / Effectiveness / Consistency
TECHNICAL COOPERATION MECHANISMS	→	Technical Cooperation Group with the Autonomous Regions and the FEMP Bilateral coordination with the departments of the national governement involved in the Strategy Coordination with the Spanish Roma Council Inter-fund Committee
FUNCTIONS OF THE NATIONAL CONTACT POINT (DGSFI)	→	Strategy planning, monitoring and evaluation Institutional coordination with all the actors involved Institutional representation at Spanish and European level

In accordance with this governance framework and since 2012, the DGSFI has promoted collaboration and cooperation with key actors through various channels and instruments, seeking to create synergies between the actors and creating the foundations for a system of multi-actor governance.
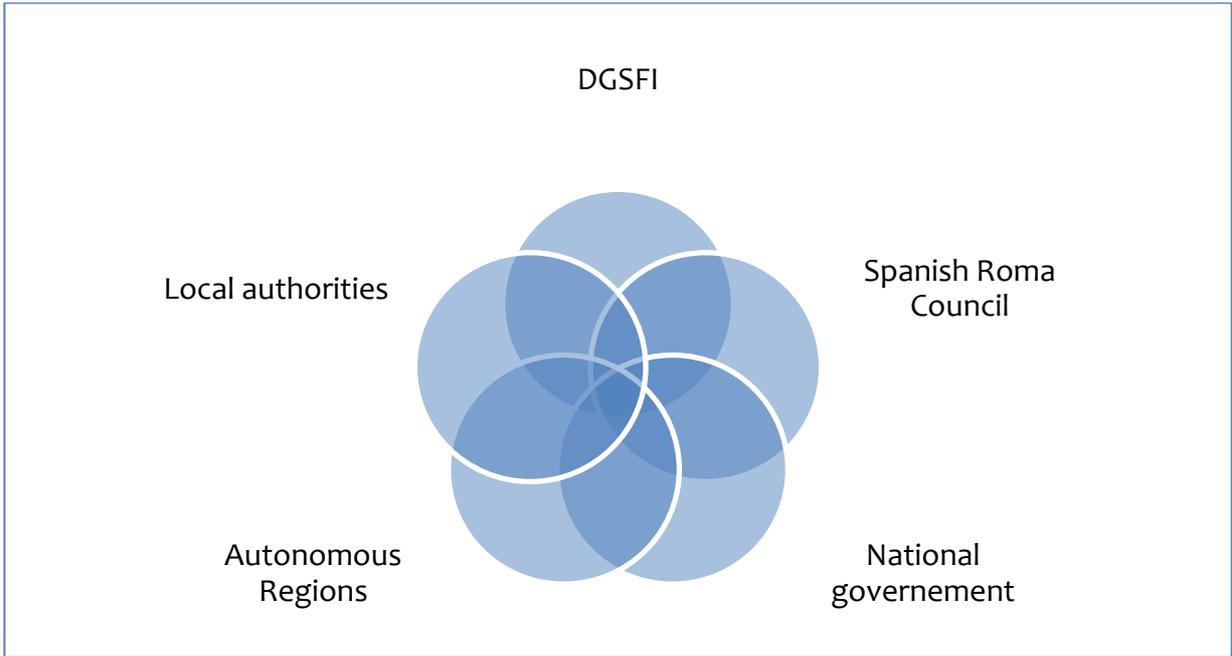
3. Instruments that have been used between 2012 and 2016 to promote multi-actor governance

Between 2012 and 2016, two types of instruments have been used:

BILATERAL CONSULTATIONS WITH KEY ACTORS
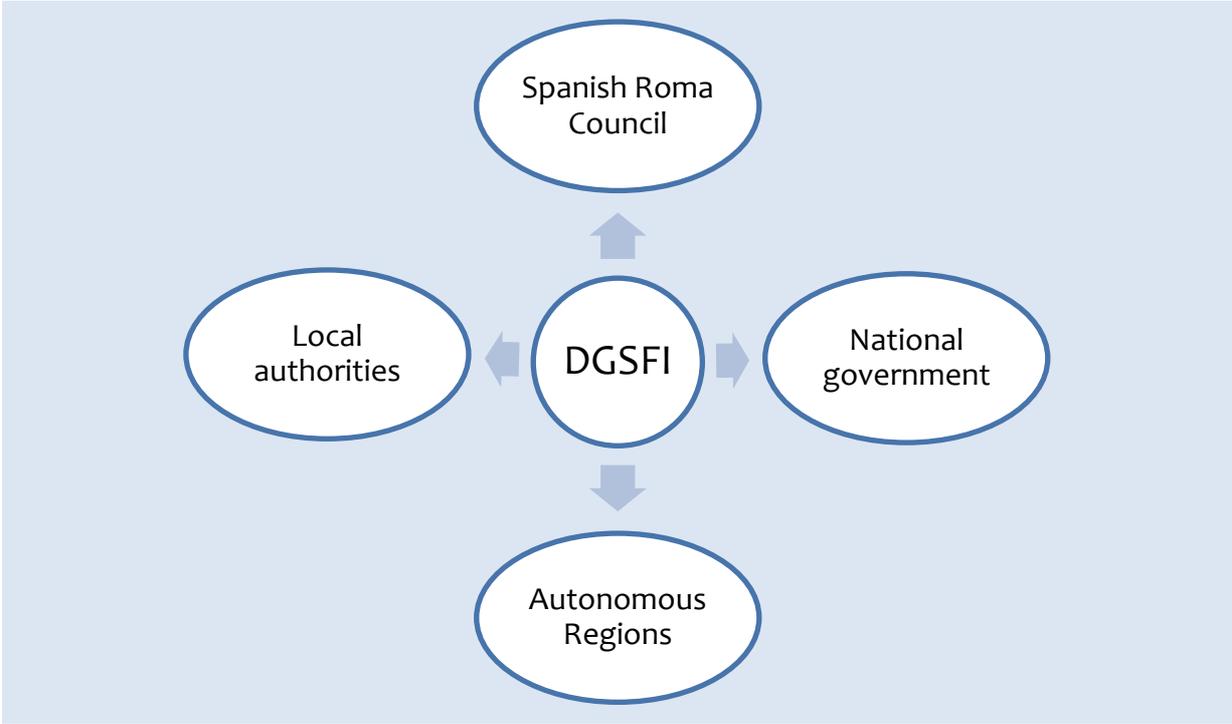
SESSIONS FOR MULTIACTOR INFORMATION EXCHANGE AND TRANSFER

3.1. Bilateral consultation with key actors on the actions for the design, planning, monitoring and evaluation of the Strategy

The instruments used have been designed in such a way as to ensure the participation of all stakeholders. Nonetheless, at the time of their implementation, they rely above all on bilateral consultation mechanisms, aimed at gathering the opinions and proposals of each actor separately and comparing these various contributions in order to consolidate everything received into a single document. As a result, the key actors have been encouraged to take part in the full management cycle of the Strategy, involving them in the preparation of the following documents:

Reference document	Year	Participants
Formulation of the 2012-2020 Strategy Formulation of the 2014-2016 Operational Plan	2012 2013	• Key Departments of national government • Departments responsible for the policies on Roma social inclusion in the autonomous regions • Spanish Roma Council
Operational Plan Progress Report Annual progress report to the European Commission	2014 2015 2016	
Preparation of the mid-term monitoring report (evaluation) of the national strategy (2012-2016 period) 2012-2016 Evaluation: summary of progress and proposals for improvement. Conclusions of the reports: monitoring of the 2014-2016 Operational Plan and intermediate monitoring of the Strategy (evaluation)	2017	

Different consultation and participation instruments have been used for each one of the actors:

Actors	Consultation and participation instrument
Key Departments of the national government	1. Monitoring and planning table, based on the actions included in the 2014-2016 Operational Plan and on the information to be included in the annual report that is submitted to the European Commission. 2. Questionnaire with qualitative questions on the implementation of the actions. 3. Bilateral coordination and follow-up meetings.
Departments responsible for the policies on Roma social inclusion	1. Monitoring table on the actions carried out throughout the year, based on the themes of the 2014-2016 Operational Plan and on the information to be included in the annual report that is submitted to the European Commission. 2. Questionnaire with qualitative questions on the implementation of the actions. 3. Annual meetings of the Technical Cooperation Group.

