



ETORKIZUNA
ERAIKIZ

think tank

**NEW FUTURES OF THE WELFARE
STATE
REPORT OF THE 7th MEETING**

25/02/2021

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1. Programme

Theme	Presenter/Driver
Introduction and presentation of the workshop	Maite Peña
Collaborative governance from the perspective of the Think Tank	Maite Peña
Collaborative governance: building ecosystems	Felix Arrieta and Fernando Fantova
Dynamics of reflection and debate	Javier Castro
Assessment and end of session	Maite Peña

2. Participants

- | | |
|-------------------------------|----------------------|
| - Maite Peña | - Maria Muñoz |
| - Javier Castro | - Felix Arrieta |
| - Carlos Alfonso | - Adriana Sanz |
| - Julian Florez | - Iñigo Kortabitarte |
| - Belen Larrion | - Ander Arzelus |
| - Fernando Fantova | - Paz Morer |
| - Bakarne Etxeberria | - Josu Gago |
| - Arantxa Gonzalez de Heredia | - Xanti Moriones |
| - Jon Ander Arzallus | - Joseba Zalakain |
| - Iker Uson | - Sebastian Zurutuza |
| - Garikoitz Agote | - Itziar Peña |
| - Mikel Malkorra | - Patxi Leturia |
| - Rakel San Sebastian | - Arantxa Gorostiaga |

3. Introduction and presentation of the workshop

The Deputy (provincial minister) for Social Policies welcomed the participants and thanked them for coming to the meeting. She said they had several new members of the group. These are Itziar Peña from the Social Services of the Basque Government; Arantxa González de Heredia from the University of Mondragón; Jon Ander Arzelus from GUREAK; Arantxa Gorostiaga from the University of the Basque Country; and Paz Morer from Tecnun.



4. The Think Tank's viewpoint on Collaborative Governance

She presented the agenda, enlarging on the first point: collaborative governance of social policies. This, she said, entails *"how we approach the processes that promote participation by citizens and stakeholders"*. Collaborative Governance is based on collaboration by the agents involved in the processes and *"it is the way we want to work in the Department of Social Policies"*.

"The Provincial Government is already using this governance model in its work; one example is the launch of the Think Tank or ElkarEkin Lanean. Recently, a lot of progress has been made with another example: local care ecosystems". She considered

the example of the Pasaia ecosystem, *"the snapshot alone is a success in itself. Not because of the snapshot, but for what it represents, which is collaboration"*. She also gave the example of the collaborative evaluation of social policies.

"On the previous occasion, we asked you what you thought the conditions for collaborative governance should be. What tools, what positive impacts, what limits and obstacles they presented, etc. We have compiled a synthesis of those contributions which DFG4 will now present".

DFG4 then took the floor. For the benefit of those who were new to the group, he explained that before each meeting they circulate a form to be filled in by the participants in the deliberation group. This form is processed prior to the meeting. A summary of the results is presented at each meeting and a more extensive report is sent out later.

He then discussed [5 elements](#) taken from the form which may serve as an impetus for collaborative governance. These are:

1. Strengthen the third sector to achieve greater synergy.
2. Launch civil dialogue networks or committees for networking. Through these networks, spaces can be created in which both technical staff and users can participate. *"We must move from participation to decision, rather than just having a participatory forum"*. A technical team is required to galvanise the network or networks.
3. Awareness-raising and training. *"It is not in the nature of people and organizations to collaborate; it is something that needs to be learned. We need to better understand what collaborative governance means. There is a small group that has a fairly accurate idea but in general the idea is not very clearly understood. Coproduction is referred to as learning"*.
4. *"Does this forum serve to boost and accelerate innovation?"*. The answer is that *"It's all very well, but what matters is the impact and ways of speeding up the processes"*.
5. *"Processes must be created where there is nothing but cooperation. Funding is provided to many cooperative projects, but collaborative governance requires more systemic and complex collaboration, i.e., the development of ecosystems"*.

He concluded by saying *"these are the five levers of collaborative governance that emerge from the forms submitted. We have a lot more information that has come out in the report"*.



