THINK TANK

DOCUMENT NO. 10

Think Tank Evaluation Results

Deliberation group: The futures of the Welfare State

A. Overall assessment of focus group evaluation

A.1. Quantitative data

The overall evaluation of the Think Tank (Deliberation Group on the Futures of the Welfare State) was very positive. Based on the number of items scoring *entirely agree* or *agree*, **87%** of participants have a positive to very positive perception of the work carried out in the Think Tank**.** The issues where there was least agreement were in three areas:

a) Influence on the policy ecosystem (60%), i.e., 40% of the people surveyed feel that the Think Tank is not significantly transforming policies.

b) Cooperation between provincial policies and agents (75%), i.e., 25% of respondents felt that cooperation between social policies and territorial agents was not being strengthened.

c) Familiarity with the website (65% of those surveyed are familiar with the website). In other words, 35% of those surveyed were unaware of the existence of the Think Tank's website.

SUMMARY OF QUESTIONS

(total= entirely agree + agree)

1. 95% gave **knowledge co-generation** a score of "entirely agree" or "agree"**.**

2. 90% answered "entirely agree" or "agree" to the question on **generation of conditions** to influence the future of the policy ecosystem.

3. 60% answered "entirely agree" or "agree" to the question on whether it is already **influencing the ecosystem.**

4. The **objective** set for this phase of the think tank has been met, with an "entirely agree" or "agree" rate of **85%.**

5. 90% answered "entirely agree" or "agree" to the question on the **composition of the teams.**

6. 95% answered "entirely agree" or "agree" to the question on whether the **experts** were suitable.

7. 100% answered "entirely agree" or "agree" to the question on the **organisation** of the sessions.

8. 100% answered "entirely agree" or "agree" to the question on **the use of the time** in the sessions.

9. 100% answered "entirely agree" or "agree" to the question on the **frequency** of the sessions.

10. 95% answered "entirely agree" or "agree" to the question on the **duration** of the sessions.

11. 95% answered "entirely agree" or "agree" to the question on the **workload** of the sessions.

12. 90% answered "entirely agree" or "agree" to the question on **trust in the group.**

13. 90% answered "entirely agree" or "agree" to the question on the **shared vision.**

14. 90% answered "entirely agree" or "agree" to the question on **engagement** of the group.

15. 75% answered "entirely agree" or "agree" to the question on **cooperation between agents and policies.**

16. 65% do not know about the website.

17. 80% answered "entirely agree" or "agree" to the question on whether the results of the think tank are **scalable.**

18. **85%** answered "entirely agree" or "agree" to the question on whether the think tank **facilitates deliberation**.

A.2. Qualitative data

1. Degree of compliance with the objectives

In general, the distributed opinion of those consulted suggests that the Think Tank has fulfilled its objectives of collective reflection. A new path of greater openness has begun, which is a first step, with a large space for reflection, based on people with different profiles who can make rewarding but very diverse contributions. In these conditions, the reflection has focused on the general design of social policies, but there is a lack of depth, specialisation and capillarity to influence the policy ecosystem.

Recommendations:

- **To create small working groups, with greater specialisation, that make it possible delve further into the different themes of social policies.**
- **Include users of social policies in the reflection and deliberation process**
- **Promote a new process to move from the phase of deliberation to the phase of collective action.**
- **Change the Think Tank's working methodology to promote capillarity, specialisation and user integration and to move to action.**

2. Organisation and development of the sessions

In general, the distributed opinion of the respondents suggests that the Think Tank has developed suitable, well organised, easily accessible methodology, with good session systematisation. The online sessions are considered to be a success, although some people commented that there should be a combination of online and offline sessions. The expert guests have played an important role in dynamizing ideas, focusing discussions and sharing interesting knowledge. However, some participants highlighted the importance of devoting more time to experts, in order to explore certain topics in greater depth.

Recommendations

- **Include facilitators in each Think Tank working group to improve the internal discussions of the Think Tank subgroups.**

- **Include other groups linked to social policies (such as childhood, adolescence, social inclusion) that were underrepresented in the Think Tank.**

- **Include users in the reflections; they should draw not only on expert knowledge, but also on the knowledge of users to increase the capillarity of the discussions.**

- **Offer more time for experts to set out their presentations.**

- **Intersperse theoretical reflection with practical cases to begin to change the real situation and facilitate orientation towards action. Other proposals included: an expert intervention, a theoretical reflection and a practical case to solve a specific problem.**

3. Impact on the ecosystem

In general, the distributed opinion of those consulted suggests that the Think Tank is generating trust among the participating organisations and between them and the public authorities. Some comments suggest that cooperation between actors is not being developed, but the reason is that this was not one of the Think Tank's objectives. The Think Tank is therefore validated as a support that facilitates the creation of trust relationships with the public administration, but it does not seem to be a good tool to generate cooperation between organisations and citizen participation.

4. Online dissemination

In general, there is a significant lack of knowledge (65%) of the existence of the Think Tank's website. The participants who are aware of the website state that it is static in content and character and does not facilitate the dissemination of the Think Tank's results among the public.

Recommendations

- **Need to turn it into a collaborative workspace, where more can be shared and certain debates can be continued between sessions, and other contributions can be made on topics that are not addressed in the sessions.**

5. Products generated

In general, it should be noted that the work of systematizing the sessions has been good, which is an important output. This output can be evaluated and has been rated very highly. However other products (such as the White Paper) cannot be assessed at this stage as only the analytical index is currently available. Taking this into consideration, it is noted that the White Paper can serve as an educational tool (among organisations and citizens who have not participated in the deliberative process) and a guide for the future of social policies.

Recommendations

- **Use the White Paper as a mechanism for educational dissemination of the Think Tank and its results.**

- **Use the White Paper to guide future social policies.**

Use the White Paper as a support for defining actions, projects, involved actors, resources and impacts.

A.3. Recommendations for development of the Think Tank

As part of the evaluation process, we compiled suggestions for the future development of the Think Tank. These included the following:

- **Development of a new methodology that will make it possible to move from theoretical reflection to practical intervention (projects) with a methodology of accompaniment.**

- **Broaden the scope of activity of participating organisations by integrating other actors in the policy ecosystem (e.g., areas related to child/family, social inclusion, etc.)**

- **To become an area for dissemination and knowledge of best practice and the development of experimental projects.**

- **The Think Tank should continue in a phase of implementation, monitoring and assessment of the actions proposed in the White Paper, structured in an Action Plan and evaluation thereof.**

- **To disseminate the results widely through the creation of reflection groups on the White Paper (user integration).**

B.   Action orientation

The Think Tank is action-oriented on three levels. At the first level is the drafting of the White Paper. The book is presented as a guide for social policy action to drives the transition to a new care model, moving from a service-oriented system to an ecosystem- and people-oriented model. At the second level is the implementation of the Reflection Group on Personalisation in Care, made up of members of the Think Tank, which is organised around a specific theme, with a specific group, to design a change in the care model, which is one of the keys to the transition in social policies. At the third level is the constitution of the group of international experts, who will meet at the Etorkizuna Eraikiz congress to form the Care Evaluation Agency, oriented towards monitoring and evaluating the transition.

C.   Planned dissemination strategy (2021)

C.1. Strategy documents

1. White Paper on Futures of the Welfare State

The White Paper summarises the vision, futures and actions proposed by the Think Tank to promote the Social Policies of Transition. The book is not only the result of the Think Tank's deliberations but also constitutes a transition platform for social policies and is at the same time an educational material for generating consensus in the extended ecosystem of social policies.

2. Model of personalisation of services

This document is the result of the Reflection Group on Care Personalisation, led by the Department of Social Policy and composed of 9 members of the Think Tank. This document explores the concept of personalisation in social policies, the feasibility of personalizing services, and the need to promote new models of person-centred care among organisations in the social policy ecosystem.

3. Ecosystemic change in Social Policies in Gipuzkoa: A model of transitions

This document, led by the Department of Social Policy, offers a discussion on the emergence of a new model and new concepts for defining Transitional Social Policies. It also proposes concepts such as local care ecosystems, management of transitions, models of experimental governance, social experimentation as a basis for policies, and the generation of new citizenship through the incorporation of users in the design and evaluation of policies. Finally, the document proposes the strategy for creating a Care Evaluation Agency, based on networked evaluation and participatory models.

C.2. Validation of the White Paper: the discussion groups

The White Paper is a key outcome of the Think Tank that needs to be disseminated and validated in the wider social policy ecosystem (organisations and users that have not participated in the deliberative process). The White Paper will be validated between September and November 2021. The discussion groups are described below:

- Discussion Group 1: Users and family members

- Discussion Group 2: Third sector entities and advisory boards

- Contrast group 3: Trade Unions and Employers' Organisations

- Contrast group 4: Expert and Academic Groups

- Contrast group 5: Political and technical policy makers at municipal and regional level

- Contrast group 6: Technical personnel from the Department of Social Policies.

C.3. Dissemination of the White Paper at the Etorkizuna Eraikiz Congress

The strategic documents will be sent to the group of expert guests at the Etorkizuna Eraikiz Congress (December 2021) to allow them to familiarise themselves with and assess the Think Tank's results. The congress will seek to disseminate these results both locally and internationally.

The Congress will set up the International Experts Group, which will meet twice a year, to carry out an evaluation and make recommendations for the development of the Department of Social Policies 2030 Agenda for Gipuzkoa, within the framework of the Care Evaluation Agency, in order to evaluate the transition towards a new model.

D. Intangible results of the Think Tank (2020-2021)

The experience of the Social Policy Think Tank has created four lessons that have the potential to change the policy style of the Social Policy Department and its relations with the ecosystem. These learnings are based on the fact that technical and decision-makers from the Department participate in the deliberative experience. Potential changes in ecosystem relationships include:

Knowledge. Thanks to the interaction with the ecosystem, the deliberative processes of the Think Tank make it possible to generate new perspectives on the problems and their alternative solutions. Combining expert knowledge and experiential knowledge opens up a new framework for reflection to which the Department's technical personnel did not systematically have access before the creation of the think tank.

Consensus: The deliberative processes of the Think Tank have been well managed, facilitating consensus and the possibility of bringing visibility to these long-term agreements (the White Paper). In addition, the deliberation process has generated spaces of trust between the policy ecosystem and the Department of Social Policy. In the long run, this process creates better contexts of legitimacy for policies in a crisis context.

Action: The creation of the Reflection Group on the Personalisation of the Attention and Care model (service personalisation), and the drafting of the White Paper has given impetus to a new framework for action that addresses current problems from a transitional perspective.

Technical Capacity. The deliberative processes of the Think Tank are helping build the Department of Social Policy's technical capacity to drive forward collaborative governance. The development of deliberative capacity allows access to consensus with other territorial agents and the potential inclusion of users.