Actors	Consultation and participation instrument
Spanish Roma Council	1. Meetings of the Council's thematic working groups: 1) Health; 2) Social Action; 3) Culture; 4) Education; 5) Housing. 2. Consultation with the Permanent Commission and the members of the Spanish Roma Council on the documents prepared, based on the information provided by the national governement and the Autonomous Regions.

3.2. Organisation of sessions for multi-stakeholder information exchange and transfer

With the aim of encouraging multi-stakeholder coordination and collaboration, the General Directorate for Family and Children's Services has organised thematic conferences for the exchange and transfer of multilateral knowledge, in which the various actors have been involved, both in the planning and coordination phase of the conference and in its dynamic activity:

1. The youth guarantee (youth employment initiative) and Roma: opportunities and challenges, Seville - November 2014
2. European funds and Roma, Merida - November 2015
3. Working strategies to promote Roma social inclusion at a local level, Pamplona - September 2016

The department responsible for the social inclusion policies of the autonomous region as well as the Spanish Roma Council, actively participated in the planning, coordination and dynamic activity of each conference. Representatives from the national government and local authorities also took part in these conferences.

The selection of the theme for these conferences took into account the priorities proposed by both the autonomous regions and the Spanish Roma Council.

It is worth mentioning that, as a product of each of these conferences, there is a summary of the various discussion sessions, as well as a section on prominent ideas and recommendations for improvement. These summaries are available at:
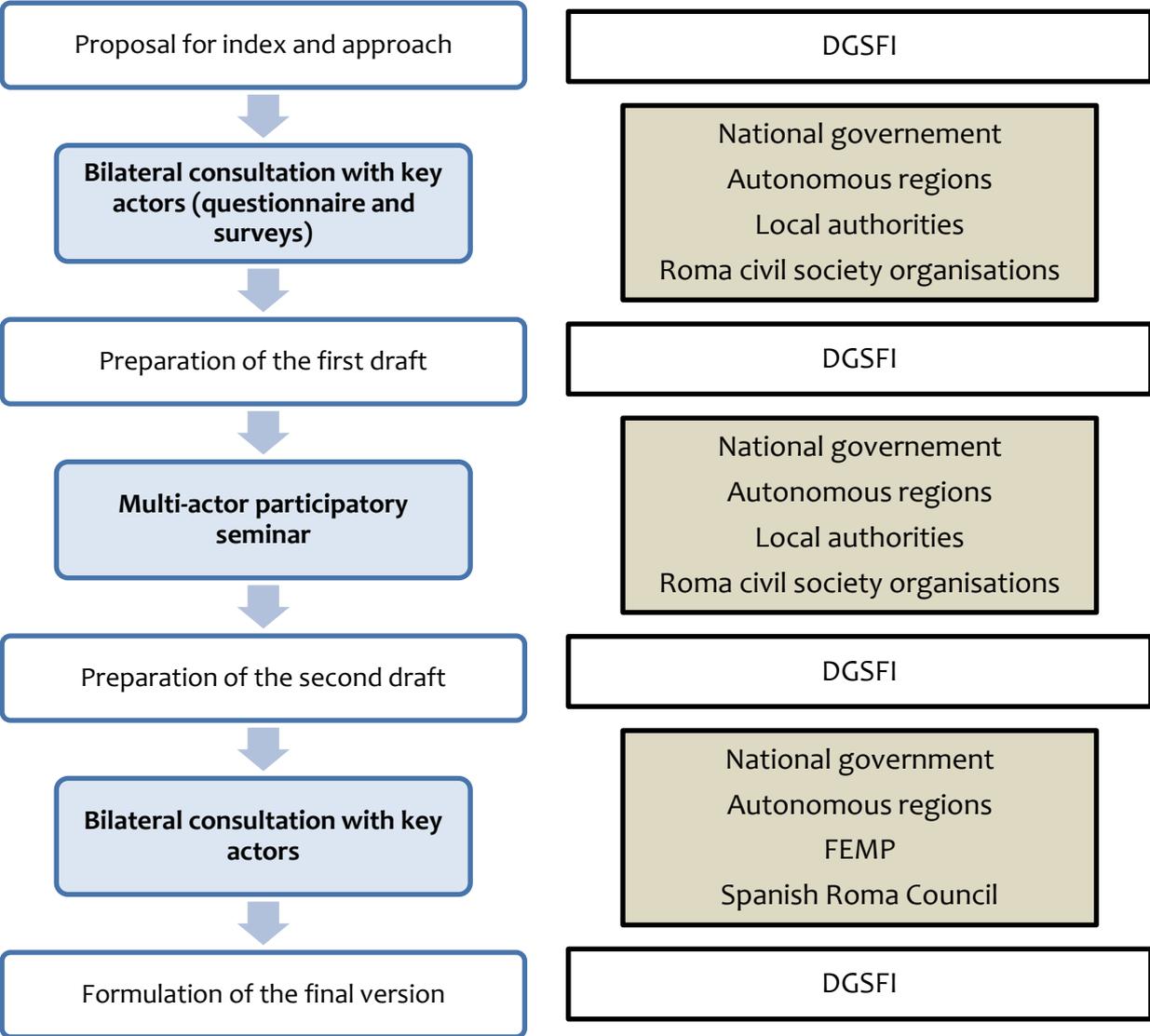
https://www.msssi.gob.es/ssi/familiasInfancia/PoblacionGitana/actividadesJornadas.htm

These conferences included a noteworthy effort to involve, from the outset, all the actors that play a fundamental role in Roma social inclusion, with the Directorate General for Family and Children Services acting as a facilitator and promoter of coordination between the participants.

4. Formulation of the 2017-2020 Operational Plan, a further step towards multi-stakeholder governance

As a new feature compared to previous years and processes, in 2017 the aim was to take another step forward in multi-actor governance, so that the process of preparing the 2017-2020 Operational Plan combined the bilateral consultation with key actors and the organisation of a conference, which had hitherto been undertaken separately. The aim was to achieve greater interaction and synergy between the actors.

As can be seen below, the preparation process included several phases and instruments that took into account opinions and input from a diversity of actors through bilateral consultations and, at the same time, provided a space for debate and exchange among all the actors through a participatory multi-stakeholder seminar based on the information compiled.

Proposal for index and approach	DGSFI
Bilateral consultation with key actors (questionnaire and surveys)	National governement Autonomous regions Local authorities Roma civil society organisations
Preparation of the first draft	DGSFI
Multi-actor participatory seminar	National governement Autonomous regions Local authorities Roma civil society organisations
Preparation of the second draft	DGSFI
Bilateral consultation with key actors	National government Autonomous regions FEMP Spanish Roma Council
Formulation of the final version	DGSFI

5. Advantages of multi-stakeholder governance

It brings together key actors

➔ It is a process that addresses issues of common concern and which cannot be resolved effectively without the active participation of all actors.

➔ It allows multiple actors (national government, autonomous regions, local authorities, civil society organisations, etc.) to be involved in consultation and dialogue initiatives through which different opinions, contributions and points of view can be conveyed.

It is an inclusive process

➔ People from various institutions participate and especially representatives of the groups towards whom the policies are directed, in this case, representatives of civil society organisations.

It creates spaces for dialogue and common understanding

➔ It allows us to create and promote the creation of spaces from which there can be a diverse and respectful dialogue so that people can speak and listen to each other in an open manner, which contributes to restoring or building trust and a common understanding of the challenges and actions that need to be taken in order to have more efficient and effective policies.

➔ It is a practical instrument for initiating and developing relationships of trust and empathy between the different actors, enabling them to identify common ground and areas of difference and to propose possible solutions.

It encourages exchange and learning, as well as the possibility of initiating joint collaborative actions

➔ The creation of spaces for dialogue allows mutual understanding among the actors and the creation or consolidation of relationships of trust that can allow actions for the exchange of knowledge and learning to be developed, as well as joint actions and pilot projects.

It encourages the creation of synergies and reduces duplication

➔ It allows the resources and working methods of the different actors to be made known and future actions to be geared towards the creation of synergies and complementary approaches, thus making it possible to reduce duplication and to make better use of resources.