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CO-PRODUCTION OF HEALTH AND SOCIAL SERVICES FOR THE ELDERLY
The Perspective of Third Sector Organisations in Tampere, Finland

ABSTRACT

Purpose of this research was to explore third sector organisations providing health and social services for elderly in Tampere, Finland, and their perspective on the cooperation with public sector actors in the Finnish health and social service environment. Co-production of services and network governance were the main concepts of focus in this research. The main research question was how the co-production of health and social services for the elderly actualise in third sector organisation environment? In addition, the research included two sub-questions of how third sector organisations view their role in the production environment of health and social service for the elderly? and how third sector organisations view the cooperation with public sector actors in the health and social service environment?

The research was executed as qualitative research by conducting semi-structured one-on-one interviews with key informants. The interviewees were selected from third sector organisations operating in Tampere, Pirkanmaa. In total six third sector organisations representatives were interviewed for this research. The primary data gathered from the interviews was interpreted by using the inductive approach. Thematic analysis was applied to analyse the gathered data.

Key findings of the research were that the third sector organisations often focus on complementary types of services that are to some extent filling service gaps in the elderly public health and social service production. It was recognised that co-production and co-governance of services actualises to some extent in the third sector organisations providing services and help for the elderly and a platform for volunteering. It was also acknowledged that the third sector organisations are willing to cooperate with the public sector actors but the collaboration should be developed further.

This research contributed to the existing literature by exploring the concept of co-production of services from the less researched point of view of the third sector organisations providing services for the elderly. The findings indicated that these third sector organisations often focus on a specific form and level of co-production. In addition, more empirical knowledge was gathered through this research concerning the current state of cooperation between the third sector and the public sector actors providing services for the elderly in Tampere, Finland.

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1. INTRODUCTION

1.1 Research Aim and Questions

The aim of this research is to discuss and explore the role of the third sector organisations providing health and social services for elderly people in Tampere area, Finland. The core concepts are co-production of public services and network governance. The focus is on the cooperation between the public sector and third sector organisations in providing services that are targeted to the elderly population. The concept of co-production has gained popularity to some extent in a public administration research in the last couple of decades, but the focus of the research has been rather limited with regard to the third sector organisations in the mix.

More empirical research is required to understand this phenomenon from the perspective of the third sector organisations and how they view their role in this phenomenon. In addition, how the third sector organisations view the cooperation with the public sector in terms of providing these services will be examined. Lastly the discussion will consider how the cooperation with the municipality could be improved considering service planning and provision from the third sector organisations' perspective. The main aim is to gain a better understanding and more empirical knowledge of the key concept of co-production and how it is viewed by third sector organisations providing elderly health and social services.

The main research question guiding this research is:

- **How the co-production of health and social services for the elderly actualise in third sector organisation environment?**

In addition, the sub-questions below are also guiding the research:

- o How third sector organisations view their role in the production environment of health and social service for the elderly?

- o How third sector organisations view the cooperation with public sector actors in the health and social service environment?

By answering to the above questions, the research will aim to present more empirical findings on the topic that requires more research for better understanding of a specific setting.

1.2 Thesis Rationale and Structure

The current situation with public health and social service environment is challenging. The latest health and social service sector reform came into effect in the beginning of year 2023. The health and social services reform brought many changes to the service provision, the biggest change being the switch of responsibility of organising the health and social services from the municipalities to the wellbeing services counties (Valtioneuvosto, 2022).

However, the health and social services sector has been under a pressure for some time now due to insufficient resources and growing demand for good quality health and social services. Changing demographics in Finland due to decreasing birth and death rates and increasing amount of elderly people in Finnish population compared to other age groups is a challenge for a country like Finland. The healthcare sector has experienced significant changes in the availability of workforce and the quality and quantity of services provided has suffered by the lack of workforce in the industry. Lehtonen et al. (2023) elaborate that the main challenges are financing and lack of availability of competent workforce. Aging population and demand for better quality services create more pressure for the wellbeing services counties to cope with the challenges they face.

Growing demand for health and social services for the elderly and lack of resources from the public sector side to organise all the help and services the elderly citizens need to cope in their everyday lives has placed pressure on other actors such as the third sector organisations to help and provide activities for the elderly. For example, it is estimated that the number of elderly people aged 80 or more in Pirkanmaa, Finland will increase by 70 by 2035 compared to the current number (Palomaa, 2023). Thus, it is worth exploring the perspective of the third sector related to this matter. How the challenges affect the third sector organisations providing help and services to the elderly, and how they view their role in this setting.

The structure of the thesis is the following. Second chapter will introduce background information describing the basic health and social services organised by the public sector in Finland, and information about the role of the third sector organisations in Finland as providers of services targeted to the elderly population. Next in chapter three the theoretical framework and key concepts of the research is described. In chapter four the methodology is presented. Analysis of the findings in this research are written in chapter five and finally in chapter six the conclusion is presented.

2. HEALTH AND SOCIAL SERVICES IN FINLAND

Finland is a Nordic welfare state where the government is involved in many ways in people's life by for example providing public services. Public sector is vast, and it comprehensively offers services for its citizens. The topic of this research concentrates on basic health and social services targeted to the elderly, thus the following chapter will examine the current state of public health and social services, who produces them, how are they produced, and what is being said about the future of services targeted to the elderly citizens. The chapter will first provide information about the public sector as the provider of health and social services. After which we will examine more closely the health and social services provided for the elderly. Lastly the chapter will provide information about the role of the third sector organisations in the production of services for the elderly, and what does the public sector say about the cooperation with the third sector operators.

2.1 Basic Public Services

Until 2022 the responsibility of organising basic health services and social welfare in Finland was on the municipal level. Municipalities could either provide the services by themselves or they could jointly provide the services with other municipalities. Municipalities could also purchase services from other sectors for example from private sector organisations. (Ministry of Social Affairs and Health.) However, constantly the health and social care sector is going through changes. The municipality-based financing and their responsibility of organising the basic health and social services have not been successful in providing equal services for the citizens. Thus, different governments in Finland have attempted to solve these inequalities for example with new guidelines, and law renewals. (Hujala &Taskinen, 2020.)

The latest reform came into effect on 1st of January 2023. The reform shifts the responsibility of organising public health and social services from municipalities to wellbeing services counties. There are 21 wellbeing services counties and City of Helsinki organising the health and social services. Public sector will remain as the main organiser and main producer but private and third sectors organisations will complement the public services. Municipalities remain as the promoters of health and wellbeing of its residents (Valtioneuvosto, 2022). In addition, Valtioneuvosto (2022) states that in the long-term the impact of the wellbeing services county reform to municipality level is that the costs and risks arising from the aging population and morbidity is no longer the responsibility of an individual municipality. Finnish government with the

reform aims to increase the role of the third sector organisations as the promoters of health and wellbeing, thus actions to secure their operations are taken. (Valtioneuvosto, 2022.)

Finnish government lists the objectives of the health and social services reform. They aim to secure equal and quality health and social services for the people living in the wellbeing services counties, improve the availability and accessibility of the services, decrease the differences in peoples' health and wellbeing, secure the availability of professional workforce, meet the challenges that decline in birth rates and aging of the population causes, and restrain the growth of costs. (Valtioneuvosto, 2022.)

City of Tampere is part of the Pirkanmaa wellbeing services county. The Pirkanmaa wellbeing service county by population is the largest county out of the 21 wellbeing services counties. It consists of 23 municipalities. Also, in Pirkanmaa the population is aging, and birth rates are decreasing. The wellbeing services county aims to respond to these societal changes. (Pirkanmaan hyvinvointialue, 2023.)

2.2 Health and Social Services for the Elderly

Finnish age structure is changing due to decreasing birth rates and low death rates. It is expected that in near future the amount of elderly population is increasing from current state and the amount of people in work life is decreasing. (sosiaali- ja terveysministeriö, 2020.) The current Finnish government has prepared National Programme on Ageing 2030 to prepare for the impact the aging population poses on the nation. The ageing population will increase the demand for services which the elderly population requires, and the government needs to prepare for it. Ministry of social affairs and health states that "The growth in the population aged over 64 is both a resource and a challenge for both society as a whole as well as the organisation and provision of social welfare and health care services." in their National Programme on Ageing 2030 (Ministry of Social Affairs and Health, Helsinki 2020, p. 19). It is estimated that that by the year of 2030 Finland will have approximately 1.5 million citizens over the age of 64 (Finnish Institute for Health and Welfare (THL), 2018).

The responsibility of organising basic public health and social services for the elderly was on the municipality. The municipality granted services based on an assessment of individual service needs. (Sosiaali- ja terveysministeriö.) Finnish Institute for Health and Welfare (THL, 2018) published research which examined the need and usage of health and social services by the elderly citizens (65 and older) in Finland. The research indicated that a large number (26 per cent) of the elderly with low income that needed home care felt that the help was not sufficient, or it was non-existent. Home care is referred to services that take place at citizen´s home. The services are often everyday chores that the elderly requires help with for example taking care of their personal hygiene, ensuring the food supply, and receiving social interactions. Overall, the elderly population require health and social services but the elderly with the lower income level is more reliant on the public services which are not always sufficient. (THL, 2018.)

From January 2023 onwards the responsibility of organising elderly public social and health services is on the wellbeing service county. As already mentioned in the subchapter 2.1 the wellbeing services county reform objective is to improve the health and social services provided by the public sector and decrease the inequality of services received by the citizens.

2.3 The Role of the Third Sector and Cooperation from the Public Sector Perspective

In multiple public sector publications, the need for and importance of third sector organisations' activities is mentioned. Especially when referring to services for the elderly. For example, the publication *National Programme on Ageing 2030* demonstrates that Marin's government states that public sector is responsible for organising health and social care services while third sector actors supplement these services (Valtioneuvosto, National Programme on Ageing 2030). In addition, Marin's government aim is to draw a programme on ageing together with various actors from different sectors e.g. the third sector, municipalities, and ministries (Valtioneuvosto, National Programme on Ageing 2030).

Moreover, City of Tampere have included references to third sector organisations on their website. For example, they have information about TARVE – Tampereen Voimavaraverkosto ry, an association which is a collaboration between different third sector health and social service organisations in Tampere which city of Tampere supports. The association's purpose is to bring forward volunteer work, and the benefits gained from volunteer work. (Tampereen kaupunki, Vapaaehtoistoimintaa koordinoiville.) There are 19 member organisations in TARVE – Tampereen Voimavaraverkosto ry association, and multiple cooperation partners, such as City of Tampere, STEA (Funding Centre for Social Welfare and Health Organisations), and The parishes of Tampere. (TARVE – Tampereen Voimavaraverkosto ry, Yhteistyökumppanit.)

Furthermore, City of Tampere publication from 2018 demonstrates that city of Tampere supports third sector organisations in multiple ways, for example by coordinating different types of networks that brings together actors, participating in projects together with different organisations, and grants financial aid. However, they acknowledge that there is a lot of knowledge and skills in the third sector, which the public sector could take better use of. City of Tampere also states that third sector activities, and their benefits should be made more visible for the citizens. And lastly, they acknowledge that they cooperation between the city and the third sector organisations could be improved. (Tampereen kaupunki, 2018.)

On the Pirha website which is the official website for the wellbeing services county of Pirkanmaa for which city of Tampere belongs to they write that improvement of the wellbeing and health of the citizens require cooperation between the wellbeing services county and the third sector organisations. They continue that the cooperation requires development of different forms of collaboration, and one form of cooperation are grants that the wellbeing services county issues for health and social service organisations. (Pirha, Järjestöyhteistyö.) Moreover, one of the Pirha's strategies to develop cooperation between the wellbeing services county and the third sector organisations is to set up an organisation collaboration work group that will consist of representatives from different categories of third sector organisations. For example, elderly are one of the 19 different categories in the collaboration work group. (Pirha, Järjestöyhteistyöryhmä) This goes to show that from the public sector perspective the third sector organisations are considered as a vital part of the health and social services production. And the public sector aims to develop the collaboration between the third sector organisations and the public sector actors.

2.4 Third Sector Organisations in Finland

Many argue that the role of the third sector organisations have increased in Finland, but more importantly people agree that third sector is important part of the society. Yeung (2020) describes how volunteering is one of the basic pillars of our society and continues how around two out of five Finnish people participates in some type of volunteer work. And around 62 percent of the volunteers participates in volunteer work through some type of organisation or foundation, and the participation in health and social sector activities is the second largest area in which around 25 percent of the volunteers participate in (Yeung, 2020).

