How do we tackle demographic and welfare challenges?

The emergence of a new collaborative governance practice

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The demographic - economic challenge

Tillväxt i kommunal verksamhet
årlig procentuell förändring

Demografins krav
Utrymme med oförändrad skatt
How to handle welfare demands and economic threats at the same time?

If we think the situation is a zero-sum game of economic resources, should we choose …

Higher taxes?
Rationing, more queues to welfare?
Fees?
Priority, stop?

Meanwhile, demands for higher standards of welfare among citizens!
More and more people are talking about ...

That we need to move away from a public system where citizens are passive consumers -

... to a system where the citizen is an active co-creator

"We live under our means"
## The political systems of OPA, NPM and NPG

*By Jacob Torfing and Peter Triantafillou (2012) Roskilde University*

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<th>Old Public Administration</th>
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| New Public Management | Voting plus user satisfaction and choice | Strategic performance management and quasi-markets: public vs. private | De-regulation and demand-driven services aiming to ensure efficiency and user satisfaction | Performance measurement and sanctions through competition |

| New Public Governance | Voting plus expansion of arenas for empowered participation bringing together public and private actors in continued dialogue | Collaboration between different levels and sectors: public plus private | New tools aiming to empower and engage private stakeholders in public problem-solving and service production | Multiple forms of accountability based on a variety standards attuned to organizational learning |
Why Collaborative Governance?

• Need for co-creative collaboration between public sector and civil society and general citizens.

• Driving forces: Vital democracy – Build Social Capital - Citizen’s involvement and user-driven-innovation.

• Command-and-control, rule-driven systems and the view on citizens as customers do not correspond with participatory oriented initiatives.

• Need for a new practice; to build and make use of Social Capital and develop adult-adult relationships.

• “New Public Governance” creates an opportunity to contextualize our work and the time we are in.
COLLABORATIVE GOVERNANCE
PUBLIC SERVICES - ABUNDANT COMMUNITY

Deficits/needs - Dialogue - Co-creation - Co-decision - Partnership - Co-ownership

Public production of welfare

The abundant community

Reciprocity partnership collaboration trust

People’s strengths, abilities, talents

Emergence of resources, wealth

Consumption

Public services
National Agreement/compact in the social field

Agreement between Central government, non-profit organizations in the social field and SALAR, December 2008.

Overall commitments and concrete actions by six principles:

Autonomy and independence
Dialogue
Quality
Long-term relations
Transparency
Diversity
How far have the discussions come between municipalities and civil society (2011)

80 municipalities (of totally 290) have implemented dialogue processes

The conversations concerns;

Principles, rules  Collaboration, projects
Local development issues  Funding
Volunteerism  Local welfare issues
Security, safety in local society
Experiences of the national compact from SALAR perspectives

- The national compact has become an inspiration and a prototype for local and regional dialogues
- Learning and interaction across organizational and sectoral boundaries
- From public perspective; greater confidence in the civil society’s capacity
- Public call on civil society, innovative ideas and contribution to local welfare;
  - co-creative processes, co-production
  - public-non-profit partnerships
  - socially oriented procurement
  - civil society centers for development & mobilization

- Challenging to build trust and adult-adult relationships!
Users and patients as active co-creators

Co-production takes place;

- When you give users a voice, not only as a group but as single individuals
- When you take advantage of the user's experiential knowledge
- When working together professional and user as a team, to achieve a goal

Co-creation can happen at every step;

- At the design and planning of the service
- During the delivery of the service
- Through the evaluation
Självdialys på länssjukhuset Ryhov

At the regional hospital Ryhov in Jönköping, there has been a unit for self-dialysis for several years.
A real challenge to change the management culture and the professional approach and practice and toward the user/patient
From traditional management to participatory leadership

Traditionally to govern means to giving Instructions and orders, being the top-down manager. The traditional order-control management as the only tool, does not work so well in the new governance reality.

In the new collaborative situation with many stakeholders, the participatory leadership means *promote, mediate, bridge, build confidence and collaboration* in horizontal networks and partnerships.
The traditional hierarchical logic

- Top down
- Limited information flow
- People are passive recipients (need to be led)
- Competition in the hierarchy
- Centralized control systems
- Control in details, increases at times of crisis
The participatory leadership paradigm;

Complex issues and difficult tasks are solved together so that the combined intelligence and resources are utilized.

Collaboration, team, network

The residents and users have the knowledge

Openness, transparency

Self-organization

Diversity of resources are utilized

Inclusion, participation

Civil society deeply engaged

Free flow of information, open source
Time for learning and time for decision

CIRCLE AND TRIANGLE TIME

Lead creation

Learning

&

Create leading

Decision

- Dialogue for learning
- Participation for influence
- Respect for differences
- Systematics for predictability
- Questions give strength and energy
- Create alternatives

- Demand decisions
- Make decisions
- Choose answers
- Select path and prioritize
- Clear roles
- Acceptance and loyalty

The circle and triangle time concepts were developed by Preera Management Consultancy.
Participatory leadership – theory and core methods

Core methodologies:
Open Space Technology; World Café; Pro Action Café; Circle; Appreciative Inquiry

Read more:
Margaret J. Wheatley (2006) LEADERSHIP AND THE NEW SCIENCE: DISCOVERING ORDER IN A CHAOTIC WORLD

Many years of experience among the practitioners in the network; The Art of Hosting http://www.artofhosting.org
Art of Hosting and Harvesting Conversations that Matter (AoH)

• Approach and set of methods, useful while working with participatory processes, complex issues and diversity

• Aim to foster mutual adult-adult relations, dialogue, co-creation, co-decision, ownership and partnership

• Core methods: Circle, World Café, Open Space Technology, Appreciative Inquiry, Storytelling, Collective Story harvesting, Pro-Action Café and Design for Wiser Action etc.

• Open source principle; a world wide community of practitioners sharing knowledge and experiences of the art
A diagram titled "Actors at the local scene" shows various actors in the system, including:

- "Neighbors"
- Local business
- Value-based producers
- Private producers
- Social entrepreneurs
- EU funds
- Central government
- Citizens dialogue
- User expertise, User driven development
- Volunteers
- Civil society organizations

The diagram indicates a network of relationships, with THE MUNICIPALITY acting as the large employer & producer, and SYSTEM HOLDER as the center of the network.
THE GOVERNANCE INTERNATIONAL 
CO-PRODUCTION TREE

CO-PRODUCTION

Co-commission Co-Design Co-Deliver Co-Assess

Peer support

Individual budgets

Timebanking

Participatory budgeting

Volunteering

Personalisation

Participation

Behaviour change

Big society

Cooperatives

Consultation

Empowerment

Consultation

Focus it

Map it

Traditional service delivery

Self-help/organising

Professionals inputs

Citizen and community inputs
Ældrestyrken

The UFE system in Trento, Italy

(utenti, familiari, esperti/ user, family, expert)

UFE systematically take advantage of the experience-based knowledge that patients and families have

- Being at the night duty
- Accompany the doctor at home visits - regularly
- Peer-to-peer assistance on helpline
- Peer-to-peer assistance at hospital and clinic
- Form self-help groups
- Full members in crisis team
- Campaigning against stigma in schools

Professions: from skepticism to demand
Self Accommodation and shared accommodation

Support so that patients can provide support

Not alone in their own homes. The psychiatric care conducts accommodation coordination; helping to bring together people who want to share the apartment.

Luigi and Julio share a apartment. they complement and support each other in everyday life.
Driving forces and arguments for users and civil society’s co-production in public welfare

• The technical development creates new possibilities for user participation
• Lack of public resources
• Higher educated, well informed individuals wants to be engaged
• Better accuracy from the user’s perspectives, higher quality
• Individual empowerment - instead of helplessness