

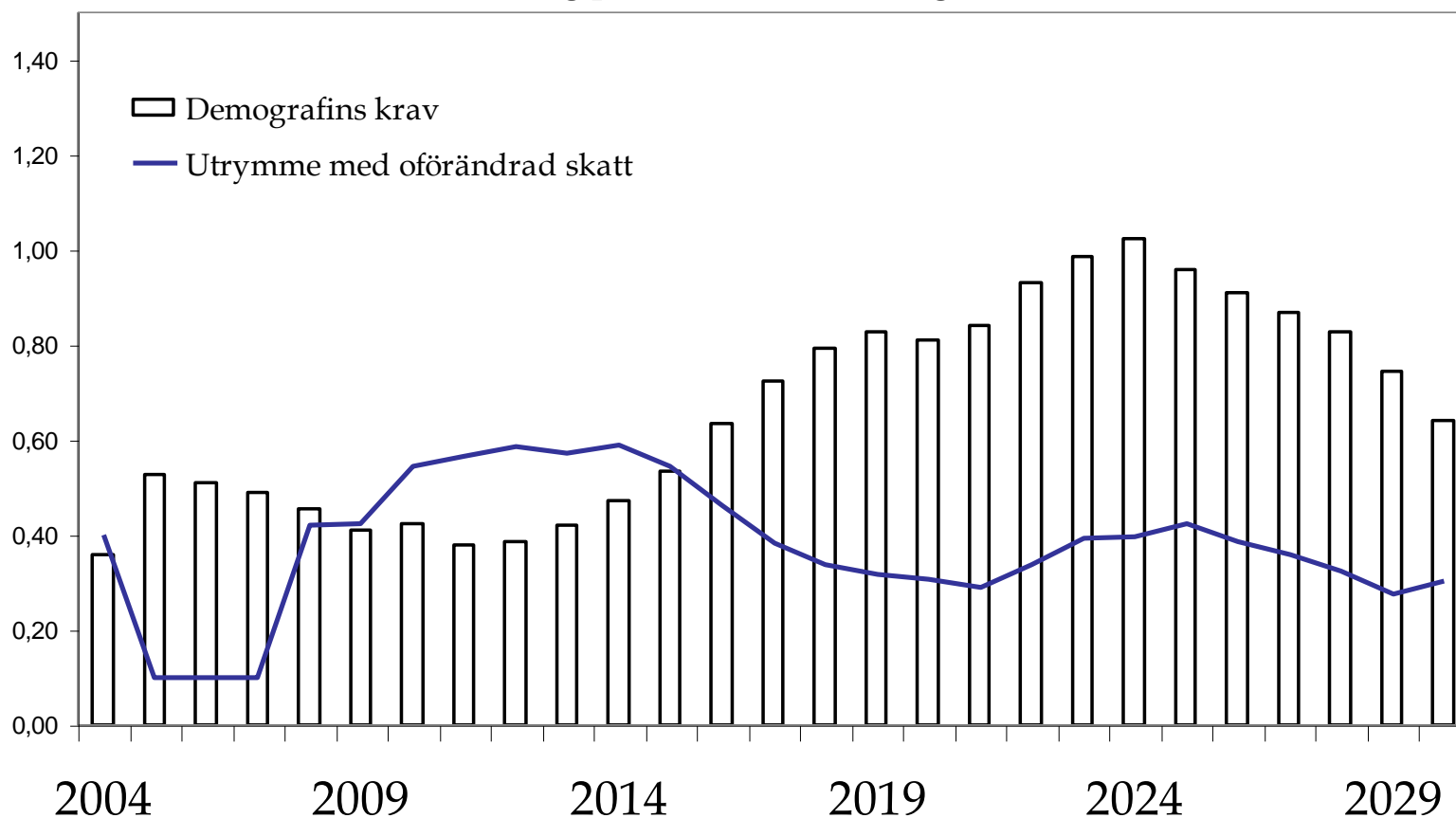
How do we tackle demographic and welfare challenges?

The emergence of a new collaborative governance practice

Anna-Karin Berglund, senior adviser

The demographic - economic challenge

Tillväxt i kommunal verksamhet årlig procentuell förändring



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



Sveriges
Kommuner
och Landsting

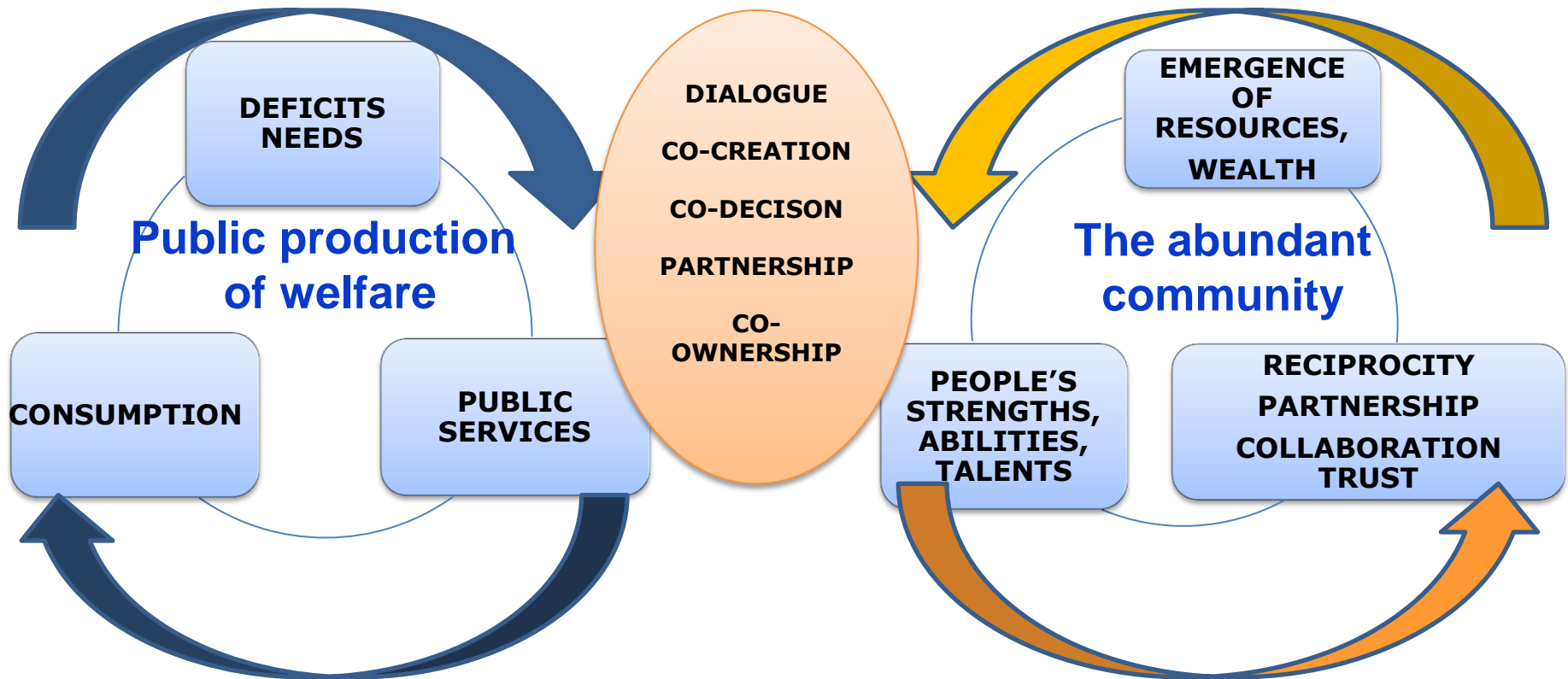
	Input	Withinput	Output	Feedback
Old Public Administration	Voting plus pressure groups	Bureaucracy: public, based on professional standards	Authoritative rule-based regulation and supply-driven services aiming to ensure equity	Periodic elections and constitutional accountability
New Public Management	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 of 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



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



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

Diversity of resources
are utilized

The residents and
users have the knowledge



Inclusion, participation

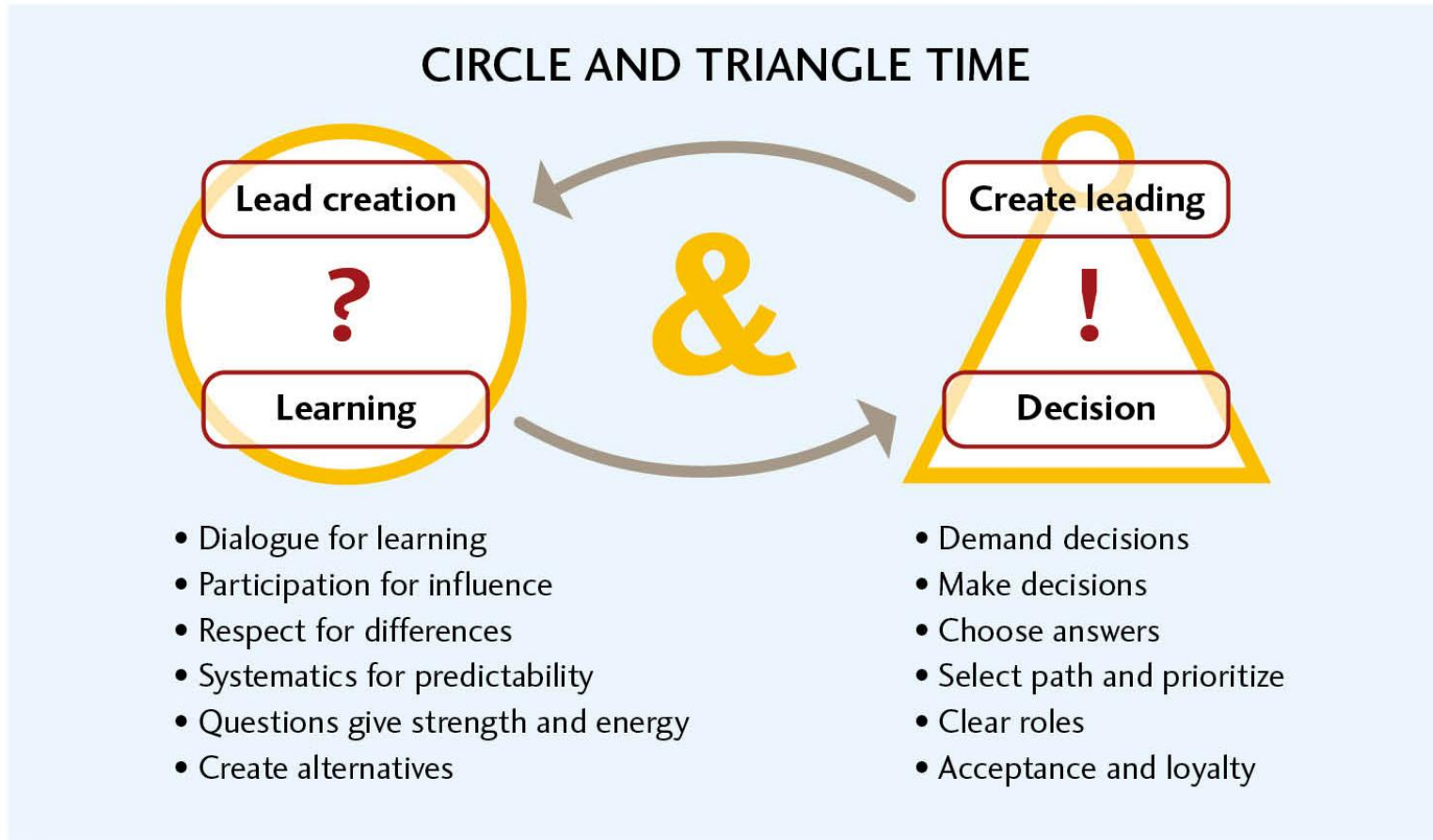
Civil society deeply
engaged

Openness, transparency

Free flow of information,
open source

Self-organization

Time for learning and time for decision



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)

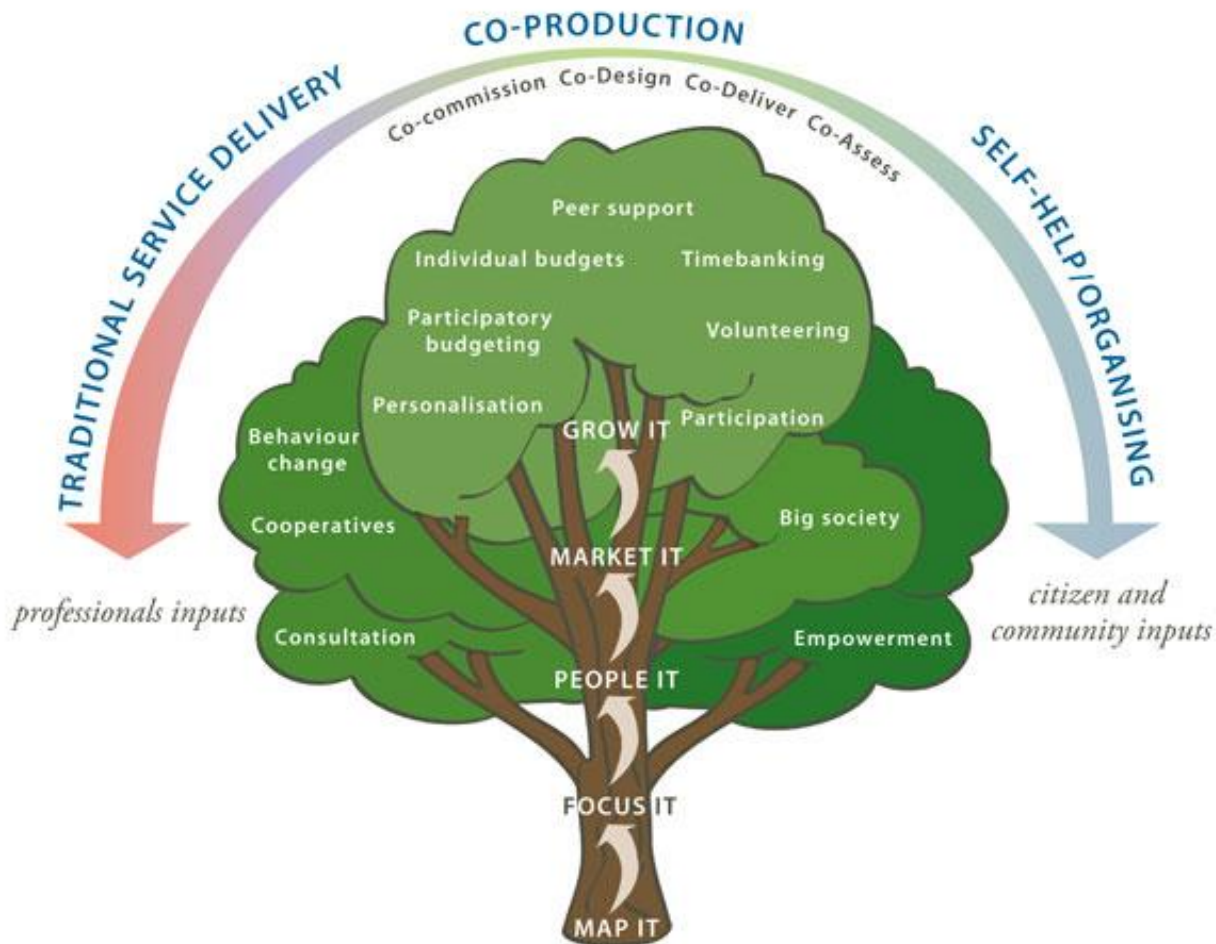


- Approach and set of methods, useful while working with participatory processes, complex issues and diversity
- Aim to foster mutual adult-adult relations, dialogue, co-creation, co-decision, ownership and partnership
- Core methods: Circle, World Café, Open Space Technology, Appreciative Inquiry, Storytelling, 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

Actors at the local scene



THE GOVERNANCE INTERNATIONAL CO-PRODUCTION TREE



Ældrestyrken



Den stigende levetid og det voksende antal ældre indvarsler en ny fase i menneskehedens historie. Men opfattelsen af alderdommen er helt ude af trit med virkeligheden. Det betyder, at et land som Danmark hvert år spilder værdifulde kompetencer for trecifrede milliardbeløb. Danmark og andre lande er tvunget til at gennemføre omfattende aldersreformer, og det er vigtigt at undersøge mulighederne for at forny dem.

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 want to be engaged
- Better accuracy from the user's perspectives, higher quality
- Individual empowerment - instead of helplessness