Volunteer work is an important factor in third sector health and social service organisations. In Finland there are about 10,000 health and social service organisations in which there are approximately half a million volunteers. (Kansalaisareena ry, 2019.) Thus, volunteer workers have a significant impact to the third sector. In Pirkanmaa, Finland there are 853 health and social third sector organisations which are central in supporting the health and wellbeing of the people in Pirkanmaa. (Järjestöt Pirkanmaa, Järjestöjen SOTE-ryhmä.)

Diaconia can to some extent consider as a part of the volunteer work in elderly services in Finland as it is also a provider of help for those in the need of it. In addition, it is an enabler of participation in volunteering. Jokela (2011) describes how diaconal work is based on Christianity and the idea of helping those who need it the most, and in this way diaconal work is difficult to categorise into specific sector. However, the volunteer work and help organised through diaconal in Finland can be to some extent be seen as third sector and civil society type of work.

The difficulties in the welfare state model that has created inequalities, and challenges for citizens to receive support and services from the public sector has increased the need for the diaconal work similarly as the need for support from the third sector actors. (Jokela, 2011, p. 34-35.) People face challenges in receiving the support and services they require thus, they seek aid from various actors that offer supporting services.

3. THEORETICAL FRAMEWORK: CO-PRODUCTION AND NETWORK GOVERNANCE

This theoretical framework chapter will layout the central theories and concepts applied in this research. The chapter begins with description of the origins of co-production after which different concepts and definitions of co-production are presented to understand the wide variety of the concept usage. Then the focus shifts to describing the specific conceptual framework applied in this research. Lastly, I will present some critique and challenges discussed of the concept presented. The theoretical framework ends with discussion on network governance and management of co-production activities. I will also present a short summary of the theoretical framework as the final discussion of this theoretical chapter.

3.1 Origins of Co-production

Originally the discussion around the concept of co-production began in The United States in 1970s by Elinor Ostrom and her colleagues through their research in which they discovered that services are often produced and consumed by different actors both public and private and many occasions clients and citizens have an impact on the services produced. (Brandsen, Pestoff, 2012, chapter 1.) Essentially, co-production of public services comprises activities where public service professionals are producers and citizens that receive the service voluntarily participates in the activities to improve the quality and quantity of services received. Individual citizen effort can be counted as co-production and there is no requirement that only a group of citizens can be counted as efforts of co-production, but organisations of citizens can improve the outcomes of co-production as they can improve the coordination between the public producers and citizens. (Pestoff, 2019)

Co-production originally thought by Elinor Ostrom is a concept that explains the interaction between citizens and public sector service producers in which tackling the economic, social, and political challenges are at the core of this co-operation (Pestoff, 2019). Co-production is thus, a social phenomenon and it has evolved and will continue evolving in the course of time. This might even be a reason why there is no singular conceptualisation of the term or at least to some extent the definition of the concept is conflicted and not all researchers and professionals agree upon a single definition. Especially the area of focus in the research around co-production of public services has shifted during the past few decades. (Brandsen, Pestoff, 2012.)

There are some key aspects of co-production that many researchers seem to agree upon on a theoretical level. Regularly it is mentioned that co-production can ultimately lead to increased inclusive democracy, improvements in the quality and effectiveness of services produced, and increased citizen participation. (Pestoff, 2019; Verschuere, Brandsen, Pestoff, 2012; Osborne, Radnor, Strokosch, 2016.) "Already in the 1980s, Warren et al. (1982, as cited in Pestoff 2006) claimed that co-production can lead to cost reductions, higher service quality and expanded opportunities for citizens to participate. Co-production then becomes an important means to enhance the quality and quantity of public services" (Verschuere et al., 2012). Nowadays the quality of public health and social services and especially equality and social justice topics are important factors to consider when discussing the production of health and social services. Therefore, the need to explore this matter from different perspectives is vital.

3.2 Variety of concepts and definitions

In 1970s when the concept of co-production was initially discussed it referred to a situation where the client together with the service producers aimed to get improved outcomes when using a service. (Pestoff, 2019.) However, since the 1970s the concept of co-production has evolved and to some extent obtained various of meanings and/or definitions. Figure 1. *Concepts and definitions of Co-production* illustrates some of these different definitions and meanings of co-production raised in earlier publications.

Literature/Authors	Definition/conceptualisation
Brandsen, & Pestoff, V. (2006)	**Co-governance:** The third sector participates in the planning and delivery phase of public services. Mainly refers to activities on the planning phase of services; **Co-management:** The third sector organisations in collaboration with the public sector produce services. Mainly refers to activities on an organisational level; **Co-production:** Citizens participate partly or completely to the production of their own services. Mainly refers to contributions on an individual level
Bode, I. (2006)	**Co-governance:** refers to a consensual regulation shared by public, civic and professional actors
Osborne, Radnor, Z., & Strokosch, K. (2016)	**Co-production:** refers to a voluntary or involuntary participation to design, management delivery or evaluation of public services by the public service users. Authors also suggest that co-production is essential part of service delivery and cannot be removed from the process. Co-creation of value also discussed.
Tuurnas. S. Haveri. A. (2017)	**Collective Co-production:** refers especially to third sector organisations and public sectors collaborations in which customers and citizens can participate to co-production through various associations. Organisations etc.; **Individual Co-production:** refers to individual directly participating in the development or production of a service by e.g., offering their expertise in the matter; **Group Co-production:** refers to a more neighbourhood watch(group) type of activities thus fourth sector activities
Osborne. (2018)	**Co-creation of value:** author suggest that there would be a move away from co-production of services towards co-creation of value in which value is created at the nexus of interaction
Pestoff. (2019)	**Co-production of public services** can include three main actors that are public professionals, citizens, and volunteers and three different categories of tasks which are core, essential and complementary

Figure 1. *Concepts and definitions of Co-production*

As we can see from the figure above researchers obtain various definitions of the concept. For example, Brandsen & Pestoff (2006) in their research use three different types of co-production activities – co-governance, co-management, and co-production. Whereas other might only refer to co-production and discuss the element of co-creation of value e.g., Osborne et al. (2016). Tuurnas & Haveri (2017) discuss co-production on different levels which is determined by who participates in the co-production efforts thus, is it individual, group, or a collective level co-production.

Co-creation of value is also a term that is present in many studies around co-production of public services. Osborne et al. (2016) describe how at the event of service production both the provider and receiver co-produce the service and it is in this interaction where value is co-created. Thus, the different components added to the process then determines the value created. This process includes for example the expectations that the service user has towards the service and then the reality that takes place during the process of service production. Osborne (2018) continues from this that co-creation of value implies that service producers cannot create value, but they can make a service offering to the service receivers who then whilst using the service determines the value. Service user's life experiences can for example impact on the service value. Oppositely then the value co-created can offer the service provider resources for the future.

What is also interesting is the division between the definition into different categories of tasks related to co-production. Pestoff (2019) for example discusses how co-production can take place in core, essential and complementary tasks. He explains that his studies on co-production concentrates on labour intensive health and social services where he believes co-production can offer social and economic benefits especially if co-production concentrates on complementary and/or essential tasks rather than core tasks.

What can we take from the different definitions is that the actual act of co-production of public services can be research from different perspectives depending on what the angle is that we want to take. The researcher decision how to narrow down the topic being researched ultimately affects the choices made upon the theoretical framework chosen. In the next sub-chapter, the conceptual framework applied in this specific research is being discussed.

3.3 Conceptual framework of co-production

Brandsen & Pestoff (2006) created a framework for the concept of co-production, where the third sector somehow impacts services. They divide the concept into three different elements, which are co-production, co-governance, and co-management. In general, the authors discuss about co-operation which consists of all these three elements, but they also agree to apply the term co-production when referring to all the three concepts. Although the authors make a distinction between the three elements of co-production, they note that the concepts are not exclusive. The table below represents the three elements and their short definitions.

The concept	Definition
Co-production	Citizens participate partly or completely to the production of their own services. Mainly refers to contributions on an individual level.
Co-governance	The third sector participates in the planning and delivery phase of public services. Mainly refers to activities on the planning phase of services.
Co-management	The third sector organisations in collaboration with the public sector produce services. Mainly refers to activities on an organisational level.

Figure 2. *Different elements of co-production (Brandsen, Pestoff, 2006)*

The different elements of co-production which Brandsen & Pestoff (2006) classify aids to identify the activities for which third sector organisations may take part in terms of co-production of public services. In the case of co-management, the third sector organisation at least partly produces the services together with the public sector and this can include for example sharing of resources during the process of service production. And co-governance refers organisations' level of involvement in the policy development, for example how much is third sector organisations able to co-produce policies together with the municipality in terms of social and health services. (Scheele, 2019.) It is beneficial for this research to acknowledge that co-production efforts from the third sector side can actualise on different modes, levels, and phases of service production. The variety of definitions and theoretical framework of co-production discussed here offers more range of interpretation of empirical evidence concerning the topic.

Brandsen et al. (2012) explore the co-production concept further. In chapter two the authors focus on the conceptual side of co-production and Third Sector Social Services in Europe. They define the different modes of co-production similarly as presented in Figure 2. *Different modes of co-production* but they continue explaining the different relations between the professional services providers and their clients, which are interdependence, supplementary, and complementary. Interdependence refers to situation in which organisation requires customer input in service production whereas supplementary relation means that the client can substitute the professional. And lastly complementary relation refers to situation where professionals complete the core activities, but clients will perform secondary activities alongside. (Brandsen et al., 2012.)

Pestoff et al. (2006) highlight the importance to research more systematically of what the third sector organisations' function truly is in the service delivery processes. For example, do the organisations take specific function such as supplementary or complementary more often? Thus, it is interesting to investigate the third sector organisations' view of their role in the public service environment. What is the current level of co-production between the third sector organisation and the public sector? And what type of collaboration and co-production of the health and social services would the third sector organisations prefer with the public sector. These matters will be explored more closely later in the research.

Empirical example provides information on how co-production can take form in practice. For example, a case study *Co-Production of Care Services Co-opting Citizens in the Reform Agenda* the authors explain how in the Netherlands the welfare state reform steered the municipalities together with the citizens to co-produce welfare services. The citizens are then part of the design of the services and part of the implementation of the services. The healthcare professionals are expecting informal carers to participate in the service design and delivery as much as they can while professional care is still available when needed. Complementary and supportive tasks are something that citizens themselves could largely take responsibility over. (Brandsen et al., 2018.) The case study from the Netherlands implies that by cooperating and optimizing the knowledge and capabilities the informal carers and the healthcare professionals have the municipalities aim to provide better and more comprehensive services to the citizens.

The different types, modes and level of co-production acknowledged here will help to process empirical data as co-production actualises in multiple forms in different cases. The aim is to gather more empirical evidence and understanding on situations of co-production where third sector organisations are present. Hopefully the study will provide information whether the third sector organisations' co-production activities concentrate on specific types of co-production and what is the level of co-production and lastly, does it take specific modes more often than others.

3.4 Critique and Challenges towards the theory of co-production

As all theories co-production does not come without challenges and critique. There are multiple aspects that have been raised in both theoretical and empirical studies. Issues such as accountability, 'free-rider' problem, hybridity, and complexity of organisations, and questions such as who bears the costs, what are the transaction costs and who creates value and who receives it are discussed in various publications. In addition, the confusion of who produces, what they produce, and how is it produced are central in the discussions of co-production. Thus, the challenges and critique towards co-production of public services should be considered further in research.

If for example accountability is considered in co-production cases it may be challenging to see which party is hold accountable when users themselves are part of the production process of services (Verschuere et al., 2012). The fact that many stakeholders are involved also increases the hybridity and complexity of the organisations involved with the production of public services. This creates a challenge for the governance of the organisations. (Pestoff, 2019). Tuurnas et al. (2016), also studied the accountability in the complex environment of co-production amongst public, volunteer, and user actors. Their main research question was "what does accountability mean on the street level when a public service is carried out through co-production?" (Tuurnas et al., 2016, pp. 132). One of the key findings concerning co-production emphasised that volunteers should not be seen as new public service professionals but to see them as actors that can complement the public services and offer the users more support from life experiences (Tuurnas et al., 2016). The study of co-production of public services also seem to call research on the new types of leadership and management when it comes to production of public services where there are complex networks and partnerships involved.

Moreover, Bode (2006) discusses the hybridity and networks within non-profit and for-profit organisations in elderly care. He states that the market pressures and overall tensions around the provision of elderly care decreases the motivation of the clients or other stakeholders to contribute to the co-production of elderly care services. To unlock the tension more understanding of the management and leadership side of this complex environment is vital.

3.5 Managing Co-production and Network Governance

As already discussed to some extent co-production of public services invites individuals with different backgrounds and talents, and organisations with different organisational logics to cooperate. The hybridity, and complexity of organisations makes the management of this cooperation challenging. For example, Scheele et al. (2019) studied volunteer associations perceptions of municipal policy strategies to promote co-production of healthy ageing services, and they found that although municipalities intended to increase co-production efforts with the volunteer associations the volunteer associations perception was that the municipality efforts were not strong enough to enhance the co-production efforts between the two parties. This example, among others portrays the reality that organisations and individuals that intend to cooperate to produce valuable outcomes may have challenges to do so because of different organisational logics and ways of working which makes it more difficult to collaborate.

To overcome the challenges of co-production due to complexity and differences between the parties and people involved we need to study the management and governance of those involved in co-production efforts. Especially the New Public Governance highlights networks and partnerships in the production of public services in which third sector organisations and citizens can play an important role as co-producers (Pestoff, 2019). Klijn (2008) for example assessed ten years of research on governance and governance networks in Europe and discusses how networks are increasingly formed to address challenges that cannot be solved alone within a one sector. However, Klijn (2008) conclude that more research is required on network management especially in terms of how decisions are being made and how democratic these processes are. Also, the most efficient network management strategies should be in the focus for future studies on networks.

The concept of network governance is especially interesting in the case of co-production of public services. Network governance means that governance actualises within networks which can include public, private, and not-for-profit organisations, which makes the governance difficult to manage (Klijn, 2008). In studies concerning co-production network governance it is often mentioned due to this fact that it brings together actors from different sectors with more or less informal and more or less weak links. For example, Scheele (2019) states that "Co-production requires a flexible, network-based governance approach, …" (pp. 1152) because volunteer organisations are based on volunteering the public sector cannot make the third sector to participate in formal and hierarchical partnership. Thus, the setup is forced to be less formal and more lenient.

Although the relationship between the public sector and the co-producer in a network is more informal and less coercive it does not rule out the need for efficient governance and management, but in the contrary. Because the links are weaker between the parties the need for management strategies to achieve successful co-production outcomes is greater. Especially in cases where the volunteer associations or individual's co-production activities are not completely substituting the public professional's activities but are in fact requiring collaboration between the two parties meaning that more management is required (Musso et al., 2019). Health and social services are more service dominant thus, in cases of co-production of such services co-operation between the parties involved is expected and management of the co-production efforts is emphasised to achieve outcomes that do create value for the parties involved.

Some authors discuss possible elements for successful co-production management, however more research needs to be done on how these networks can be managed and governed in a competent way. Edelenbos et al. (2013) for example, discuss connecting strategies where variety of strong contacts are formed inside of a network, and this can potentially lead to better accountability and legitimacy of the networks. Whereas Musso et al. (2019) present an expectancy theory as a possible managerial approach in which citizens would be given certain role expectations and if they would be fulfilled the citizens would receive intrinsic or extrinsic rewards. Scheele (2019) discusses the importance of for example good communication between the actors, agreed distribution of tasks, common visions, and mutual learning in the success of network governance. Moreover, building open and trustworthy relations between the stakeholders in a network and having organisational flexibility have been proved to be a way for effective co-production of services (Verschuere et al., 2012).

As the different researchers imply when discussing the management of co-production efforts and governance of networks the importance of good communication and building strong connections are essential. Parties acting alone to produce services that are similar to each other or complementary to each other do not create as good outcomes as would be if the people would work together in the production of well compounded holistic services. These are related themes to the research topic as the cooperation between actors from different sectors are central to the research as well as how the co-production efforts are currently managed from the third sector organisations' perspective.

3.6 Summary of Theoretical Framework

The key theoretical framework of this research is represented below in the Figure 3. *Key Theoretical Framework*. The co-production theory is based on the different modes of co-production by Brandsen, and Pestoff (2006) which includes the co-governance, co-management, and co-production. These elements of co-production are part of the theoretical framework to understand in which phases of the service production and/or development the third sector organisations take part in. To deepen the understanding of co-production, modes of co-production such as interdependence, supplementary and complementary aspects are also included in the framework. The different modes of co-production help to identify which type of services third sector organisations typically take part in when discussing co-production processes. To include discussions of the governance and management of co-production efforts in the research, elements from the Network Governance, Public Service Management theories, and findings from previous research done on Co-production management are also applied in this research.
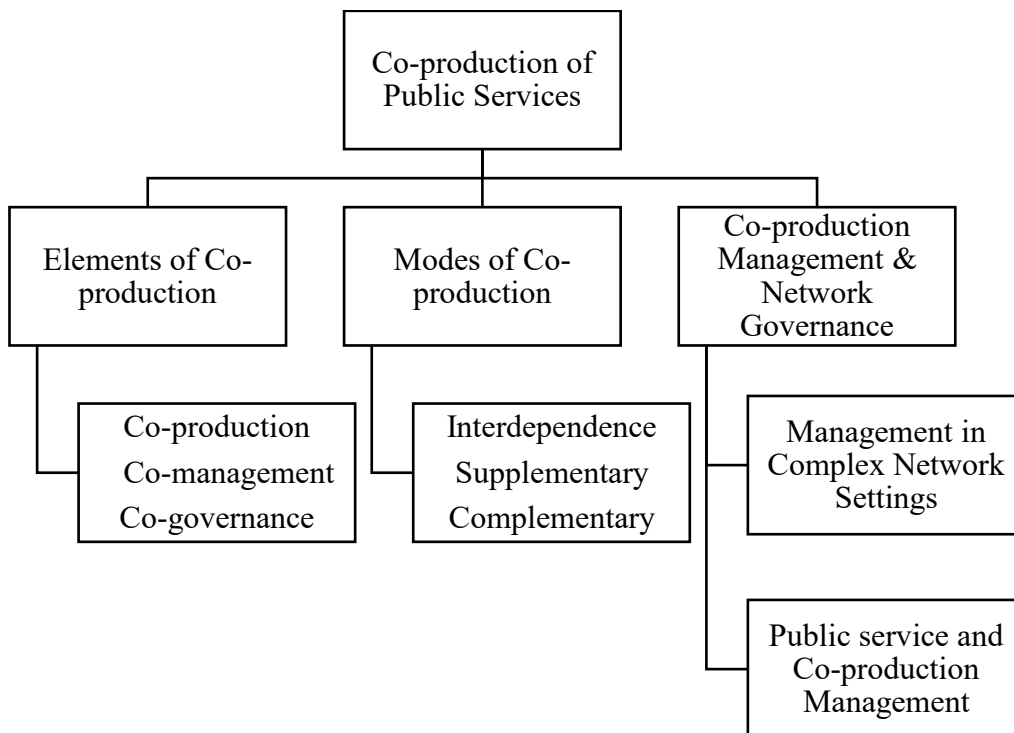
Figure 3. *Key Theoretical Framework*

Moreover, there are aspects from network governance theory that can enhance co-production management and cooperation between the different sectors. New Public Governance also addresses managerial issues which may arise in situations where parties with different institutional logics cooperate. The theories and concepts represented in the Figure 3. *Key Theoretical Framework* help to analyse the role of the third sector in the public service environment and co-production initiatives. In addition, to further discuss the ways to manage co-production efforts network governance and public service management theories are included in the theoretical framework of the research. These theories and concepts make the analytic framework which will be in core when analysing the empirical data gathered for this research. In the next chapter the methodology of this research is further explained.

4. METHODOLOGY

In this chapter I will describe the methodology of this research. What research methods I applied, how I collected my primary data, and how the collected data is analysed.

4.1 Research Philosophical Choices

As the aim of this research is to better understand a certain phenomenon in our society the topic needs to be examined through grass roots level. Information must be gathered from the people who are affected by this phenomenon who can share their view and understanding of the topic. Therefore, qualitative research is applied in this research as it is seen as the suitable option for this type of research. Qualitative research enables researcher to be more flexible when gathering data and when analysing it which helps the researcher to gain more knowledge regarding the topic. Hammersley (2013) describes how qualitative research aims more to generating data that explains and/or describes something rather than finding data that proves or denies a hypothesis laid out.

Qualitative research acknowledges the subjectivity of the society, researcher, and the respondents because research is conducted in natural settings rather than in controlled environment (Hammersley, 2013). The lack of empirical knowledge regarding the topic makes it challenging to set suitable hypothesis to test thus it is more relevant to ask the respondents questions for which they can answer freely with their own words. The researcher can then learn more about the topic and ask further questions from the respondents if they feel that some matters could be relevant to the research, but the researcher has not thought of them by themself. Thus, qualitative research which aim is to gain knowledge of a certain topic in order to understand a specific phenomenon more is seen as suitable for this research.

4.2 Primary Data Generation

The primary qualitative data will be obtained by conducting semi-structured one-on-one interviews with key informants from selected third sector organisations. The third sector organisations' representatives are most equipped to provide information that will help us to answer the research question designed for this research. The semi-structured interview is seen as the most suitable because it guides the respondents to discuss the topics that are relevant to this research, but it also allows them to answer the interview questions in their own words. In addition, this method offers the interviewer new insights and an in-depth understanding of the phenomenon. I also think the semi-structured interview gives flexibility to both parties – the interviewer and interviewee – to add more points during the interview if something valuable arises during the interview.

The topic of the research and chosen geographical location highly determined the sampling method. The interviewees were chosen by their qualities and fit for the topic of this research. Thus, the chosen sampling method is convenience sampling in which the researcher finds potential cases that are suitable informants for the purpose of the interview (Robinson, 2014). Robinson (2014) describes that in convenience sampling the potential cases are contacted if they meet the criteria set, and selected as interviewees by their willingness to participate in the study in first-come-first-served basis. The convenience sampling is suitable for this research as the study is limited to a certain geographical location. However, the generalisability of the research is also bound to this specific location.

The interviewee selection criteria set for the sample in this study are the following:

- The interviewees shall be key informants, thus people in the selected third sector organisations who are responsible for coordinating the volunteer work and have experience and/or information about the cooperation with stakeholders especially with public sector actors.

- The organisation in which the informant works must operate in Tampere area, Finland.

- The organisations in which the informant works shall provide some type of health and/or social services for the elderly population and have some type of volunteer work activities (3rd sector organisations). However, I did not pay too much attention to the types of services the 3rd sector organisations provide if they were mainly targeted to the elderly and that the activities/services were rather freely available for them.

- The organisations that have some level of cooperation with the public sector actors. When the potential interviewees were contacted by email, I wrote that one of the main topics in the research is the cooperation between the third sector and public sectors actors, and therefore I am searching for key informants in this field.

The third sector organisations contacted were found by doing research online, and examining whether they meet the set criteria. Potential key informants were contacted by email. The email possessed general information about the topic and questions whether the person felt that they had information and experience about the topic in hand. Thus, rechecking whether they qualify for the criteria set for the interviewees.

The interviews were aimed to be as effortless as possible. Thus, they were conducted either face-to-face setting or remotely via Zoom depending on interviewees preference. I aimed to be flexible with setting the place and time with the interviewees in order to conduct the interviews smoothly. In addition, the interviews were conducted in Finnish because that is the native language for both the interviewer and the interviewees. The goal was to allow the interviewee to discuss the topic as freely as possible and conducting the interviews in English might influence the content because of possible language barriers.

4.2.1 Details about the interviewees

In total of six people agreed to the interview. The length of the interviews, from the time of the first official question until the last answer the interviewee gave, varied from 18 minutes to 38 minutes. Each of the six interviews were recorded, and interviewees consent was rechecked before the recording started. The interviews were conducted during November 2022 and January 2023. The interviewees are listed below together with some basic information, and they appear in the list in chronological order of the interviews held.

Respondent:	Respondent's Title in the Organisation:	Organisation Information:	Interview details:
Respondent 1 (R1)	Volunteer Work Coordinator (Suomeksi: Vapaaehtoistoiminnan koordinaattori)	Association for people with memory disorders in Pirkanmaa area, volunteer workers help in support group sessions, act as a support person for the people in need, help in memory cafes	Remote interview was chosen due to practicalities and Zoom was the platform. Length of the interview (rounded up to the closest minute): 34 minutes
Respondent 2 (R2)	Lead Operations Manager (Suomeksi: Toiminnanjohtaja)	Organisation which provides home care services and recreation services for elderly in Tampere area, different type of services based on volunteer work but	Face-to-face interview, Length of the interview (rounded up to the closest minute): 18 minutes

		also contract based services	
Respondent 3 (R3)	Operations manager – Volunteer Work (Suomeksi: Vapaaehtoistoiminnan toiminnanohjaaja)	Diaconal work actor which offers services for elderly in Tampere area, concentration on volunteer-based work	Face-to-face interview, Length of the interview (rounded up to the closest minute): 33 minutes
Respondent 4 (R4)	Executive Director (Suomeksi: Toiminnanjohtaja)	Association for people with memory disorders in Pirkanmaa area (Same association as R1)	Remote interview was chosen due to practicalities and Zoom was the platform, Length of the interview (rounded up to the closest minute): 33 minutes
Respondent 5 (R5)	Lead Operations Instructor (Suomeksi: Vastaava toiminnanohjaaja)	Foundation that provides housing and social services for the elderly in Tampere area, Respondent worked in the free low barrier meeting place for elderly	Face-to-face interview, Length of the interview (rounded up to the closest minute): 18 minutes
Respondent 6 (R6)	Volunteer Work Coordinator	Non-profit association that provides social services to reduce inequality and loneliness	Face-to-face interview, Length of the interview (rounded up to the

| (Suomeksi: Vapaaehtoistoiminnan koordinaattori) | in one neighborhood in the city of Tampere, Respondent worked in unit that provides support and services for the elderly and disabled | closest minute): 38 minutes |

Figure 4. *Information about the interviewees*

4.2.2 Challenges in the interviewee selection process

There were some challenges in the interviewee selection process. Firstly, third sector is very scattered. There are multiple different types of actors in the field varying in their size, purpose, activities level of formality, sources of finance to name some. In addition, the information available on the different organisations varies, thus it is challenging to find all of the potential organisations. In addition, due to the resource constraints the research is was limited to the Tampere area, which limited the potential organisations. To overcome, these difficulties the sample included actor that is not directly third sector organisation but a diaconal and social responsibility actor, and a third sector organisation that advocates and provides services to people with certain disease. However, both actors are well established in Tampere area, and have many elderly people in the organisation acting as volunteers as well as customers. These factors along with the other criteria make these actors relevant to this research.

Although, the sample size is limited and some compromise was made, the people interviewed can be described as key informants. The interviewees were suitable for the purpose of the interview considering their backgrounds and attributes which provides the interviewees a necessary understanding of the topic of interest in this research.

It was decided that 6 interviewees were to some extent sufficient to make an analysis and draw conclusions of the topic. Considering the resources and the saturation point when the interviews to some extent had repetition between them, and having more interviews with similar types of third sector organisations might not bring that much new information but similar points from another perspective, I was satisfied with the amount of data gathered. The size of the sample and the geographical limitations together with the other limiting factors set out for this research decrease the generalisability of the conclusions made based on this study.

4.2.3 Interview Questions' Design

Interview question design is represented in the figure below Figure 4. *Interview Design*. The model is adopted from Vilkka's (2007) book about the principles of quantitative research. The idea behind the model is to demonstrate the rationale behind the matters included in the empirical data collection method. The data collection method chosen for this research is semi-structured interviews, thus the figure 4. models the path from left to right starting from the 1. From theory to the key concepts. From there it moves to 2. Subsections of key concepts, and finally 3. The question level represents logic behind the interview questions.
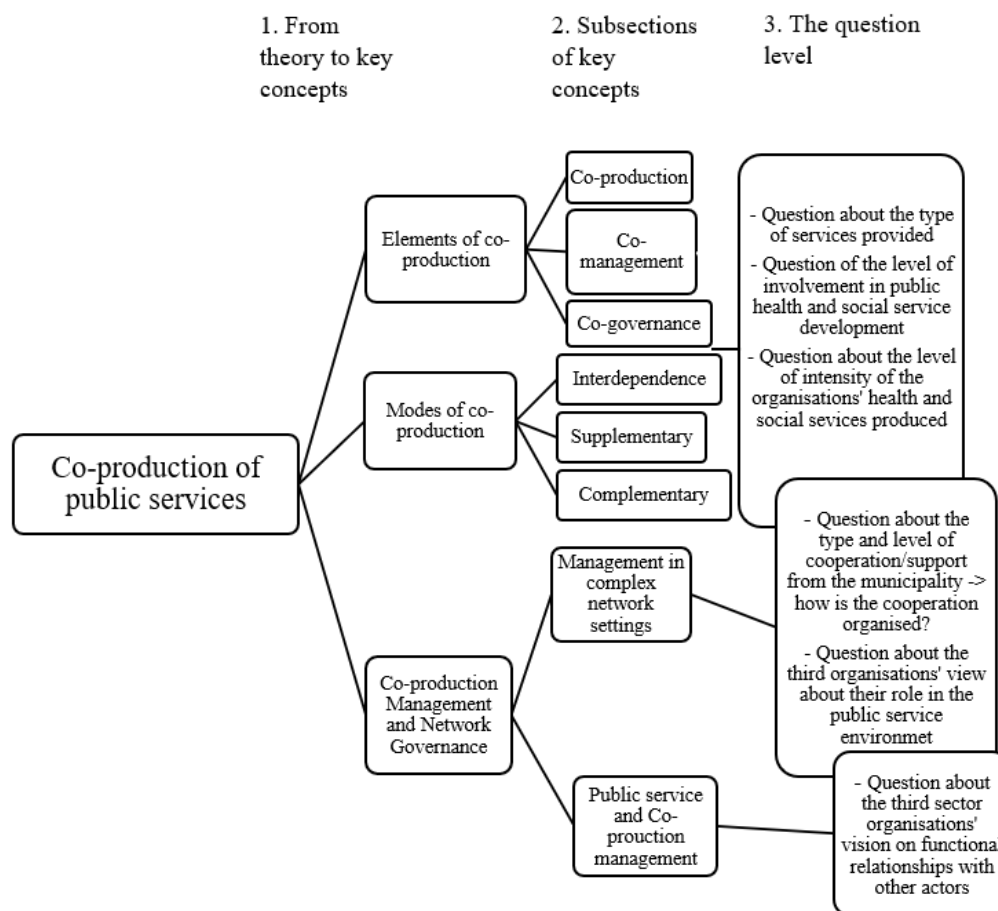
Figure 5. *Interview Design*

Interview structure and guiding questions in Finnish can be found as Appendix A. The interview guide along with the questions were altered to some extent for interview with Respondent 3 (R3), because of the different nature of the organisation. The rest of the interviewees came from third sector organisations, whereas R3 was from diaconal work actor. However, the amendments affected more the wording of the question than the actual content and meaning behind the questions.

4.4 Data Analysis

The primary data gathered will be analysed by applying thematic analysis. Thus, the analysis is focused on the content that the interviews provide and the narrative the respondents convey. Thematic analysis aims to help the researchers to create themes from data through coding the dataset collected from for example interviews. The themes' purpose is to guide the researcher to present explanations and answers to the research questions thus, to provide analytic report of the research. (Braun & Clarke, 2022.)

Inductive approach is applied to interpret the data. Inductive approach implies that the researcher's focus is on the dataset gathered from which the codes are derived in order to analyse the data, instead of applying pre-determined codes derived from for example the theory. (Braun, Clarke, 2022.) By taking the inductive approach I can focus on the interview transcripts which allow me to better understand this researched phenomenon from the perspectives of the interviewees. However, it can be argued that the approach to interpret the data is to some extent deductive. Braun and Clarke (2022) explain deductive approach as to practice in which codes and themes from the dataset is created more theory in mind rather than solely from the dataset. Therefore, it can be argued that the questions in the interviews are derived theory in mind, and thus the interviewees are guided by the theory-driven questions which to some extent affect their responses and therefore the creation of codes and themes from the interview data. Though, overall during the coding and theme creation phase I will focus on the transcript data, and not visit the theory at this point of the process.

4.4.1 Empirical Findings

Interviews were recorded to write complete transcripts of the interviews. The first version of the transcript for each interview was created with the Microsoft Word transcribing tool. However, this tool created incomplete transcriptions, thus each interview recording was required to manually fill the gaps in the initial transcription. Writing the complete transcripts of the interviews held helped me to further familiarise with the data, and to begin with the coding phase of the empirical data analysis. Braun and Clarke (2022) call the first phase of transcribing and reading through the dataset, familiarising with the dataset. Final transcripts consisted only text, and in this research, I was only interested in the actual text and the meaning behind the information the interviewees communicated. Thus, after the transcripts were finished, I only used the text to analyse the data.

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4.4.2 Coding

During the transcribing phase the initial codes were set. Once the transcriptions were finished, the transcript data was transferred to ATLAS.ti qualitative data analysis programme to code the dataset. The codes that were designed to organise the dataset into sections that would be more manageable to analyse are the following; Basic Information, Financing, Development and Influence, Type of Services and Activities, Level of Services, Role of the Third Sector, Networking and Cooperation with other Professionals, Cooperation with the Public Sector, Volunteer Work, and Vision about the Future. Next, I will elaborate on what each code means specifically, and give examples from the dataset to each code. The extracts from the interviews have been translated into English. The original extracts in Finnish can be found as Appendix B.

Code and Description:	Example from the Data:
Basic Information (Information about the organisation and the interviewee's role in the organisation)	"… a low barrier meeting place for the elderly who live at home. Basically our goal is to support the elderly's management of everyday life and maintenance of good physical health and also to make digital skills part of the everyday life, and also to uphold volunteering…"
Financing (Information how the organisation is financed)	"And we are STEA-funded place so Ministry of Social Affairs and Health funds us with AK-funding"
Type of Services and Activities (Information about the services and activities the organisation provides)	"…when customer becomes our customer they are told that free activities for you. You can where you need the help and the elderly can say for example that for going outside, and that I am very lonely and I'm not able to go to the pharmacy or the doctor or the store alone. But the most important is that someone would visit even once a week."
Level of Services (Information on the level of services the organisation provides for example compared to services provided by the public sector)	"… in a way we maybe like complement the municipality's municipality's services then so in a way the core thing here is that we are able to give time for the customers, that sometimes they are very busy in the public sector and have tight schedules when facing the customers…"

Development and Influence (The level and type of influence the organisation holds towards development of public services)	"… there may be challenges that it is hard to reach out for the higher, the ones in the higher positions so. Often it like feels that we are maybe forgotten quite easily, although on the other hand it is discussed about the importance of the third sector but that. It's not, in my opinion things could be better."
Role of the Third Sector (Information about the role of the third sector in the society and especially third sector organisations as providers of services for the elderly)	"…in my opinion all organisations do so important work that support people's lives and really moves along and between the service system. Gives that kind of, gives support that you don't get from the service organiser."
Networking and Cooperation with other Professionals (Information about network cooperation with other professionals than public sector actors)	"…sure we cooperate like with other associations and organisations quite a lot depending on for example when. With these projects we cooperate a lot. We are like in an expert role in other associations' projects, maybe in a steering group and these kind of tasks or we inform the customer base about the activities. And then we have had some joint projects…"
Cooperation with the Public Sector (Information about the cooperation the organisations have with the public sector actors)	"… the city knows about our existence and we know who we can contact from the municipality side if there is a need. And those events, networking and these are pretty important so that we are able to keep up with, although we are not funded by the city of Tampere, but that we can be part of those different networks."
Volunteer Work (Information about the volunteer work and role of the volunteers in the organisation)	"Our target group is also our volunteers because majority of the volunteers are pensioners so when they help others they end up helping themselves"
Vision about the Future	"…how do we start when now there is a different pattern again since the wellbeing services counties came and let's see now what part will stay as the

| (Information about the possible direction and challenges in the future) | responsibility of the city. And who will be the different parties we cooperate with…" |

Figure 6. *Coding and examples*

4.4.3 Theme Creation

        During the coding phase the data is organised into smaller sections, and similar ideas are grouped together. This helps the researcher to grasp similarities and differences in the ideas conveyed by the interviews. It is now easier to group the data into what Braun & Clarke (2022) call "shared meanings" or themes. The themes and their sub-themes derived from the codes are shown below.

Support Next to Us	• Role of the third sector to the elderly • Role of the third sector to the volunteers • Role of the third sector to the public sector
Network Cooperation	• Well working practices • Challenges in cooperation
Future Thoughts	• Concerns about the future • Hopes for the future
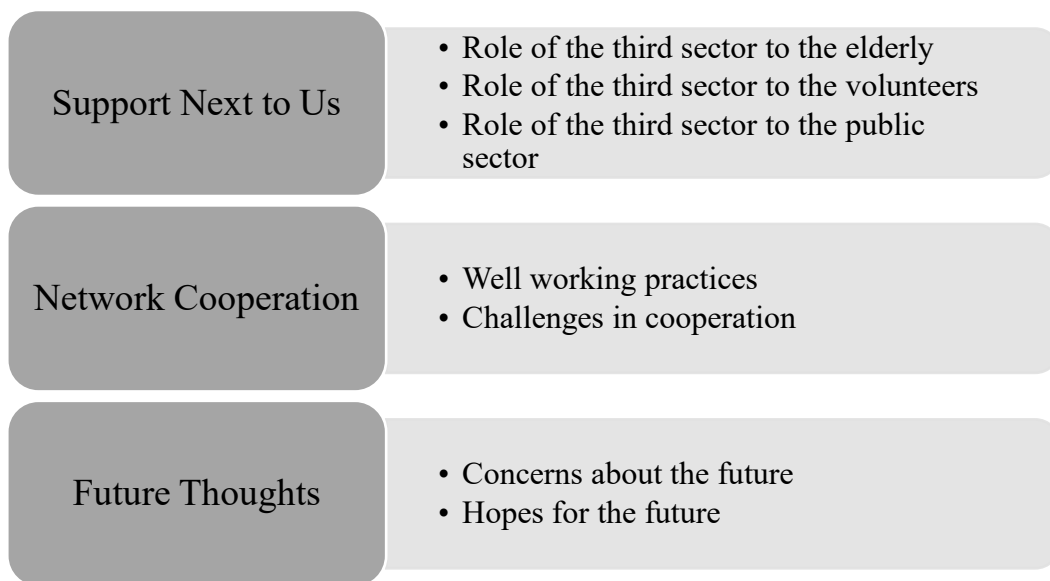
Figure 7. *Themes*

        The main themes that evolved from the primary data are "Support Next to Us", "Network Cooperation", and "Future Thoughts", and sub-themes are role of the third sector to the elderly, role of the third sector to the volunteers, role of the third sector to the public sector, well working practices, challenges in cooperation, concerns about the future, and hopes for the future. These themes and their subthemes help to discuss the main ideas and shared experiences that the interviewees convey. I will discuss the themes further in the next chapter and consider their relevance to the theoretical framework connected to this research.

4.5. Ethical considerations

Multiple factors were considered during the process of completing this research to ensure quality research and ethics of conducting research. I analysed the choices being made in each section of the research to follow the academic guidelines and research ethics. Firstly, the research topic was chosen after a careful literature review from which to some extent research was identified. After which more material was reviewed to analyse the suitability of the topic to the Finnish context. I would also add that my stance as the researcher increased to some extent the objectivity since I was person looking inside from outside since I do not have experience from the third sector field nor from the health and social services industry thus, I analysed the topic as objectively as possible. Although acknowledging that subjectivity is part of the qualitative research process and thematic analysis methods of analysing datasets (Braun & Clarke, 2022). Thus, my academic background, choices I made and practices that I used are examples of subjectivity because they are my personal choices what I decided to research and how to research it.

Moreover, to increase the quality of the research I mostly used academic sources for secondary data for example peer-reviewed articles and studies as well as academic books. Thus, the data are from credible sources. In addition, the APA style referencing was used to give credit to those whose ideas and materials were utilized in this research. Considering ethics in data gathering especially in primary data collection I ensured that the interviewees were voluntarily participating in the interviews and that their identities are kept anonymous. The interviewees' consent for the researcher to record the interviews was checked and doublechecked before recording started. It was made sure that the recordings are not published anywhere and are destroyed once they are not needed in the research anymore. And lastly, the interviewees were not asked any questions that were not relevant to this research, and they were informed that they can refuse to answer any questions they felt they did not want to answer to.

Considering the analysis of data, I applied academical methods and practices of doing research to ensure quality research. However, I acknowledge that the conclusions made from this research are limited to the certain geographical location, and overall, the generalisability of the observations are limited due to the fairly small amount of primary data gathered through the small number of interviews. The researcher's limited resources decreased the ability to gain more data, which to some extent could increase the generalisability of the conclusions. But end of the day the experiences are the interviewers own and based on their knowledge and position as a researcher, which will affect the end results.

Lastly, to analyse the improvements would have increased the quality of this research I would say that given more resources I could have used more secondary sources in describing the theoretical framework and research background. In addition, more interviewees from for example different geographical locations could increase the generalisability of the results in the context of Finland. In addition, some of the interviews were little shorter than other and thus to some extent gave less insights of the topic. Therefore, more interviewees would have increased the insights gained through the primary data collection process. Lastly, the interviews were conducted in Finnish, thus the quotations included in the text of this thesis were translated into English. The translation process can affect the message conveyed in the quotation. In order to increase the transparency of the process, all the quotations used in the text include the original quote in Finnish in the footnotes.

5. FINDINGS

In this chapter I will explain each theme, how the theme represents the ideas and shared meanings the interviewees conveyed, how they are relevant to this research, and how the themes are connected to the theoretical framework utilised in this research. First. Thus, this chapter will present the findings. I shall start with the theme *Support Next to Us* and its sub-themes.

5.1 Support Next to Us

The dataset indicates that third sector organisations provide support in different ways to different groups in the Finnish society. This idea was evident in each of the interviews held. All the interviewees described different ways how their organisation provides support for the elderly population in the society. They described how they provide place and setting for the volunteers to participate in volunteer work. Explained the importance of their services to the elderly. And lastly how they cooperate with the public sector actors to enhance the wellbeing of the citizens. In this subchapter I will describe in detail how the interviewees conveyed this story through their responses in the interviews. In addition, I will explore the potential connection between the theoretical framework and the data from the empirical section of the research.

5.1.1 Role of the third sector to the elderly

The third sector organisations that participated in the interviews are aiming to provide services to the elderly population. Their so to say target audience is the elderly citizens in Tampere region. Therefore, the organisations' role in the society is to some extent more significant to the elderly than for others in the region. In general, as described in chapter 2 of this research, the role of the third sector in Finland is vast and influential but the organisations that participated in this research are important for the elderly in multiple ways.

The third sector organisation representatives described different ways how their presence is relevant in the elderly population's life.

> *"… we want to give especially time for the customers, because they are very lonely. So I think in that sense we serve the city a lot, because we are able to invigorate these customers, the city's customers." (Respondent R2)*[1]

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[1] "me halutaan juuri antaa niille asiakkaille aikaa, koska he ovat tosi yksinäisiä. Eli mun mielestä me ainakin sillä siinä kohtaa niinku palvellaan kaupunkia paljon, koska me pystytään virkistämään näitä asiakkaita, kaupungin asiakkaita."

Respondent R2 explains how perhaps compared to the public sector professionals in elderly health and social care services the people in third sector organisations can meet with the elderly without the similar time pressure that exists in the public sector where they have limited resources. Moreover, R2 believes that taking the time to encounter the elderly it will cheer them up. Thus, in some cases the third sector organisations might be able to provide more time for the elderly in social encounters than the public sector workers are able to in their hectic schedules and with their limited resources.

Some of the third sector representatives considered that the activities and services they offer for the elderly citizens are often more proactive in nature meaning that the elderly are encouraged to maintain good physical and mental health by staying active in their everyday life in which the third sector organisations support the elderly. This is evident in the quotes below by Respondent 5 and 1.

"Many consider this so important that they put our weekly programme to their fridge door, so they know what they are going to do each day. And they show up although the activity is not maybe exactly for them, mut they still come because they meet others here. And get to have company. It decreases loneliness and increases mental health when they see others and there are some activities." (Respondent R5)[2]

"It is also maybe in this volunteering that the the perspective of prevention that. That these volunteers themselves remain in good shape, which in our case are mainly these elderly people. So this is in a way that kind of good hobby which supports the overall wellbeing of these volunteers." (Respondent R1)[3]

Moreover, many of the interviewees explained how they offer complementary services to fulfil the gap between the services the public sector provides and the different help and support the elderly citizens need in their everyday life. For example, Respondent 3 described this instance in the following way.

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[2] "moni pitää niin tärkeänä tätä, et laittaa meidän viikko-ohjelman jääkaapinoveen, et siitä tietää mitä tekee aina minäkin päivänä ja tulee vaikka ehkä just se toiminta ei ehkä olis hänelle, mutta silti he tulee, koska näkee muita täällä. Ja pääsee saa seuraa. Et vähentää myös yksinäisyyttä ja lisää mielenterveyttä. Et näkee muita ja on jotakin toimintaa."

[3] "Se on on ehkä kanssa niinku tässä vapaaehtoistoiminnassa. Se, että. Se ennaltaehkäisyn näkökulma että. Että nämä vapaaehtoiset ite pysyy hyvässä kunnossa, jotka nyt meillä on pääsääntöisesti näitä ikäihmisiä. Että tää on tietyllä tavalla semmoinen hyvä hyvä harrastus joka tukee niin kun sitä kokonaisvaltaisesti näiden vapaaehtoisten omaakin hyvinvointia."

"(Organisation's name) has long traditions and (organisation's name) activities has always been like this complementary kind of activities in relation to the city's activities. So I see it in a way that the presumption is that we like complement all the other activities but now it's just that we just don't have enough volunteers." (Respondent R3)[4]

The message that the interviewees convey is that the elderly citizens need more assistance and support that they are currently able to receive from services provided by the public sector. Therefore, the third sector organisations have a meaningful role in the elderly citizens' life. The organisations offer low-barrier services and meeting places where the elderly can seek for help even for smaller matters like how to fill some form and how to change some setups in their mobile phone to name some. The activities and meeting places the third sector organisations can provide for the elderly can help the elderly to remain more active in their everyday lives which can increase their overall wellbeing and ease the pressure from the public sector service providers.

It became evident that the third sector organisations interviewed for this research provide services and organised activities that are important for the elderly in the Tampere region. Many of the services and activities provided by the third sector organisations were something the elderly could not receive from the public health and social care but were important for them in their everyday lives. Based on the data set most of the services the third sector organisations provided could be described as complementary services. Something that is additional to the health and social services the public sector provides for the elderly. However, the third sector organisations' representatives implied the services and activities provided by them are important for the elderly to cope in their everyday lives, thus not only activities that are something nice and extra for the elderly but also something necessary for them to manage their independence and active lifestyle in the society.

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[4] "(Organisaation nimi) on pitkät perinteet ja (organisaation nimi) toimintaa on ollut aina niinku semmoista nimenomaan täydentävää toimintaa kaupungin toimintojen ohessa. Niin mie niinku näen, että se on se oletus oletuskin on se, että me täydennetään niitä kaikkia muita toimintoja, mut nyt tässä on vaan se, että meillä ei vaan niinku vapaaehtoiset riitä." [Organisation's name has been removed from the quote to ensure anonymity.]

As Brandsen, Pestoff, and Verschuere (2012) define the different modes of co-production by interdependence, supplementary, and complementary, based on most of the services and activities the third sector organisations are complementary in nature. Public sector is responsible for organising the basic public health and social services for the elderly. However, the services provided by the public sector are not always enough and the elderly population seeks help and assistance elsewhere for example from the third sector organisations.

The third sector representatives interviewed also saw the work of the third sector organisations as enablers for the elderly to stay active citizens in the society thus, they can participate in different activities and receive help for matters that help them to stay aware of what is happening around them. In other words, the elderly population can stay or become active citizens in their communities. Active citizenship is a term that is often mentioned in the benefits of co-production. Many authors discuss increased citizen participation as a positive externality of co-production efforts. (Pestoff, 2019; Verschuere, Brandsen, Pestoff, 2012; Osborne, Radnor, Strokosch, 2016.) Thus, the third sector organisations provide a platform for the citizens especially in this case for the elderly citizens to exercise active citizenship.

5.1.2 Role of the third sector to the volunteers

The interviewees discussed the role of the volunteers in their organisations as well as the role of the volunteers in the Finnish society in general. Volunteers have significant role in the third sector because they provide the helping hand for the organisations in that sector. Some organisations in the third sector are run almost completely by volunteers, and others have volunteers to complete some parts of the organisation's activities. The interviewees described how their organisation provides a platform for the volunteers to participate in activities in which they can help others and in activities that are meaningful for the volunteers as well.

"Our target group is also our volunteer helpers, because majority of the volunteers are retirees so by helping other they are also helping themselves." (Respondent R6)[5]

"we have our majority of our volunteers also participating in the activities we organise" (Respondent R5)[6]

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[5] "meidän kohderyhmiä ovat myös meidän vapaaehtoiset auttajat, koska suurin osa vapaaehtoisista on eläkeläisiä elikä auttaessaan muita he tulevat auttaneeksi myös itse itseään"
[6] "Meil on meidän suurin osa meidän vapaaehtosista käy myös meidän toiminnassa"

"And some have some professional background from the social and health care field and then again others have some experience from memory disorder that they for example have been close to a person with memory disorder. And therefore have a feeling that they want to help." (Respondent R1)[7]

Quotes from the R6, R5, and R1 portray how the third sector organisations play a key role in providing a place where volunteers who want to help others can do so, and the third sector organisation ensures that the help goes where it is needed and performed in an appropriate manner. The volunteers who in many cases are elderly citizens themselves organise activities that bring joy and fulfilment to them. It can be said to some extent that participating in volunteering is a hobby for many elderlies. This way the third sector also offers platform for the elderly to take part in activities which they enjoy doing.

Although, volunteers are valuable resource in the Finnish society, one respondent emphasised that the volunteers act as additional hands and take part in activities they wish to be part of, thus it is completely based on people's free will to participate. The volunteers do not replace the social and health services professionals and their contribution is based on volunteerism which should remain so. The volunteers should not be expected to perform activities they are not equipped to do.

"it must always be remembered that the volunteer never replaces the professional. The volunteer doesn't come there to aid in toilet. They don't come there to help to get dressed. Nor they will help to get to the wheelchair. Those tasks are for the professionals." (Respondent R3)[8]

"Volunteers can choose each week what they want to do and it is desirable that they do not visit the same customer like each time which aim is to prevent type of codependent relationships from forming." (Respondent R6)[9]

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[7] "Ja osalla on joku ammattitausta sosiaali- ja terveysalalta ja sitten taas osalla on osalla on sitten joku kokemus muistisairaudesta. Että on vaikka itse ollut joskus muistisairaan läheinen. Ja sitä kautta on sitten semmoinen tunne, että haluaa auttaa"

[8] "sehän pitää aina muistaa, että vapaaehtoinen ei korvaa koskaan ammattilaista. Se ei tuu sinne vessattamaan. Se ei tuu sinne pukemaan. Eikä se tuu nostamaan ketään pyörätuoliin. Vaan ne on ammattilaisten tehtäviä."

[9] "vapaaehtoiset voi valita viikottain mitä he haluavat tehdä ja onkin toivottavaa että he ei käy saman asiakkaan luona niinku jatkuvasti sillä halutaan ehkäistä semmoisia riippuvuussuhteiden syntymisiä."

Overall, third sector organisations play vital roles in providing an organised platform in which the helper in this case the volunteers and the person who needs help can meet. Volunteers can participate in activities that are meaningful for them and at the same time the volunteers themselves remain active citizens in the Finnish society. Volunteers are an important help for the elderly and the third sector organisations, but they shall remain as additional help alongside the public sector and not to replace any health and social service professionals.

Considering the theory of co-production from Brandsen and Pestoff (2006) perspective and the role of the third sector for the volunteers it became evident in this research that the third sector organisations provide platform for the volunteers to co-produce services for themselves. Many of the interviewees mentioned that the volunteers are often elderly citizens by themselves and by being a volunteer and helping others they end up helping themselves simultaneously. Therefore, the volunteers are co-creating value by taking part in activities they enjoy doing and simultaneously they are providing something beneficial for others and for themselves.

Moreover, the third sector organisations also provide a platform for volunteers to influence on the development of public health and social services, since the volunteers can convey messages towards the public sector actors through the third sector organisation's representatives in cases where the third sector organisations participate in shared projects with the public sector actors or other types of collaborative initiatives. Thus, it can be said that to some extent the volunteers through the third sector organisations participate in co-governance of public services.

5.1.3 Role of the third sector to the public sector

Next the importance of the third sector to the public sector is explored. The interviewees discussed different ways how the third sector organisations participate in activities that they felt are valuable from the public sector and the Finnish society perspective. Many of the interviewees imply that there are services that the elderly citizens need to cope in their everyday lives but do not receive these services from the public sector. The quotes below from R6 and R1 show the feeling that the third sector organisation representatives have about their role in the Finnish society compared to the public sector.

"In my opinion all the organisations do such valuable activities that support people's lives and really goes alongside and in between the service system. Gives that kind of support that one does not get from the service organiser." (Respondent R6)[10]

"From the municipal point of view the third sector does like so big work in the sense that the prevention that we get the citizens moving and the elderly and offer the information for them and support for different disease groups or almost for every disease there seem to be some kind of organisation in Finland." (Respondent R1)[11]

Moreover, the interviewees discussed the importance of cooperation between the third sector and the public sector professionals in the elderly social and health care services and ensuring the wellbeing of the elderly in Finland. Many of the interviewees mention that they have close cooperation with the grassroots level public sector workers such as home care (*kotihoito* in Finnish) professionals.

"in fact in all voluntary operations the city's different social and health services are our close cooperation partners. Sometimes the crisis service is our cooperation partner and the home care almost daily" (Respondent R3)[12]

However, they felt that it is harder to approach and communicate with the higher-level actors that ultimately make the decisions about the elderly public social and health services. Or some felt that the third sector representatives are heard and invited to share their expertise, but the message does not seem to go through effectively to the decision-making processes and long-term planning.

"information has been taken that when population is aging and memory disorders increase that how should the decision-makers react to things, but they do listen to them with interest quite a lot, but not in the everyday decisions it does not like show enough and political decision-making is bind to the electoral terms that in them they

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[10] "kaikki järjestöt tekee mun mielestä niin tärkeetä ihmisten elämää tukevaa toimintaa ja kulkee niinku tosissaan palvelujärjestelmän rinnalla ja väleissä. Semmoista antaa sellaista tukea, mitä ei palvelunjärjestäjältä saa."

[11] "kolmas sektori tekee kunnan näkökulmasta taas niin kun isoa työtä siinä mielessä että se ennaltaehkäisy että saadaan niitä kuntalaisia liikkeelle ja ikäihmisiä ja tarjotaan sitä tietoa heille ja tukea eri sairausryhmille tai melkein jokaiseen sairauteen suomessa taitaa olla jonkinnäköinen yhdistys"

[12] "oikeastaan kaikessa vapaaehtoistoiminnassa niin kaupungin eri sosiaali- ja terveyspalvelut on meidän hyvinkin tiiviitä yhteistyökumppaneita. Välillä on kriisipäivystys meidän yhteistyökumppanina ja sitten kotihoitohan on lähestulkoon päivittäin."

do not those difficult things, 10 years ahead they should like think those matters."
(Respondent R4)[13]

"This service system leaks badly and has leaked for a long time. And I see it in a way that there are big gaps in the service system, big human sized gaps from which people fall through and the third sector is the one that catches the people. It's been that way for as long as I've been in this job for 15 years and it hasn't gotten better"
(Respondent R6)[14]

Overall, the interviewees discussed the importance of having close cooperation with the public sector health and social service professionals especially with the ones who do the grassroots level work with the elderly services. The third sector organisations representatives felt that since the people they help are the same people that use the public services that it is important for the third sector organisations to have ways to communicate with the public sector professionals when needed.

Some interviewees pointed out that elderly citizens feel that they do not always receive the services they need from the public sector and then they turn to the third sector organisations seeking for help. The third sector organisations providing services and activities for the elderly can increase the wellbeing of the older citizens by keeping them socially and physically active and providing help in situations where there are no corresponding services offered by the public sector for example sending a volunteer to accompany the elderly when they go to run some errands and are unable to go alone. In some cases, the third sector organisations can provide the help needed but, in some cases, the services should be sought from the public sector side. Thus, the third sector organisations are required to draw line in what are they able to do and what are the public sector responsibilities.

The whole theory of co-production of public services suggests that there are shared initiatives between different sectors of the society to jointly generate services that benefit the many.

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[13] "viety sitä tietoa, että että kun väestö ikääntyy ja muistisairaudet lisääntyy, että mitenkä pitäis päättäjien reagoida asioihin, mutta kyllähän niitä niinku kiinnostuneena kuunnellaan aika paljon, mutta sitten ei se siellä arjen päätöksenteossa ei läheskään riittävästi ei kyllä niinku näy eikä poliittinen päätöksenteko on kiinni sitten niistä vaalikausista, että että siellä ei sitten niinku niitä hankalia 10 vuoden päähän niinku pitäisi miettiä niitä asioita"

[14] "Tää palvelujärjestelmä vuotaa, pahasti vuotaa ja on vuotanu kauan. Ja mä nään niin, että siinä palvelujärjestelmässä on semmosia isoja aukkopaikkoja, niinkun ihmisen mentäviä aukkoja sieltä holahtelee niitä ihmisiä läpi ja kolmas sektori on se, joka ottaa koppia. Se on ollu niin kauan kun mä oon ollu tässä työssä 15 vuotta niin ja parempaan suuntaan ei olla menty."

The theoretical framework utilised in this research concentrates on the shared initiatives between the public sector and the third sector actors to provide and develop services for citizens. The data from the interviews implies that there is cooperation between the third sector and the public sector actors to provide health and social services for the elderly, and the interviewees felt that public sector values the work of the third sector organisations but what expectations the public sector professionals have towards the third sector was not always clear.

There were couple of reasons mainly the type of financing and the resources the interviewees' organisations possessed why the third sector organisations representatives described the co-production services as complementary in nature. However, some of the interviewees felt that the pressure from the public sector side pushes them to produce services that are not their responsibility to produce and for which they do not have resources for. Therefore, the expectations the public sector have towards the third sector organisations from the interviewees point of view was not always completely clear. To improve the co-production of services, communication between the third sector organisations and the public sector actors requires improvements.

The shared message conveyed by the interviewees were that majority of them are willing to participate in co-production efforts of services together with public sector, but the roles and expectations need to be clear. The third sector organisation representatives implied their willingness to provide complementary services with the support from the public sector and participate in the development of the public health and social services for the elderly in cooperation with the public sector.

5.2 Network Cooperation

Next the *Network Cooperation* theme is examined through the subthemes of *Well Working Practices* and *Challenges in Cooperation*. Network cooperation refers to different types of cooperation the interviewees talked about. All the interviewees mentioned some type of collaboration they have with people outside their organisation, thus the cooperation takes place in a network. I will focus on what the interviewees discussed about the cooperation with public sector actors but include other examples when relevant.

5.2.1 Well Working Practices

The interviewees talked about the different ways they cooperate with people inside the network and with public sector actors. This subchapter depicts the practices the interviewees found useful and especially well working for them considering cooperation with other actors. The interviewees found useful matters such as swiftness and easiness in reaching out for public sector professionals for help when the third sector organisations' aid alone is not enough for the elderly in question. In addition, many of the interviewees discussed the importance of knowing the right people and being able to reach out for them when needed. The quote below from R5 depicts this.

> *"sharing information and maybe if there is concern about some visitor then we can be like we have this and that here so in this way supports us so we can always call and they can call us if they wants us to help with a certain person for example filling out documents etc. So this kind of support there is so knowing people that you can call and so on"* (Respondent R5)[15]

Moreover, the communication run both ways. The interviewees also discussed the importance of the public sector actors' awareness of what kind of third sector organisations there are and what kind of activities and services they offer for the elderly citizens. Since the public sector is not capable of providing all types of services and help the elderly people might need in their everyday life, therefore, it is useful for the public sector professionals if they can advise the elderly to seek help from a third sector organisation that can provide the help needed. R1 talks about this idea in the quote below.

> *"many memory nurses memory coordinator said that it is like tool or instrument for them to support their work that since they might not have any support group or something like that to offer then they can direct the people here where one can get additional information and support then."* (Respondent R1)[16]

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[15] "tiedon jakamista ja ehkä jos on jostain kävijästä vaikka on huolta niin me pystytään ollaan et tällästä täällä et tälläi tukee meitä kyllä et pystytään aina soittaa ja he pystyvät soittaan meille jos he haluaa et me autamme kyseisen henkilön kanssa esimerkiksi asiakirjojen täytössä ym. Et tällästä tukee on on että tietää henkilöt kelle voi soittaa ja näin."

[16] "moni muistihoitaja muistikoordinattori sanoi, että se on ihan heille tavallaan työväline tai työkalua siihen työn tukemiseen, että kun heillä ei ole tarjota välttämättä sitten mitään vertaisryhmää tai semmoista niin sitten he pystyy ohjaamaan tänne että mistä saa lisätietoa ja tukea sitten."

Furthermore, the interviewees discussed different types of projects and concrete tools that have increased and improved the cooperation between them and the public sector actors. Some of the types of things the interviewees mention includes *contact model* (*yhteydenottomalli* in Finnish), *development group between different people from different sectors* (*kehittämisryhmä* in Finnish), *organised events to network and share information between professionals*, *organisation representative office* (*järjestöedustamo* in Finnish), *shared projects like community center for the development of community social work* (*yhteisökeskus* in Finnish). The quote below is from one of the interviewees who talked about the cooperation they have in the network and the importance of the cooperation for their organisation.

> *"The city knows about our existence and we know who from the city to reach out if there is a need. And just those events, networking and these are quite important for us to be part of it although we are not funded by the city of Tampere but we are involved in it in a way in different networks"* (Respondent R5)[17]

Although, there are different types of cooperation between the third sector organisations and the public sector actors many of the interviewees pointed out that they would like to be more involved with the public sector professionals. Some interviewees pointed out that since the elderly people that engage in the activities and use the services the third sector organisations provide for them, they are also using the services provided by the public sector and to avoid overlapping and also to help the elderly citizens in better ways in their everyday life, more cooperation and communication between the third sector organisations and the public sector actors would be beneficial. In addition, some interviewees mentioned that for example some types of networking events would help the organisations to engage with the public sector professionals.

Essentially, the well working practices the interviewees discussed could be categorized as projects & events, and then practical tools. The practical tools can be tangible as well as intangible when it comes to cooperation inside the networks. In the next subchapter, I will present the ideas and thoughts about the challenges in these cooperation efforts.

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[17] "kaupunki tietää meidän olemassa olosta ja me tiedetään, kehen voi ottaa kaupungilla yhteyttä jos on tarvetta. Ja just ne tapahtumat, verkostoinnit ja nämä on aika tärkeitä kuitenkin et mekin pysytään siinä vaikka me ei olla Tampereen kaupungin rahoittamaa toimitaan, mutta ollaan siinä myös mukana tavallaan eri verkostoissa."

5.2.2 Challenges in Cooperation

Next, I will elaborate on what the interviewees discussed about the challenges in cooperation with the public sector professionals.

One of the main topics discussed in the interviews was how the third sector organisation representatives viewed the cooperation they had with the public sector actors. In this part of the chapter, I will examine the challenges that were brought up in the interviews.

One of the most discussed topics in the interviews was the financing. Majority of the third sector organisations interviewed for this research received financial support from the public sector, more specifically from the STEA grants which is the Funding Centre for Social Welfare and Health Organisations. Finnish Ministry of Social Affairs and Health decides which organisations receives the grants (Ministry of Social Affairs and Health, 2023). The interviewees main worry was the uncertainty of the amount and continuity of the STEA grants and along with other sources of funding.

> *"many third sector actors operate with these STEA money so and profits from Veikkaus have decreased so that is a minor question mark the future that where can the money be found? And or if the money is found then do the grants decrease to the level that our third sector organisations' activities will suffer a little or be reduced so that we cannot offer services that widely to the customers"* (Respondent R1)[18]

It is vital for the third sector organisations to receive financial support for them to be able to run the organisation and offer activities and services for the elderly. Moreover, the interviewees discussed the importance of receiving financial support to organise services in a safe, proper, and organised manner. It also encourages the cooperation of the public sector professionals and the third sector organisations when the third sector organisations are more formally run and managed. However, the third sector organisations are unable to do this without resources such as paid workers that coordinate the volunteers and the services the organisation offers for the elderly.

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[18] "moni kolmannen sektorin toimija toimii näillä STEA rahoilla että ja veikkauksen tuotot on pienentynyt, että se on pieni semmoinen kysymysmerkki se tulevaisuus, että että mistä se raha sitten löytyy? Ja tai jos löytyy rahaa niin pieneneekö ne avustukset sen verran, että sitten joudutaan kolmannen sektorin niinkun toimintaa vähän kärsimään tai supistamaan ettei pystytä yhtä laajasti sitten tarjoamaan palveluita asiakkaille."

"Then in volunteering I see that I want it to also be seen that volunteers especially in the sort of organisational activities where there is something to be helped or there is a person needing support so such activities then require staff for the coordination, employee resources. Volunteers do not operate on their own." (Respondent R3)[19]

Furthermore, one aspect that seem to pose a challenge to the cooperation between the two sectors from the interviewees' point of view was communication. The interviewees discussed this challenge through different situations. For example, the third sector representatives felt that their expertise and knowledge about the elderly service sector was not optimally utilized in the public sector decision-making processes. Also, the third sector representatives felt that they were not receiving enough information from the public sector professionals in terms of the elderly they were helping, or the decisions being made by the public sector actors concerning the third sector organisations but not communicated to the third sector organisations clearly enough.

"in meetings it is somehow asked and then you can bring forward suggestions, but then putting them into practise is always somehow a bit different matter. So I don't feel that they have really switched the course that much. It's always said that it depends on on money." (Respondent R6)[20]

"would be great to be more involved in the discussions with the people from the city about bigger matters, that our voice would be heard more" (Respondent R2)[21]

Some of the interviewees also mentioned that it is challenging for them when there is a high turnaround of employees in the public sector side especially the public sector workers that take care of the grassroot level elderly care activities. When the people change in the public sector side it slows down the cooperation because you often start everything from the scratch with the new employees in terms of cooperation for example who to contact when the third sector organisations need assistance from the public sector side and vice versa. It also affects the level of services when there might not be enough elderly health and social service workers from the public sector side then

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[19] "Sit vapaaehtoistoiminnasta mie näen taas sen, että mie haluan, että nähdään myös niin, että vapaaehtoiset varsinkin sellaisessa järjestötoiminnassa missä on jotain autettavaa taikka joku tuettava ihminen niin semmoinen toiminta vaatii myös sitten siihen koordinointiin henkilökuntaa, työntekijä resurssia. Vapaaehtoiset ei ei toimi yksinään."

[20] "palavereissa niin jotenkin kysytään kumminkin ja sitten ehdotuksia voi tuoda, mutta sitten aina se käytäntöön pano on sitten aina jotenkin vähän toinen asia, että en mä koe et ne nyt ihan kauheesti oo sitten muuttanut kelkkaa. Se aina sanotaan että se on niinku rahasta kiinni."

[21] "olisi hienoa olla joskus enemmän ehkä keskustelemassa siellä kaupungin väen kanssa niin kun isoista asioista, että meidän ääntä kuultaisiin enemmän"

people look for help from the third sector organisations, and sometimes expects them to do more than they can do. But as mentioned before the third sector organisations can complement the public sector services but not substitute for them.

> *"often the message is that hugely important work and maybe then it. When always the resources in the public sector are scarce as well then it is hoped that we maybe go there where it is actually the responsibility of the public sector, that hopefully those activities we would also do." (Respondent R4)[22]*

In this "*challenges of cooperation*" section I discovered the different matters that the respondents discussed in the interviews concerning things that they felt were stalling the cooperation between them and the public sector in terms of elderly health and social services. The main challenges discussed are uncertainty of financing, lack of resources to organise large scale third sector and volunteer activities in well-coordinated and formal way, challenges in communication with other actors, and lack of resources on the public sector side to offer enough services for the elderly and to maintain a continuum in the cooperation efforts with the third sector actors.

The theoretical framework utilised in this research covered topics of network governance and management of co-production efforts. Network governance highlights for example the importance of clear communication, strong contacts inside the networks, organisational flexibility, and mutual learning to succeed in cooperation efforts between organisations with different organisational logics. Many of the challenges the interviewees as their organisations' representatives faced are connected to what network governance theory suggests as good practices inside networks. The interviewees hoped for more cooperation with the public sector in terms of networking events, shared projects, and other ways to improve collaboration and to build stronger contacts with other professionals in the elderly care sector. However, the empirical data suggests that the resources and instability of staff in the public sector side causes a challenge to the co-production of services amongst the public sector and the third sector organisations.

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[22] "usein se viesti tulee että valtavan tärkeää toimintaa ja ja ehkä ehkä sitten se semmosta. Kun aina resurssit on julkisella sektorillakin vähäiset niin sitä toivotaan että me ehkä mentäisiin sinne vähän sitä, mikä oikeastaan kuuluukin sitten julkiselle sektorille, niin toivottavasti sitten niitäkin tehtäviä tehtäisiin"

5.3 Future Thoughts

The interviewees discussed about the future concerning their organisation, the third sector in general, and the social and health services for the elderly. The matters the interviewees discussed can be divided into two parts which are what are the concerns the third sector organisations have about their future and what are their hopes for the future. First, we shall elaborate on the concerns the interviewees have currently and then discuss how they hope the future would appear for them.

5.3.1 Concerns about the future

The interviewees all had their personal and their organisation related concerns about the future. However, some of the concerns were connected to each other and talked about by more than one or two out of the interviewees. Concerns that were shared by the organisation representatives were lack of resources on both third and public sector side, but simultaneously growing demand for elderly health and social services, and other type of supporting activities. Moreover, many of the interviewees mentioned that as the demand for third sector activities increase there is not enough volunteers to engage in the activities organised by the organisations.

"well there are so many customers so we should get more volunteers" (Respondent R3)[23]

> *"I don't believe that if now there is challenges in terms of resources in the municipality then I think that in the future they will need our support even more so that the people get the information and support. So like if even now there is challenges in people not getting them so if you double or triple the amount of customers then yes I see that our role will be very important in the future" (Respondent R1)[24]*

Furthermore, the interviewees raised their concerns on the difficulty to get in contact with the right people when the organisations change and get bigger especially, they referred to the wellbeing services county reform that came into effect from the beginning of year 2023. Reforms and changes in the organisations cause uncertainty of the level and way of cooperation between the different sectors. Overall, the interviewees were concerned of the current state of the public health and social services.

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[23] "asiakkaitahan on ihan huikeesti että että tota niitä vapaaehtoisia pitäisi vaan niinku saada enemmän."
[24] "mä en usko, että jos nytkin on haasteita siinä resurssi puolella kunnassa, niin kyl mä luulen että he jatkossakin tulee tarvitsemaan meidän tukea entistä enemmän, että ne ihmiset saa sitä tietoa ja tukea, että jos ei nyt nytkin on haasteita siinä, että ihmiset ei saa sitä niin sitten jos tuplataan tai triplataan asiakasmäärät niin kyllä mä nään että meidän rooli on sitten tosi tärkeä jatkossakin."

"of course that the structures on the other side would be solid. Now they have been quite fluctuating for some time and that affects to the matter of staff changing constantly and always there are different people and always you have to start over, so that there would be stability. And that comes from the situation of the society that the health and social side situation is quite unstable and has been for some decades now. So if it could be fixed in some way now, I think that it would also have a positive effect on the development of cooperation, so that the staff and people would even have the time and resources to think about how we could do something together." (Respondent R6)[25]

The changes in the public sector side concerning elderly health and social care organisation as well as growing demand for the elderly services with limited resources to organise these services seem to be the main concerns the third sector organisation representatives have. In the next subchapter I will elaborate on what the third sector representatives' ideas for the future appear.

5.3.2 Hopes for the future

The interviewees discussed what their wishes for future are in terms of what type of matters would help them to carry on their activities and offer support for those who need. In addition, what kind of actions from their point of view the public sector could take to support the third sector organisations and improve the cooperation between the third sector organisations and the public sector actors. Many of the interviewees hoped for more practical support from the public sector. Examples of these practical methods of support that the interviewees mentioned were financial support, and not only in the form of STEA grants but more direct support from the municipality. Many of the interviewees also mentioned the free use of municipality's spaces where third sector organisations could organise their activities for the elderly, and this way improve the availability of third sector organisation activities, and decrease the resources needed to organise activities for the elderly.

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[25] "tietysti se että että ne rakenteet olis siellä toisellakin puolella kunnossa. Nehän on ollu nyt aika heiluvat tässä jonkun aikaa ja sehän vaikuttaa sit siihen että henkilökunta vaihtuu ja aina on eri ihmisiä ja aina pitää alottaa, et olis semmosta pysyvyyttä. Ja sehän tulee just tästä yhteiskunnan tilanteesta että on aika epävakaa tää terveydenhuollon ja sosiaalipuolen tilanne nyt ollu jo joitain vuosikymmeniä. Niinku se saatais nyt jollain tavalla kuntoon, niin mä luulen, että se vaikuttaisi myös aikalailla positiivisesti sitten siihen yhteistyön rakentumiseen, että henkilökunnalla ja ihmisillä olis aikaa ja voimavaroja edes miettiä sitä, että miten me voitais yhdessä tehdä jotain asioita."

"what I wish for more would be that municipalities supported third sector's activities for example in a way that it would offer free spaces where third sector could organise the kind of activities that there would constantly be places where people could meet that third sector actors wouldn't have to pay rent for places or something that there would be places to organise activities so municipalities could better support the third sector this way." (Respondent R1)[26]

Moreover, the third sector representatives explained that clearer and better communication between the third sector organisations and the public sector actors would improve the cooperation between the two. The interviewees mentioned that operational models would support the cooperation between the sectors. In addition, some believe that sharing of best practices across the country concerning the cooperation between third sector organisations and public sector actors would be beneficial. Many of the interviewees mentioned that they would like to participate more in common projects and development schemes with the public sector because they are able to bring their expertise about the grassroot level work and they have knowledge about the challenges the elderly people face in their everyday lives.

"it is very important and big role, that in fact we are now facing big changes with the wellbeing services counties coming and elderly people are the service users, biggest group. So the development work is really important and that should be augmented all the time." (Respondent R4)[27]

The empirical data and the theoretical framework based on the research implies that the third sector organisations providing activities and services for the elderly and providing a platform for volunteers to participate in activities, are willing and keen to cooperate with the public sector actors to maintain sufficient amount of required health and social services for the elderly citizens in the Finnish society, thus increasing the welfare of the people. Currently the third sector organisations interviewed are mainly co-producing complementary services for the elderly citizens. However, some of the third sector organisations are involved in the development of public service

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[26] "mitä mä toivoisin, olisi ehkä enemmän, että kunnat tukis kolmannen sektorin toimintaa esimerkiksi sillä tavalla, että tarjoaisi ilmaisia tiloja, joissa kolmas sektori voi järjestää semmoista toimintaa kunnassa, että olisi niitä koko ajan kokoontumispaikkoja, ettei kolmannen sektorin toimijoiden tarvitsisi maksaa välttämättä tilaa vuokria tai jotakin vastaavaa sitten, että olisi paikkoja missä järjestää toimintaa, että kunnat voisi sillä tavalla tukea sitten kolmatta sektoria ehkä paremmin"

[27] "se on tosi tärkeä ja iso rooli, että toki tässä ollaan nyt iso murrosten edessä, kun on nää hyvinvointialueet tulee ja ja ikäihmisethän on niitä hyvinvointialueiden palvelujen käyttäjiä, suurin ryhmä. Että se vaikuttamistyö on hirveän tärkeää. Sitä pitäis koko ajan lisätä"

through shared projects, councils, and other collaborative initiatives with public sector actor. Thus, they are involved in co-governance of public services, where the aim is through collaborative actions to improve the services produced to the citizens.

The interviewees from the third sector organisations have cooperation with the public sector actors and some of the organisations have found useful ways to collaborate inside the network. However, from the third sector organisation perspective there are matters that make the cross-sectoral cooperation challenging. Whereas co-production of health and social services for the elderly requires utilisation of best practices and strong network governance, and these requires efforts from all the actors involved. The interviews with the third sector organisation representatives brought matters that can be considered as established well working practices that can be applied more effectively in the future and utilized by other organisations as well, but this requires willingness to direct resources from the public sector side as well as from the third sector side to develop this cooperation and maintain the continuum of the cooperation.

5.4 Key Findings

        Analysis of the empirical findings through the themes and the theoretical framework utilised in the research brought insights to the researched topic which are summarised in the table below. The table denotes the key findings.

Theme:	Sub-themes:	Key Findings:
Support Next to Us	• Role of the third sector to the elderly • Role of the third sector to the volunteers • Role of the third sector to the public sector	➤ Activities for the elderly to increase proactivity ➤ Complementary services → filling service gaps ➤ Increasing/Supporting active citizenship ➤ Platform for volunteering ➤ Co-production of services ➤ Co-governance of public services
Network Cooperation	• Well working practices • Challenges in cooperation	➤ Clear routes of communication and sharing of information ➤ Awareness of the actors that operate in the field ➤ Limited resources ➤ Continuum of cooperation
Future Thoughts	• Worries about the future • Hopes for the future	➤ Growing demand for services ➤ Lack of volunteers ➤ Changes in the public sector ➤ Support from the public sector → financial, and collaborative support ➤ Closer and clearer cooperation

Figure 8. *Key Findings*

The research indicates that the third sector organisations play a vital role in the Finnish society by providing activities and assistance, which are often proactive in their nature, for the elderly. This means that the activities support the elderly to maintain a physically and mentally active lifestyle. For the public sector this means that the third sector organisations are providing complementary services for the elderly alongside the services organised by the public sector. Often the third sector organisations are filling some service gaps. Moreover, the third sector organisations play a key role in creating a platform for volunteering. For the third sector organisations volunteering means having extra helping hands, and for the volunteers third sector organisations mean that the volunteering is organised, and the help goes where it is needed. In addition, third sector organisations and volunteering support active citizenship where the elderly and volunteers have an influence on the organised services and can pass information via the third sector organisations to the public sector actors. Considering the theoretical framework the research demonstrated elements of co-production of services, and co-governance of public services.

Moreover, the research recognised that the third sector organisations have established practices that help to maintain and improve the cooperation between them and the different actors in elderly service production field especially considering the public sector actors. Clear ways of communication and sharing of information between different actors' support cooperation. In practical terms this refers to knowing how and who to contact when help is needed or sharing some information would be beneficial.

However, the research suggests that there are challenges that affects the cooperation. Limited resources and lack of continuum in the collaboration efforts are said to be the most common matters that affect the cooperation in a negative way between different actors in the elderly health and social services production. The third sector organisations feel that their financial situation and uncertainty of financing in the future prevent them of developing their practices and offering services in wider scale. Simultaneously the third sector organisations feel that the financial situation of the public sector also affects the third sector organisations practices and the cooperation efforts between the two. Some of the third sector organisations feel that when ideas of development are presented to the public sector professionals, they often receive a response that there are not enough resources. Thus, the lack of resources also affects the continuum of the cooperation efforts. Moreover, the lack of resources is placing pressure on the volunteers and third sector actors, because the current state of public health and social services sector is facing difficulties to provide enough services and in time for all who require them.

Considering the future, the research implies that the third sector organisations require support from the public sector with the growing demand for services targeted to the elderly. The third sector organisations require financial as well as collaborative support from the public sector to respond to the growing demand of wide range of services and assistance the elderly population needs. Moreover, the collaborative support denotes that closer and clearer cooperation between the third sector organisations and the public sector professionals is essential. The different organisational logics between the third sector organisations and public sector organisations as well as changes in the public sector highlights the importance of establishing best practices and clear ways of cooperation between the actors. Close and clear cooperation is needed to draw the lines and agree on the responsibilities between different actors in cooperation efforts, thus in other words co-production management is required.

6. CONCLUSION

In this last chapter of the research, I will provide answers to the research questions. The purpose of the research questions was to guide the research and to find answers to the researched topic. In addition, I will discuss the limitations of this research, and the contributions of the research to the existing literature concerning the topic. Lastly, I will consider my suggestions for future studies considering the topic of co-production based on the findings of this research.

6.1 The Research Questions

Next, I will explore the conclusions of this research through the pre-established research questions. I will provide answers to them based on the findings of this research. The main research question is the following:

- **How the co-production of health and social services for the elderly actualise in third sector organisation environment?**

After establishing the theoretical framework for this research and discussing the empirical findings, the results indicate the actualisation of co-production of health and social services for the elderly in the third sector organisation environment, to some extent. The main type of co-production taking place in the third sector organisation environment is when the volunteers who often are elderly citizens themselves are co-producing services for others and simultaneously for themselves as well. The research indicates that the main mode of co-production the third sector organisations take is complementary. Situation in which the public sector organises the core activities, but the third sector participates in secondary type of activities which so to say complement the core activities. Public sector is responsible of providing the basic public health and social services for the elderly, but the third sector organisations can provide help and services that complement the public services. Pestoff et al. (2006) concerning co-production of services discussed the importance of studying what function third sector organisations take in the service delivery process. In this case the research indicated that the third sector organisations prefer to take part in the complementary type of activities.

As this research demonstrates the source of financing is a factor that influences the type and level of activities the third sector organises. Majority of the organisations interviewed received funding from Funding Centre for Social Welfare and Health Organisations (STEA), and this has an influence over the type of activities the third sector organisations can perform. However, the research also highlighted that the third sector organisations themselves want to concentrate on certain type of activities which often can be described as complementary services. Some of the

interviewees clearly indicate that their organisation prefers to focus on the more complementary type of activities.

Moreover, the research indicates other types of co-production of health and social services for the elderly as well. There is some level of co-governance of services actualising in the elderly health and social service environment. The empirical findings demonstrate that for example through shared projects, councils, and other collaborative initiatives with public sector actors the third sector organisations can to some extent influence on the development of public health and social services for the elderly. However, the extent of the impact on the development of public health and social services for the elderly could not be determined based on this research.

In addition, the sub-questions below were chosen to further guide the research:

- How third sector organisations view their role in the production environment of health and social service for the elderly?

Firstly, based on the research the third organisations view their role as very important in the Finnish society. Many of them provide information and services that are not available by others than them or are out of reach for some people. For example, some organisations provide support groups, helping hands, and information that the elderly might not receive from anywhere else.

Secondly, when considering the production of health and social service for the elderly the third sector organisation representatives expressed that they are willing to produce complementary services based on the resources that they have. It was also important for the organisations' representatives that the activities they provide especially those where volunteers are involved are organised based on the abilities and preferences of the volunteers. In other words, the volunteers are important aspect of the third sector organisations, thus the organisations want to ensure that the volunteers are involved with activities they enjoy doing and have abilities to do. The volunteers should not be expected to perform activities they are not equipped to complete. The third sector organisations believe that they role continues to be an important part in the Finnish society, and in the future, they expect the demand for the services and activities they provide increase even more. Tuurnas et al. (2016) studied accountability in the complex environment of co-production amongst public, volunteer, and user actors. They also found that volunteers should be considered as actors that can complement public service professionals and provide support through their life experiences but, not to replace public service professionals.

Furthermore, in the interview with the third sector representatives, they were asked to evaluate the ways and the level of impact they have on elderly public health and social services development. Overall, the research indicated that the third sector organisation have some ways and willingness to develop public health and social services for the elderly. Thus, the research presented some level of co-governance. Some of the means that were mentioned as ways of participating in the development of public services in the interviews were shared projects, councils, and other collaborative initiatives with public sector actors.

However, the third sector organisations were unsure and to some extent sceptical over the level of influence they have on developing the services. Moreover, some of the third sector representatives also mentioned that they were sceptical on how much in the end the public sector takes into consideration the information that the third sector organisations provide for them.

- How third sector organisations view the cooperation with public sector actors in the health and social service environment?

The cooperation between the third sector organisations and the public sector actors was one of the major aspects of this research. The research indicated that there is some level of cooperation between the third sector organisations and the public sector, but the means and level of cooperation varied between the organisations. Majority of the third sector organisation representatives however, indicated that the public sector is an important cooperation partner for them, but many also mentioned that the cooperation could be improved and there could be more cooperation between the two parties. Some of the ways the third sector organisation representatives mentioned that they cooperate with the public sector actors and is important for them were sharing of information, having ways to contact the right people when help is needed, networking events, and sharing of resources.

However, the third sector organisation representatives hoped for a clearer and better communication between the third sector and the public sector actors, thus this is something that could be improved in the cooperation. Currently the third sector organisations had concerns about the future cooperation for example because of the new wellbeing services county reform that came into effect from the beginning of year 2023. The third sector organisations felt that they have not been clearly informed how the reform will affect the cooperation between them and the public sector actors. In addition, the third sector organisation wished that there would be better use of their knowledge and know-how in the development of services and in decision-making processes. Moreover, the third sector organisations viewed that the cooperation efforts with the public sector

actors often lacked continuity. Although to benefit from the cooperation and to develop the cooperation it requires good and constant communication, clarity on the roles of public sector and the third sector actors, and clarity on the expectations of the cooperation efforts inside the networks. Theory also suggests that communication and knowing the right people develops and maintains effective cooperation. As Edelenbos et al. (2013) discussed that successful network management can benefit from building strong contacts inside the network. In addition, open and trustworthy relations between the stakeholders in a network have been proved to be a way for effective co-production of services (Verschuere et al., 2012).

6.2 Limitations

Next, I will discuss the limitations of this research. First, the resources I had to execute this research limits the validity of the results. With more time spare for the research and ability to execute the research in larger scale would provide more sound results. Therefore, especially the number of interviews limits the results and conclusions drawn from the research. With larger dataset from a vaster geographic area the insights drawn from the research could offer more insights compared to this research. Currently, the research concentrated on a one geographic area thus, the conclusions are to some extent based on the situation on a specific city in Finland which in this case was city of Tampere. In addition, there were variations between the interviews where some of them were slightly shorter than others and did not provide that many insights that some of the interviews did, thus the quality of some interviews in terms of insights provided by the interviewee limited the dataset to some extent.

6.3 Contributions and suggestions for future studies

By conducting this research, I was able to find what are the typical forms and level of co-production of services actualise in the elderly health and social service setting from the point of view of the third sector organisations in Tampere. In addition, I was able to study the current state of the cooperation between the third sector organisations and public sector actors in Tampere city setting from the third sector organisations' perspective. Thus, the contributions this research presented for the topic and applied theoretical framework can be defined as more empirical knowledge about the co-production of elderly health and social services in the Finnish environment, and better understanding of the third sector perspective of the service provision and cooperation with the public sector actors. Co-production of elderly health and social services in the Finnish context is not vastly researched topic thus, this research gave more insights and understanding of the topic and theories being researched.

One of the key contributions of this research compared to earlier research was to identify that the volunteers in the third sector elderly service environment often help themselves while helping others. Thus, the volunteers co-produce services for themselves simultaneously while offering a helping hand for the third sector health and social services organisations. Moreover, the volunteers are co-creating value by taking part in activities they enjoy doing and simultaneously providing something valuable for others. