



Servizio sociale in emergenza e innovazione

Corso di laurea magistrale in Servizio Sociale, Politiche sociali, Programmazione e Gestione di servizi - A.A. 2022-2023



Co-creation, Co-production and Social Innovation



Co-creation/co-production and innovation

- Co-production/Co-creation with citizens is considered as a necessary condition to create innovative public services that actually meet the needs of citizens, given a number of societal challenges, like ageing and urban regeneration; and all of this within the context of austerity.
- Hence co-creation/co-production seems to be considered as a cornerstone for social innovation in the public sector.
- But, what do we empirically know about co-creation/co-production?

Types of co-creation/co-production

- Three types of co-creation/co-production which differ in their degree of citizen involvement
 - Citizen as a co-implementer of public services
 - Citizens as a co-designer
 - Citizen as an initiator
- Citizens are considered as a valuable partner in public service delivery. There are some variations in these partnerships. In some cases the creation of sustainable relations between government and citizens is being stressed; in other cases the joint responsibility of professionals and citizens for public service delivery is put forward; in again other cases simply the involvement of citizens in the process of public service delivery is assessed.



► Objectives:

- Gaining more effectiveness
- Gaining more efficiency
- Increasing customer satisfaction
- Other objectives
- No objectives mentioned: that means that the process of citizen involvement is considered, in a normative way, as something that is appropriate; the purpose of co-creation/co-production is simply the involvement of citizens.

► Influential factors: there are a lot of influential factors


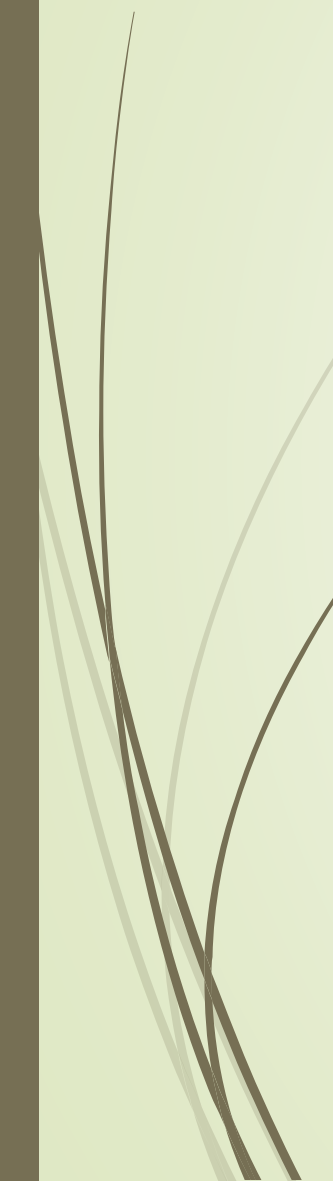
- On organizational side: compatibility of public organizations with citizen participation; open attitude towards citizen participation; risk averse administrative culture; presence of clear incentives for co-creation (win/win situation)
- On citizen side: citizen characteristics (skills, intrinsic values, marital status, family composition, level of education, ...); customer awareness/feeling of ownership/being part of something; presence of social capital; risk aversion by customer/patients/citizens.

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Co-production


Understanding coproduction

- Coproduction entered the lexicon of public administration in the late 1970s and early 1980s.
- Coined by Elinor Ostrom, the term was used to help explain the role of citizens in the production of public services (Ostrom 1972, 1996; ..)
- Specifically, coproduction was used to describe «an emerging conception of the service delivery process which envisions direct citizen involvement in the design and delivery of city services with professional service agents (Brudney and England 1983, 59).
- The rise of the concept coincided with a period in the USA marked by fiscal cutbacks, which led to calls to produce more with less, redevelop intergovernmental service delivery arrangements, focus on operational productivity, and deprofessionalize bureaucracies.
- These and similar efforts flourished around the world throughout the 1980s and early 1990s, particularly under the banner of NPM


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- Much of the early research assumed that coproduction was part of the natural state of organizations (even if it was not called coproduction)
 - However, as organizations increasingly were asked to do more with less, assumptions about coproductionn changed. Rather than being seen as an already occurring practice, coproduction wa viewed as something to be introduced to organizations and integrated into operations.
 - This shift in assumption gave berth to practical applications of the concept in the public sector.
 - Attention to coproduction waned in the 1990s, but the concept regained popularity in the 21^o century for at least three reasons.
 - First, the early 2000s saw widespread recognition of the increasingly multi-sectoral nature of governance; the «new governance»;
 - Second, the global financial crisis; many modern calls for coproduction in light of fiscal constraints;
 - The progressive decline of citizenship and the sense of common self
 - The concept remains muddled

Some definitions

AUTHOR	DEFINITION
Whitaker (1980)	«Three broad types of activities constitute coproduction: citizens requesting assistance from public agents; citizens providing assistance to public agents; and citizens and agents interacting to adjust each other's service expectations and actions». (p. 242)
Brudney and England (1983)	«Coproduction consists of citizens involvement or participation (rather than bureaucratic responsiveness) in the delivery of urban services. Coproduction stems from voluntary cooperation on the part of citizens (rather than compliance with laws or city ordinances) and involves active (rather than passive) behaviors». (p. 63)
Levine and Fisher (1984)	«The joint provision of public services by public agencies and service consumers» (p. 181)
Ostrom (1996)	«The process through which inputs used to provide a good or service are contributed by individuals who are not «in» the same organization» (p. 1073).
Alford (1998)	«The involvement of citizens, clients, consumers, volunteers and/or community organizations in producing public services as well as consuming or otherwise benefiting from them» (p.128)



AUTHOR	DEFINITION
Joshi and Moore (2006)	«Institutionalized co-production is the provision of public services (broadly defined, to include regulation) through a regular long term relationship between state agencies and organized groups of citizens, where both make substantial resource contributions». (p. 40)
Bovaird (2007)	«The provision of public 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». (p. 847)
Pestoff (2009)	«Co-production provides a model for the mix of both public service agents and citizens who contribute to the provision of a public service» (p. 197)
Boyle and Harris (2009)	«Co-production means delivering public services in an equal and reciprocal relationship between professionals, people using services, their families and their neighbors» (p. 11).



AUTHOR	DEFINITION
Alford (2009)	«Co-production is any active behavior by anyone outside the government agency which: is conjoint with agency production or is independent of it but prompted by some action of the agency; is at least partly voluntary; and either intentionally creates private and/or public value, in the form of either outputs or outcomes» (p.23)
Brandsen and Honingh (2016)	«Coproduction is a relationship between a paid employee of an organization and (groups of individual citizens that requires a direct and active contributionn from these citizens to the work of the organization». (p. 431)
Bovaird and Loeffler (2016)	«Co-production is «public services and citizens making better use of each other's assets and resources to achieve better outcomes or improved efficiency». (p. 1006)
Surva, Tonurist and Lember (2016)	«A way to involve citizens as co-designers and co-implementers of services that are usually delivered by public organizations» (p. 1031)

Levels of co-production

LIVELLO	RUOLO DEI CITTADINI	TIPO DI BENEFICIO	ESEMPIO
INDIVIDUAL	Client, Customer	Personal benefits (spillover may generate social benefits)	A teacher works with a student in one-on-one session to set personal learning goals and targets A phisician and a patient work together to develop a personal treatment plan A lay person pays to drop off trash at a municipal dump
GROUP	Clients, Customers	Personal benefits and social benefits	One or more school administrators work with parents of autistic children to improve educational services Mental health providers work with patients sharing similar diagnoses to improve services
COLLECTIVE	Citizens	Social benefits (spillover may generate personal benefits)	Municipal officials work with community members to identify budget priorities

Coproduction in Phases of the service Cycle

PHASE OF THE SERVICE CYCLE	TEMPORAL NATURE	EXAMPLES
CO-COMMISSIONING	Prospective	School officials work with parent groups to determine educational priorities
CO-DESIGNING	Prospective or Concurrent	Social workers work directly with the elderly to create opportunities for interdependent living
CO-DELIVERY	Concurrent	Parents work with teachers and schools to provide in-class or extracurricular activities for students Students assist the university in organizing welcome days
CO-ASSESSMENT	Retrospective (sometimes with prospective elements)	Parents work with special education auditors to assess services provided to their autistic children



A typology of Coproduction with examples

	CO-COMMISSIONING	CO-DESIGN	CO-DELIVERY	CO-ASSESSMENT
INDIVIDUAL	A doctor and a patient work together to identify and prioritize health problems and needs	A doctor and a patient work together to develop a strategy or plan for meeting health needs	A doctor and a patient work together to implement dietary, exercise, smoking cessation, or other activities to meet health needs	A doctor and a patient evaluate the plan and the degree of health improvement
GROUP	School officials and teachers work with a group of parents who have children with special needs to identify challenges and opportunities in education services	School officials and teachers work with a group of parents who have children with special needs to design educational activities based on parental experience and best practice	School officials and teachers work with a group of parents who have children with special needs to provide in-class and extra-curricular educational activities	School officials and teachers work with a group of parents who have children with special needs to evaluate the provision of services
COLLECTIVE	A local parks department convenes citizens to identify and prioritize desired recreational opportunities in a community	A local parks department works with citizens to design a series of bicycle routes throughout the community	A local parks department works with citizens to construct and maintain bicycle routes throughout the community	A local parks department works with citizens to assess the safety and quality of bicycle routes throughout the community



Riferimenti bibliografici

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