



Coproduction of public services

prof. dr. Trui Steen
KU Leuven Instituut voor de Overheid

Presentation for Ghent University
Seminar, December 2016



The challenge



The challenge

societal challenges (wicked issues) & budgetary pressures
→ efficient service delivery, effective service design
through policy and service innovations

-> need to step beyond conventional wisdoms and practices

collaborative governance arrangements by

- (a) engaging in transversal coordination and collaboration with other departments and agencies within government as well as across governments
- (b) engage individual citizens, (for profit and non-profit) organisations and organized interests through **co-production**



Instituut voor de Overheid

UK – Cameron's 'Big Society'

to create a climate that empowers local people and communities, building a "big society" that will take power away from politicians and give it to people



Instituut voor de Overheid

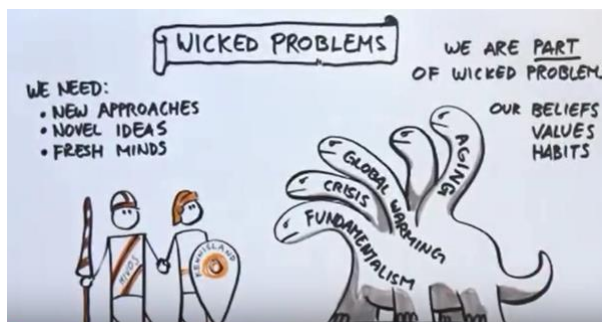
The Netherlands: « Participatie-samenleving »

King's Speech Willem-Alexander 2013

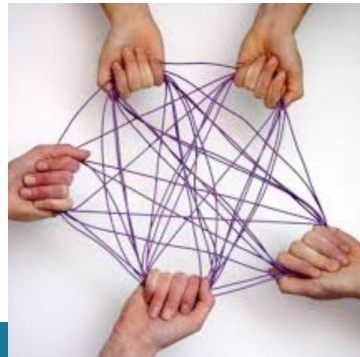
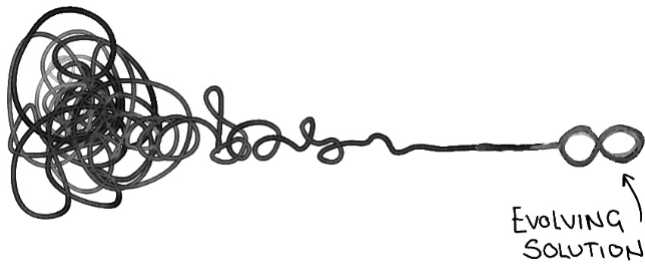
“ everybody who is able to, should take up responsibility for his/her own life and as such also for his/her community”



Instituut voor de Overheid



Instituut voor de Overheid



WIJDELEN

augustus 30, 2013

WijDelen.be is een platform om te delen met mensen je buurt. Het is de bedoeling om door middel van het delen buurtcontacten te stimuleren en buurtinitiatieven aan te moedigen. [...]



SOCIALE KRUIDENIER

augustus 9, 2013

Een sociale kruidenier is een buurtwinkel met een aanbod van voedings-, onderhouds- en verzorgingsproducten. Klanten kunnen er, na inschrijving en op afspraak, winkelen aan een lage prijs. De



BEDRIJVCENTRUM DE PUNT

februari 18, 2013

De Punt is gevestigd op de voormalige Trefil-Arbed site in Gentbrugge en stelt tien mensen te werk. Het is een broedplaats voor ondernemers met aandacht voor mens en milieu. Het [...]



DE FIETS VAN TROJE

februari 17, 2013

In 2012 heeft de stad Gent besloten om via het Mobiliteitsbedrijf een transitietraject op te zetten om de omslag naar een duurzaam mobiliteitsstelsel te maken.

Instituut voor de Overheid

Citizen co-production

The mix of activities that *both public service agents and citizens* contribute to the provision of public services
(Pestoff ea; Parks)

The involvement of *citizens, volunteers and clients* in *producing* public services as well as *consuming* them
(Brudney & England)

The provision of services through *regular, long-term relationships* between professionalized service providers (in any sector) and service users or other members of the community, where all parties make substantial resource contributions
(Joshi & Moore)



Instituut voor de Overheid

Elinor Ostrom on 'common pool resources'

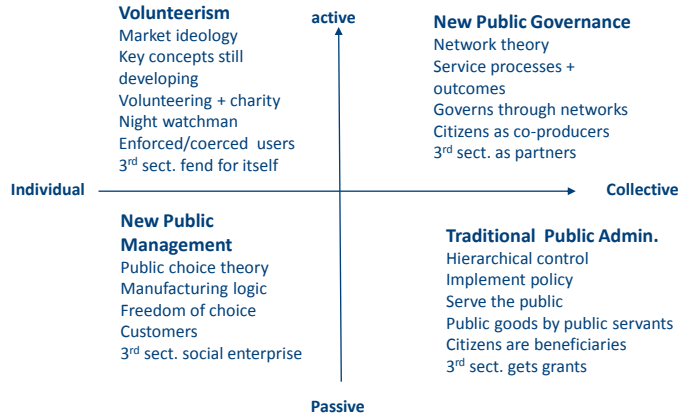


How to avoid the tragedy of the commons ?
government - market – users ?



Instituut voor de Overheid

Public administration regimes: citizen participation & responsibility (Pestoff 2016)



Instituut voor de Overheid

How does coproduction change the role and functioning of citizens?



Instituut voor de Overheid

Perspectives on citizenship

Citizens are **more than mere customers or clients**;
Roles as stakeholder, electorate, responsible member of
the community, taxpayer, legal obligatee, ...

Government producing **public value** (citizenry) and
private values (client), with **external effects**
(stakeholders); yet **preferences expressed** mainly by
citizenry (electorate) and **paid** mainly by collective (tax
payers)



Instituut voor de Overheid

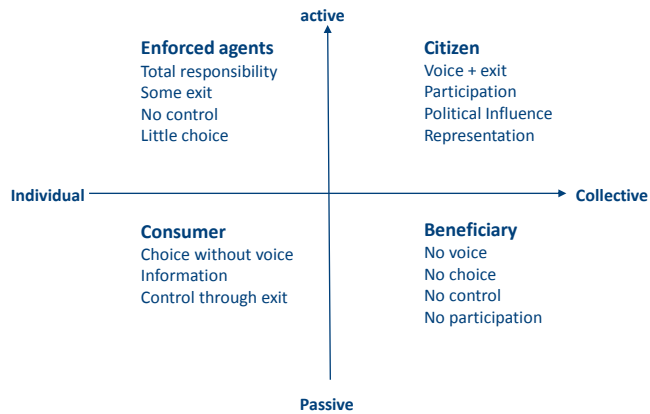
~ A Public Service Dominant Approach

- Public services:
 - intangible **services**; evaluation of outcome *and* process; simultaneous (co)production and consumption (e.g. Osborne 2013)
- Implications:
 - More than restricted economic exchange relationship
 - Coproduction is not a choice or 'add-on', but is essential and intrinsic to public service delivery
 - cf. Alford 1995: the necessity of client co-production to service delivery
e.g., post, social work, health care, education,
community development, employment services,
programs for obese children, ...



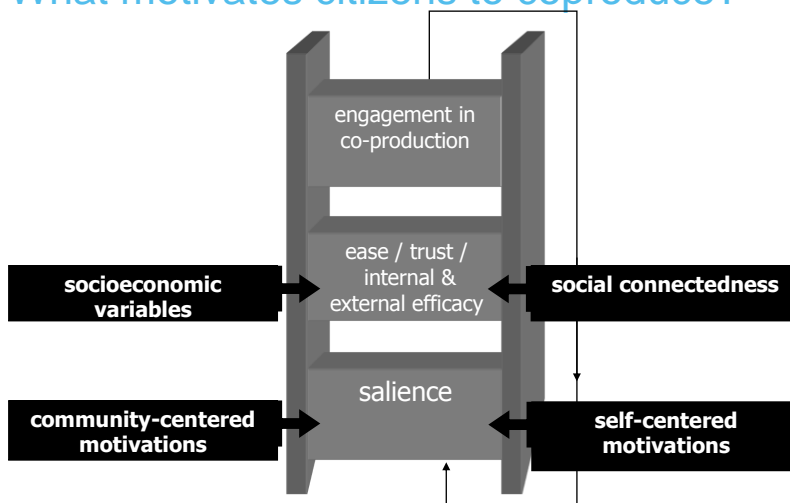
Instituut voor de Overheid

The role of citizens as users of public services (Pestoff 2016)



Instituut voor de Overheid

What motivates citizens to coproduce?



Case: Client councils in care facilities
van Eijk and Steen 2014, 2016



Instituut voor de Overheid

How does coproduction change the role and functioning of public professionals?

The role of professionals in guaranteeing service quality (Pestoff 2016)



CASE: Neighbourhood coproduction pilot in Tampere (Tuurnas 2015)

- Management
 - Need for new performance mgt methods as it is difficult to prove cost savings – cf. the project aims at ‘increasing sense of community’, yet activities and outcomes needed to become visible in reports
- Organisation
 - Project pilots mostly planned and carried out by the professionals for instead of with citizens; cross-sectoral cooperation between public service providers as main outcome
- Process
 - Need to find meaningful and effective platforms for interaction, yet finding participants (in project meetings, online chats) proved difficult
- Culture
 - Professionals felt they were expected to have ready-made solutions; need for cultural change away from ‘false’ accountability and professional introversion



Instituut voor de Overheid

Case: Glasgow city - Trust as central to relationship regular provider – co-producer (Bartels et al 2012)

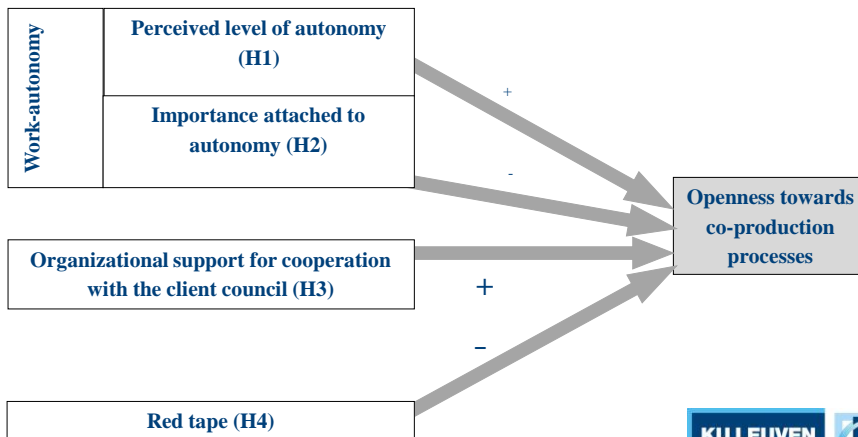
In general, the public professionals see the engagement of citizens as “an ongoing, complex, and demanding process in constant need of professional support. (...) There is a permanent need for skilled professionals who go out to meet people, convince them to come along, provide them with adequate training, and keep them on board”.

Citizens themselves and a few disillusioned public professionals, however, told a contrasting story, in which “citizens are motivated to volunteer and solve community problems but are prevented by local authority interference from actually making a difference”



Instituut voor de Overheid

Professionals' openness explained (van Eijk & Steen)



What are outcomes and challenges related to coproduction?

Effects of coproduction – different perspectives



Instituut voor de Overheid



Instituut voor de Overheid



Instituut voor de Overheid



Instituut voor de Overheid



Instituut voor de Overheid



Instituut voor de Overheid



DOE i
DEMOCRATIE

**Work. Dishes.
Dressing the kids.
Now he wants you to
run the school and
hospital as well.**



What exactly will he be doing?

Instituut voor de Overheid