

Collaborative governance as transformative social innovation in Finland

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The necessity of collaboration

Complex societal problems can only be solved by collaboration of diverse actors because the actors are interdependent

- Nobody has all the necessary knowledge
- Nobody can make the change alone

In true collaboration, the parties acknowledge that the solution can only be created together

Greenwood & Odell, Collaborative Public Manager Training, Helsinki

2018-2019

Collaborative governance

“the processes and structures of public policy decision making and management that **engage people constructively across the boundaries** of public agencies, levels of government, and/or the public, private and civic spheres in order to carry out **a public purpose that could not otherwise be accomplished**”

Emerson et al. 2012

SPECTRUM OF PROCESSES FOR COLLABORATION AND CONSENSUS-BUILDING IN PUBLIC DECISIONS¹

	EXPLORE/INFORM	CONSULT	ADVISE	DECIDE	IMPLEMENT
Outcomes²	<ul style="list-style-type: none"> Improved understanding of issues, process, etc. Lists of concerns Information needs identified Explore differing perspectives Build relationships 	<ul style="list-style-type: none"> Comments on draft policies Suggestions for approaches Priority concerns/issues Discussion of options Call for action 	<ul style="list-style-type: none"> Consensus or majority recommendations, on options, proposals or actions, often directed to public entities 	<ul style="list-style-type: none"> Consensus-based agreements among agencies and constituent groups on policies, lawsuits or rules 	<ul style="list-style-type: none"> Multi-party agreements to implement collaborative action and strategic plans
Sample Processes	<ul style="list-style-type: none"> Focus Groups Conferences Open houses Dialogues Roundtable Discussions Forums Summits 	<ul style="list-style-type: none"> Public meetings Workshops Charettes Town Hall Meetings (w & w/o deliberative polls) Community Visioning Scoping meetings Public Hearings Dialogues 	<ul style="list-style-type: none"> Advisory Committees Task Forces Citizen Advisory Boards Work Groups Policy Dialogues Visioning Processes 	<ul style="list-style-type: none"> Regulatory Negotiation Negotiated settlement of lawsuits, permits, cleanup plans, etc. Consensus meetings Mediated negotiations 	<ul style="list-style-type: none"> Collaborative Planning processes Partnerships for Action Strategic Planning Committees Implementation Committees

Source: USIECR



**CORE project: Facilitating the collaborative turn in Finland,
widening the scale of practices beyond participation-as-consultation**



Transformative social innovation

The process through which social innovation challenges, alters and/or replaces dominant institutions (Haxeltine et al. 2016)

Transformative aspects of social innovation (Pel et al. 2017)

1. relations within social innovation initiatives
2. network formation processes
3. institutionalisation processes
4. the shaping of social innovation through the broader socio-material context

Oregon, US: From conflict resolution to collaborative governance

- Conflicts on land use regulation -> programme on public policy disputes in 1990 -> more systematic approach to conflict resolution, collaboration with stakeholders
- State-level leadership and support mechanisms for community-level collaboratives first in natural resource management, later in other fields (health care, early childhood education)
- Since 2000, systematic development and application of collaborative governance practices by the National Policy Consensus Centre at the Portland State University

Facilitating the collaborative turn

CORE — Collaborative remedies for fragmented societies —
Facilitating the collaborative turn in environmental decision-
making (2017-2021), funded by the Strategic Research Council at
the Academy of Finland

*How to engage a broad range of societal actors in the
collaborative co-production of fair, efficient, legitimate and wise
solutions for contested environmental and natural resource
policy problems?*

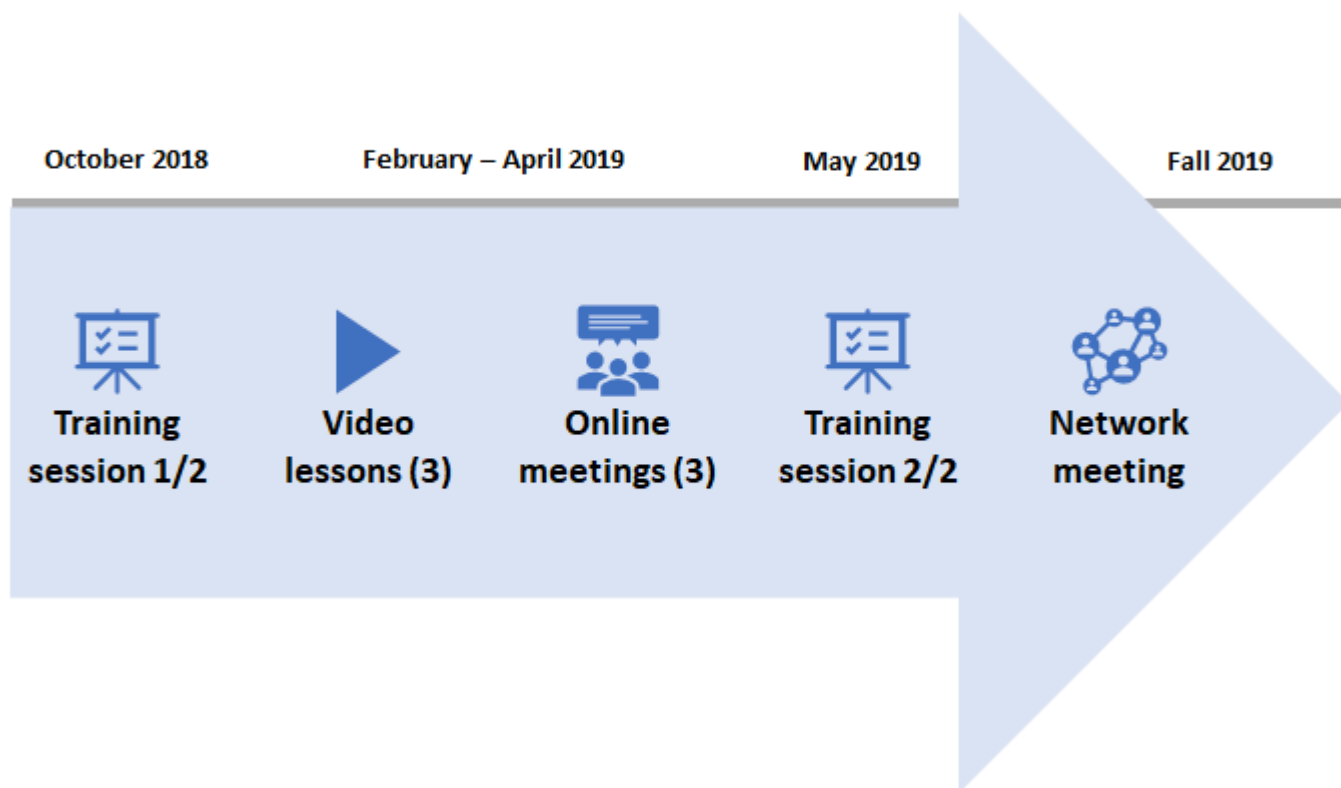
Addressing institutionalisation of collaborative governance in Finland

Collaborative action research - key actors as partners

- case studies: experimenting with collaborative practices
- capacity building: a training course, training events
- building a community of practice
- annual event with the stakeholders
- collaboration with other projects
- many other societal interaction activities

Collaborative public manager training

- Training on the principles of collaborative governance and collaborative decision-making processes
- 25 participants from different administrative levels and sectors
- Trainers from NPCC (National Policy Consensus Center at Portland State University) Stephen Greenwood and Turner Odell
- 4 training days and 3 video lessons followed by 3 online meetings facilitated by CORE researchers
- Working **towards building a “community of practice”** - a network of practitioners



Collaborative public manager training feedback

- Discussions with other participants about applying the principles into practice highly appreciated and seen as important part of the learning process
- Training and the tools provided were considered very useful in terms of participants' work. Personal skills easier to adopt than broader procedural approaches
- Demonstrated the relevance of Oregon's experience in collaborative skills in Finland.
- It was also recognized that in order to implement what was learned in one's own work further discussion and networking was needed
- Requests for meetings, seminars, networking events etc.

Case Uusimaa Regional Council

- Helsinki-Uusimaa Regional Council is a joint regional authority of the municipalities in the the Helsinki-Uusimaa Region that has offered themselves as a research case for CORE regarding it's collaborative capacity
- After learning about the Collaborative Public Manager training the Council is now having similar training for their staff provided by one of CORE's partners
- The case offers a chance to observe **how collaborative capacity building and transformation can be done in an organizational setting** and what it means in practice

Some key learning points this far

- There is a clear interest in Finland for collaborative capacity building in the public sector
- Special tools and knowledge are needed in order to enable the transformation to truly collaborative practices
- Importance of practical examples and personal hands-on experience!
- Lessons from Oregon: recognition of interdependence and collaborative leadership in Finland?
- The tradition of strong public government is a cultural challenge

Questions to discuss

- Role of cultural context, also in public sector, when learning from other contexts. How can Finland learn from abroad?
- Tips for a summarizing article on collaborative turn in Finland?

Welcome onboard!



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Project: CORE - Collaborative remedies for fragmented societies - Facilitating the collaborative turn in environmental decision-making