The Deputy for Social Policies said that with regard to collaborative governance and action research, *"one of the most important aspects is how we go from reflection to action in collaborative governance"*. They have set out two proposals in this area: a workgroup on Person-Centred Care. This would be an experimental group made up of people from the Think Tank, who would be experts and users of the institutions. The other proposal is to have a committee on civil dialogue. *"We already have a draft version of the decree, but we want to tackle the design through collaborative governance"*. She added that the contributions can be *"exponents of work in the transition from design/research to practice"*.

Finally, she introduced ECO19 and ECO12, who, she said, *"need no introduction, they are on home turf"*.

5. Collaborative Governance: building ecosystems

“When we [ECO12 and ECO19] were considering this reflection, we came up with a number of clarifications, concepts and knowledge that we think might be of interest. I was thinking as a consultant and someone who has had experience of participating in governance processes”.

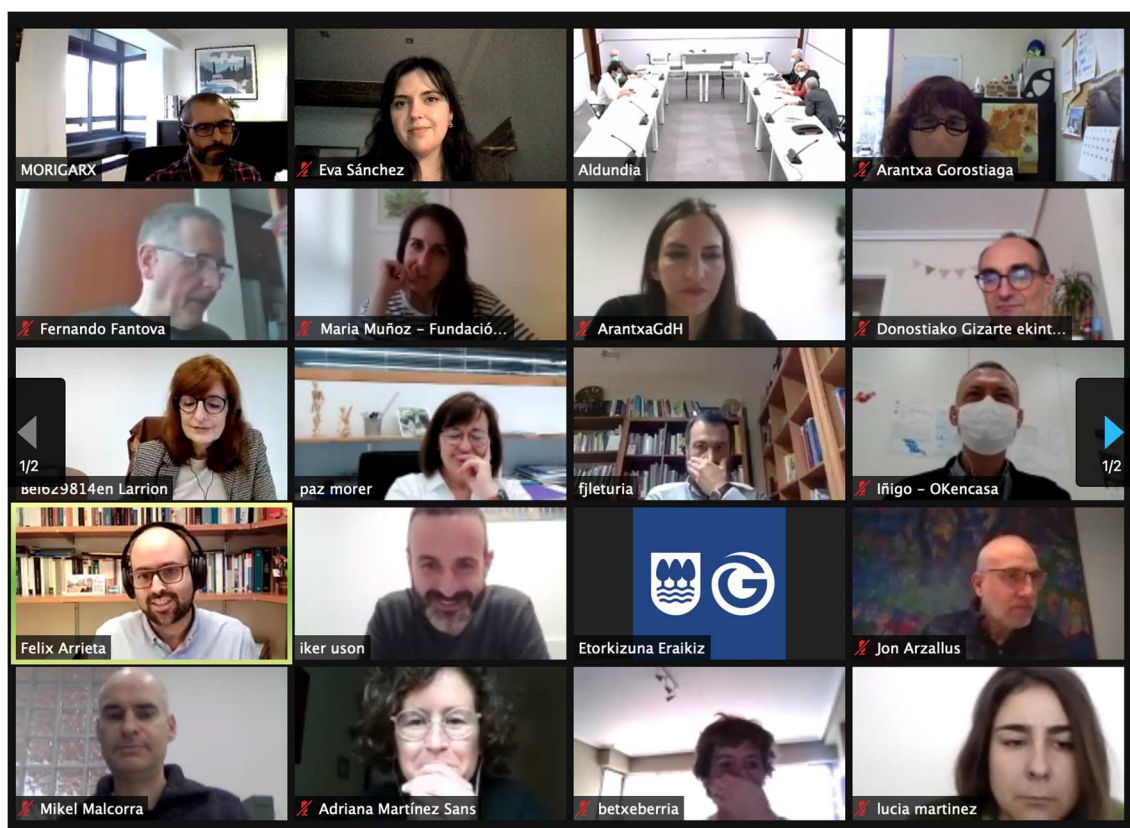
He said that he would discuss the five concepts that they considered useful: operations, management and governance; functional specialisation; legitimisation of different types of stakeholder; building ecosystems of collaborative governance; and leadership.

With regard to the first of these concepts (operations, management and governance), the operations part refers to the domain of specialized knowledge. In the health system, this is the medical, nursing and pharmaceutical knowledge... *“Normally if an activity takes place, it is reiterated, it acquires greater volume and incorporates more people and that is when management emerges. To work at an operational level, you need to know about what you are doing; in contrast management don't need to know how to administer vaccines. And then you have the whole domain of government and strategy. In order to know at what level a decision is substantiated, you have to know what kind of knowledge it requires”.*

“One issue that helps me to understand governance is to see how complicated it is becoming to understand what social policy is. In the initial perspective, social policy was subsidiary. It was originally a matter of covering social risk, but then we evolved towards rights. It is difficult to distinguish between social policy and rights policy. What we are moving towards now is a series of goods that governments have to guarantee”.

With regard to differentiating between policies that provide freedoms and those that provide benefits, ECO19 believes that *“there is a problem of architecture”*. Such problems are vertically integrated, *“ie, they form part of the control of the province. For example, the OSIs¹. seek to solve the “divorce” between primary care and hospitals. What brings us closer to the province is at the bottom and what generates strategic reflection is at the top and we have to know how to make them converge properly”.*

¹ OSI = *Organización Sanitaria Integrada* (Integrated Healthcare Organization), an organisational subdivision of the Basque Health Service (Osakidetza), generally corresponding to the *comarca*.



To explain functional specialization, knowledge development and horizontal differentiation and integration, ECO19 used an example: *“if you want a steak you go to a restaurant and if you want a suit you go to a tailor”*.

With regard to the legitimation and function of the different types of stakeholders in the different branches and the way they are structured, she said that *“to provide different services we sometimes need the public sector, and we sometimes need the private sector. Depending on the area, they prefer one thing or another”*.

When it comes to building collaborative ecosystems of governance, he said: *“we need a more or less structured architecture of coordination”*. He then posed different possible dilemmas.

He explained that there is a difference between the stable order, which corresponds to a reasonable and necessary number of working coordination groups, and disruptive innovation. To illustrate the latter, he gave the example of a social educator from the EL Raval district of Barcelona who was sitting on 37 coordination committees.

He also introduced the disjunction between expert knowledge and democratic legitimization. To illustrate this dilemma, he used the example of the pandemic: on the one hand we have the expert opinion of epidemiologists and on the other hand the optional decision of politicians.

He also mentioned another difference between participatory collaboration and effectiveness/efficiency. In most participatory processes, he said, it is necessary to stimulate and accompany participation, except for a small number of highly motivated actors. *"It's expensive and it involves a process. The person who is responsible for developing the plan has to ensure that the product gets done in the end. You can't hide behind participation"*.

ECO19 concluded his presentation by talking about humble, relational and responsible leadership. As examples, he cited Markel Olano, Salvador Illa and Angela Merkel.

ECO12 then took the floor to propose *"practical examples that serve as an excuse for asking questions"*.

He began by talking about LkaleaK. This is a project promoted by Donostia/San Sebastian City Council, Aptes and the University of Deusto which has also received support from Etorkizuna Eraikiz. *"A priori it might seem a simple project because of the number of actors and the objective of the pilot experience"*. The objective of the project is to encourage older people to participate in the co-construction of their future. The lessons learned include the importance of facilitation to ensure that the project is implemented. One of the difficulties faced related to leadership; it was difficult to determine who should lead the project. *"In this case it was run by the city council, but it was tied up with the other figures and it also caused difficulties within the city council because only one department was leading it. How can we engage other departments and neighbourhood stakeholders?"*

Elkarrekin Lanean is a project that operates on a *comarca*² basis. *"We increased the number of actors, Local Comarca Development Agencies, the third sector, business, Lanbide (the Basque Government's employment agency), the Provincial Government ... we generated a complex ecosystem"*. Leadership at a *comarca* level was of key

² Comarca: a sub-provincial administrative area, formed by a number of adjoining municipalities.

importance in fostering attention to people at risk of exclusion. *“The comarca level is an aid in integrating systems. The people who “wove” the network had the role of facilitators. The push from the provincial government and Orkestra's coordination and systematisation with the agencies was also important”*. Difficulties included the number of stakeholders and departments, which made it difficult to come up with a unified diagnosis, to align itineraries and apply territorial strategies. He then posed a question: *“Who leads?”*

Thanks to Pasaia Herril Lab, an ecosystem of care has been created based on local integration. *“It is another element in achieving that complexity”*. The Provincial Government of Gipuzkoa, Adinberri, Pasaia town council, the Integrated Health Organisation, the Basque Government and the five projects working in Pasaia all participate. He said that this was also a very complex context. Amongst the lessons learned, he highlighted the continuity of the process, the institutional referentiality of the Provincial Government and the referential networks. Difficulties included leadership, since there was a lack of definition of the roles of each agent. He also highlighted problems related to integration and in defining what needs to be integrated, and the role of Pasaia town council itself.

“These three examples serve to highlight a few related elements:

- *The role of the facilitator /driver and referent. It teaches us that it is important to have a person who thinks of the project in the round, who brings meaning and interaction to it and links it all up.*
- *Humble, relational and responsible leadership is key. It is the factor that will make the project work.*
- *The local sphere cannot take steps forward if there is no overarching strategy. It is essential that higher structures insist on the coordination of local projects.*
- *The construction of spaces for coordination and systematization, reflecting on their sustainability.*

In synthesis, any of the projects that are set in motion have to know how to order and combine what we are collaborating for, where, and with what degree of durability we can ensure that this is integrated into the structure of the normal workings of the institutions”, he concluded.

The Deputy for Social Policies thanked ECO12 and ECO19 for their talks and introduced the next item on the agenda.

6. Reflection dynamic

The facilitator reminded the participants that *"we usually propose a question that has arisen out of the questionnaires and work on it in groups. These responses are shared via the group ambassador (spokesperson) and then we have feedback from the speaker"*.

To answer the question, the groups should choose at least two local ecosystems and answer the following question: Which level of knowledge, expert or non-expert, is important? Finally, they should come up with three tools for combining either leadership or knowledge.

7. Group debate

The group work was carried out in separate Zoom rooms for 45 minutes. When they returned to the full group, the facilitator asked the ambassadors to share the issues their group had discussed.



ECO4 said: *"We went to answer the question about which sort of knowledge should matter most, expert or non-expert. To us, it seems like a trick question. As for the*

tools, there are three important elements: (1) the importance of defining the impact we want to achieve and the elements to measure that impact. Any project that we want to design must start with an understanding of the objectives to be achieved. (2) From the point of view of knowledge, we wanted to add that knowledge is not only the technical knowledge of specific professional experts; it also involves adding knowledge based on the user's experience. Any process must combine both forms of knowledge. (3) Good strategic design in all projects includes elements such as process expertise, and how to design, develop and measure”.

“As regards leadership, we feel that in the phase of project design and definition, global leadership makes more sense and fits better, but in the implementation phase, leadership should be local. There should be a balance between the two in the projects”.

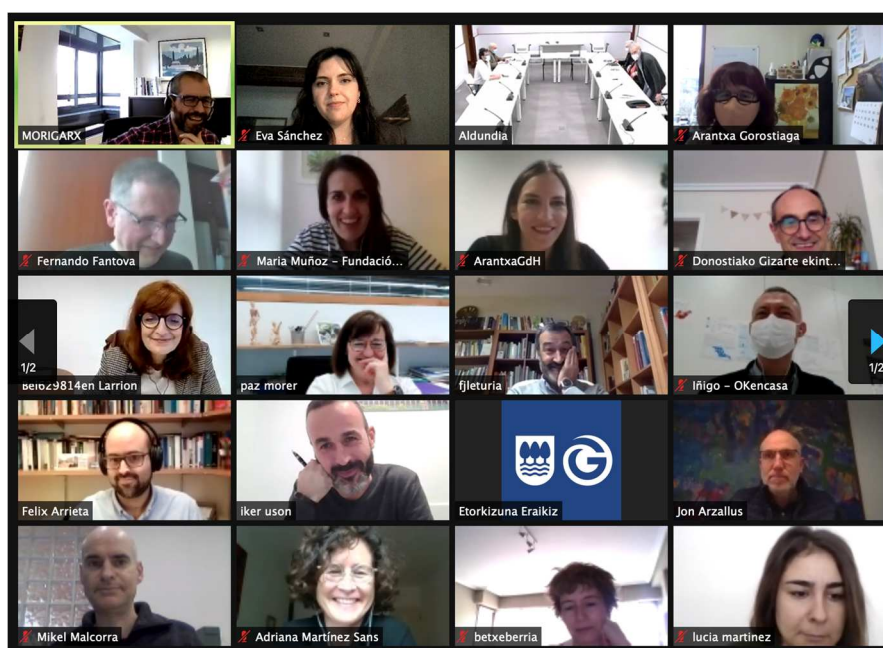
DFG6 remarked that *“we felt that the questions were diffuse and difficult”*. They believe that leadership should be expert and conscious. Regarding the tools that could be used, they think it is essential that the learning process should be clear and designed in terms of Person-Centred Care, with a master's or ad-hoc training. The overall purpose is to unify the interpretations of the people managing the projects and to look after the informal part involving awareness and sensitization with regard to the society of Gipuzkoa and social services.

“In terms of the three levels proposed by Fantova (operational, management and governance), we should start with the operational, knowing what we are taking care of in order to determine what we are creating the ecosystem for. The other levels will follow from there”.

ECO10 said that in his group they opted for a combination of expert and non-expert knowledge. *“That allows it to be suitable anchored in expertise with a new perspective, which is all the more necessary the more disruptive the innovation we want to introduce. But we can't lose that anchor, because our dreams later have to be turned into reality. The combination must be thought through and manageable in terms of production. It is necessary to include the user in the design process. This is difficult because the user usually works at a different pace. The processes have an almost industrial dynamic, because they need to be productive. It is difficult to integrate the user's pace into that”.*

“In terms of leadership, it was mentioned that leadership had to go from the global to the local and then back to the global. Shared leaderships look good but later run into difficulties in management, when there are different visions. There is a risk that it ends up being a non-leadership. We used Pasaia Herrilab as an example because it was led by the Provincial Government, but now the social workers are utterly committed to the programme. Someone has managed to achieve a strong commitment, striking a balance between an exciting discourse and a pragmatic approach”.

“As for the tools, we discussed training public managers and entities in leadership styles and dynamics; political commitment of the institutions without which shared leadership is meaningless. When we talk about shared leadership, context is important, but creating tools to establish responsibilities is also important”.



DFG9 said: *“We talked about a lot of things that we've heard. Because we had to choose, we picked the issue of knowledge, but eventually we ended up talking about leadership. It seemed half-cocked to talk about one without talking about the other. We weren't able to decide which was more important, expert or non-expert. We felt there should be experts and non-experts. Of course, we saw it from the position of a local ecosystem and there was some input on non-expert knowledge and the fact that in the bioethics committees you have the figure of the layperson - someone with no expertise*

in the subject who listens in on the discussions. Having decided that they should both be included, we had to detail the tools. We discussed person-centred design (person-centred care). This should take two things into account: the contexts and the experience map, the evaluation in all its qualitative and quantitative dimensions, taking into account not only people but also processes, technologies, resources, services and their design. That is, an experience map in the broad sense”.

8. Feedback from the group dynamic

The facilitator thanked everyone, mentioning the “wide range of topics” covered. He then asked for feedback from ECO12 and ECO19.

ECO19 said *“I was thinking about the fact that in the middle of a pandemic, the Basque premier (Lehendakari) replaced a minister who was a died-in-the-wool Osakidetza (Basque health service) person for someone who was not from Osakidetza at all, although she is a doctor. It was a curious decision and when people started criticising her background, the premier said he would trust her with his life. He trusted her because she forms part of a socio-political subject that has allowed her to build trust. In this case, trust trumps knowledge as an asset. This is an interesting element and one that should be taken into consideration. Because it is not actually very relevant for the leader to have expert knowledge about medicine; obviously the health system itself has a large pool of specific knowledge. It's almost a professional bureaucracy”.*

“It seems that these kinds of knowledge-based public policies are success stories. Mariana Mazzucato tells us that there are phases of RDI that are driven by the public sector, because it generates a driving effect in terms of ordering things. The dramatic thing today is that in Europe a lot of money has been made available, but you have to know how to spend it. The game I think about is that you cannot skip moral, political, social leadership... These areas of knowledge have to enter into dialogue with local or specific, lay knowledge”.

ECO12 shared the distinction between *aritua* and *aditua* in Basque, which refer to experience and expertise respectively. *“The two are not entirely distinct things, but they are different. And then there is the key element of the users, which is also difficult to integrate. There is no distinction of knowledge or leadership in these key elements,*

but I often think that we integrate these expert visions, but we find it difficult to integrate the user vision”.

“We agree that leadership has to be shared, but we need to explain that it is shared; otherwise, it may end up being non-leadership. This is where the figure of the facilitator comes in. Finally, I would stress that the element of training is also important”.

9. Assessment and end of session

The facilitator undertook to draw up a record of the meeting with the document arising from the surveys and a synthesis of the discussions and *“we will send it to you”*.

The Deputy for Social Policies *“thanked them again for the reflections you have submitted, which are very clear, strong messages”*. She said that the date of the next session was being moved to 24 March. *“ECO1 will be here, and we will address the issue of sustainability which hangs over any approach to social policies”*. She concluded by reminding them of the evaluation form and closed the session by thanking them all.

10. Appendices

a. Working Document No. 6

THINK TANK

Space for deliberation on the futures of the new welfare state: Document No. 6

(28 January 2021)

The territorial transition: Territorial organisation, structure of powers and inter-institutional coordination

1. Characteristics of the care model

1.1. Digital Innovation Model

The care model structures the relationships between people and this is the fundamental element. In order for these relationships to be dynamic and interactive, it is essential to promote digitalisation of the model and of social services. This does not just involve digital technology but a system of innovation: vision, organizational culture, new approaches, new processes and personal skills.

1.2. Connected, Cross-cutting Model

The care model must overcome the existing silos that connect different institutional levels vertically (local, provincial and autonomous) and horizontally (health services, social services, community services, urban planning, economic promotion, mobility, etc.). Likewise, the element of transversality (cross-cutting) not only involves institutions and organizations but also different profiles of users (not only elderly people but all people of any age and condition included in the law).

1.3. Public-Private-Social Collaboration Model

The care model must be developed on the basis of collaborative governance. Collaborative governance must go beyond the public-private partnership model by extending and including the social sector in the process of co-creation, co-

development and co-evaluation of social and health policies. Thus, public-social collaboration means strengthening community development and proximity care.

1.4. Person-Centred Care Model

The person-centred model of care structures the development of various interactions of people in need of care, attention and support with their physical, social and organisational environment in order to promote their quality of life. One central action within this model is to promote a training programme on person-centred planning, aimed at technicians and managers of grassroots social services (at local and territorial level) in order to modify the management models of social policies.

1.5. Home Care Model

The Home Care model seeks to strengthen the quality of life of people and their families at home, for which it is necessary to promote and increase the portfolio of home-based social and health care services. This deinstitutionalization strategy promotes home care thanks to community and comarca coordination networks.

1.6. Relational Assessment Model

Development of an evaluation methodology based on objective and subjective Quality-of-Life indicators to strengthen Person-Centred Care. Promoting a relational model of evaluation is a strategic competence of public administration that must go beyond the model of supervision and administrative sanction. Promotion of the relational model of evaluation must be structured on a cross-cutting approach to social welfare and the actors involved.

2. Institutional powers to promote a new care model

2.1. Capacity for institutional innovation

One of the main institutional powers for promoting the transition to a new care model involves fostering the capacity for institutional innovation. Within the framework of these capabilities, it is important to encourage: a) design and management of the innovation portfolio; b) promotion of experimental projects

(trial and error) and learning of innovative processes; c) development of new models for financing experimentation; d) flexible and agile management of the transfer of good practices and successful innovative initiatives; e) evaluation of the impact (internal and external) of innovative processes.

2.2. Institutional leadership capacity

The capacity of public leadership to promote a strategic vision in which Gipuzkoa becomes a reference point among provinces for a new care model. Institutional leadership means being able to offer a systemic vision of the care model, a transition strategy, a set of policies to promote ecosystems, an adapted regulatory model, an agile and effective financing system, and a provincial system of assessment and lesson-learning.

2.3. Capacity for anticipation and prevention

The capacity for anticipation and prevention of social and health policies at municipal, comarcal and territorial level are key capacities to promote the transition towards a new care model. Anticipation means exploring future scenarios while prevention means developing actions in the present to change consequences in the future.

2.4. Capacity for knowledge absorption

Knowledge absorption capacity refers to the institutional skills and competencies to integrate external knowledge thanks to the internal knowledge acquired. The development of new internal knowledge at both a political and technical level (internal to public institutions) is a prerequisite for driving the transition towards a new care model. The creation of innovation and training units for technical staff is a step in this direction.

2.5. Capacity for social dialogue

The aim of setting up the Gipuzkoa Civil Dialogue Panel is to guarantee effective participation by the third sector in the design, execution and evaluation of social policies and promotion of the transition towards an alternative care model in the

territory. Structuring the participation of the third sector in this process guarantees the sustainability of social policies.

3. Inter-agency coordination mechanisms

3.1. Integrated digital platform

Design and implement an integrated digital platform capable of facilitating: a) Coordination of the relationship with the families attended; b) Effective and efficient management of the interrelation/interconnection between different territorial actors (social, health, public, private, etc.) linked to care; c) Integrating within the same support the portfolio of social and health services for potential users.

3.2. Implementation of case management methodologies (the Kaiser Pyramid)

Design and implementation of a case management model based on the Kaiser Pyramid, consisting of self-managed multidisciplinary teams operating in local proximity services. Case management allows different types of service (health, social and community) to be connected at the grassroots level on the basis of care pathways. Proximity with users is relevant for a change in model based on case management.

3.3. Local and comarcal coordination bodies

Design and implement local coordinating bodies with decision-making capacity to coordinate pilot projects, case management and care pathways from the grassroots level. These bodies can become drivers and managers of local care ecosystems. Territorial bodies must be provided with agile and adaptable financing capacity, as well as technical evaluation capacities to generate learning.

3.4. Experimental working groups in PCC

Promotion of experimental PCC working groups to design, experiment with and assess (at a small scale) pilot projects to test the model and adapt it to the care environment of Gipuzkoa.

3.5. Inter-institutional (territorial) planning

In order to develop the transition towards a new care model, it is necessary to develop a strategy not only of coordination but also of inter-institutional planning that involves not only centres, care homes and financial benefits (social services) but also outpatient and day care services (health services), as well as other services and systems such as housing, employment, income, justice and territorial organisations. Including users in the planning process is an important condition for strengthening inter-agency planning processes.

b. Session programme

- 5:00 - 5:15 pm Opening: Collaborative governance (Maite Peña)
- 5:15 - 5:25 pm Collaborative governance in the Think Tank perspective
- 5:25 - 5:50 pm Collaborative governance: building ecosystems (Fernando Fantova & Felix Arrieta)
- 5:50 - 6:40 pm Group discussion
- 6:40 - 7:00 pm Conclusions and closure of the session

c. Presentation by the Deputy (Provincial Minister) for Social Policies

Collaborative governance: building ecosystems

25 February 2021

Agenda for the Meeting (25 February 2021)





Collaborative governance and social policies

Collaborative governance refers to the design and implementation of processes and tools that facilitate the transformational participation of citizens and organizations involved in a social problem.

Collaborative governance ensures the presence of diverse perspectives on a problem and the participation of heterogeneous actors in political decision-making.

EXAMPLES OF COLLABORATIVE GOVERNANCE IN SOCIAL POLICIES

1. **Launch of the Think Tank on "The Futures of the Welfare State",**
2. **Elkar-EKIN Plan**
3. **Promotion of local care ecosystems** (Pasaia Ecosystem, Azpeitia Ecosystem)
4. **Participatory evaluation of social policies** (Social Policy Monitor)

The Levers of Collaborative Governance

(emerging from the forms)

1. **Strengthen the Third Sector:** The development of Collaborative Governance needs a strong third sector with capacity for transformation and innovation.
2. **Launch the civil dialogue committees:** Strengthen networking, spaces for active participation, technical teams that galvanise the networks.
3. **Promote training and awareness-raising in collaborative governance:** Strengthen learning of concepts, experiences, cases, results, etc
4. **Promotion of social innovation accelerators:** Encourage experimentation as a basis for evidence-based policy decisions
5. **Development of local care ecosystems:** *Comarca*-level (Sub-provincial) planning of basic social services / health services (structured relationship between primary and secondary care)

03



Collaborative governance: Action-
Research

PCC Working Group
Committee on civil dialogue

PCC Working Group: Experimental group made up of people from the Think Tank, experts and users of social services. Exploration of the PCC model for Social Policies as a whole (concepts, best practice and methodologies/indicators).

Committee on Civil Dialogue: Committee formed by third-sector organizations as a discussion group for design, development and evaluation of social policies.

Collaborative Governance in
the expert perspective



Discussion: Collaborative
governance from an
expert perspective

04

Collaborative governance: building ecosystems

Fernando Fantova & Felix Arrieta

THANK YOU

d. Presentation by ECO12 and ECO19

Collaborative governance: building ecosystems

Fernando Fantova & Felix Arrieta

Etorkizuna Eraikiz ThinkTank
25 February 2021

Part 1: theoretical and conceptual approach

Operations, management and governance from organization theory.

Operations: mastery of disciplinary knowledge (of productive activities and the corresponding branches of knowledge).

Management or administration: mastery of legislation and standards (valid for any of the branches).

Government: mastery of strategy, politics and ideology.

Relational goods, public goods and private goods: depending on their characteristics or who takes care of them.

Subsidiarity: first the families and communities, then the markets and then the state (where the subsidiary function of the state is termed "social").

Rights-based approach: ultimate public guarantee in branches devoted to basic necessities (differentiation between public freedoms and rights to benefits).

Complexity: all agents play in all branches and all of them, in a more direct or indirect way, are claimed to be essential.

Problems with the architecture (differentiation and integration) of public policies

Control of the province, geographic scale and vertical differentiation and integration.

Functional specialization, knowledge development and horizontal differentiation and integration.

Legitimacy and role of the different types of agents in the different branches and their structuring.

Construction of collaborative ecosystems of governance

Stable order vs. disruptive innovation

Expert knowledge vs. democratic legitimization

Participatory collaboration vs. effectiveness and efficiency

Leadership, a key ingredient in binding this whole mix together

Humble leadership, aware of the complexity of the issues and the ecosystems of actors that emerge and can be built.

Relational leadership, capable of contributing to the construction of productive conversations and inclusive commitments.

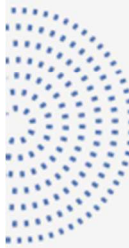
Responsible leadership, which assumes the risk inherent to strategic decision-making and submits to processes of independent evaluation and accountability.

Part 2: case studies and lessons learned





References



[A new social policy pact with communities, markets and social initiative](#)

[Which Administration do we need to implement policies that address New Social Challenges?](#)

[Actors in the transformation of social services](#)

[The community to the rescue: some reflections on state policies of community activation in Europe.](#)

[Representation\(s\) of the third sector and the public administration: councils, committees, and other forms of relationship in the public arena. The case of Gipuzkoa.](#)

[An analysis of the role of communities in care systems co-created with older people](#)



e. Template of outcomes of the dynamic

THINK TANK

WORKSHOP:

Collaborative governance: building care ecosystems

(25 February 2021)

Collaborative governance corresponds to a new paradigm linked to the notion of open government. Classic forms of governance are limited in their ability to incorporate stakeholders and citizens into the policy cycle (formation, implementation and assessment). Collaborative governance is developed on the basis of three complementary processes: a) institutional and economic resources to foster collaborative networks (heterogeneous actors), b) collaborative leadership (effective solutions incorporating different perspectives), c) formally structured deliberation forums (consensus spaces).

Deadline for submitting the questionnaire: 22-02-2021

How to promote collaborative governance in social policies?

1.- Conditions: What do you think are the conditions that facilitate or hinder collaborative governance for the development of social policies in Gipuzkoa?

Positive (Enabling) Conditions

- +1.
- +2.
- +3.

Negative aspects (Obstacles)

- 1.
- 2.
- 3.

2.- Tools Which tools/instruments do you think are the most suitable for developing collaborative governance for the development of social policies in Gipuzkoa? (tools/instruments such as networks, forums, discussion committees, clusters, etc.)

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3.- Impacts: What impacts, positive and negative, can be expected from collaborative governance for the development of social policies in Gipuzkoa?

Positive Impacts

+1.

+2.

+3.

Negative Impacts

-1.

-2.

-3.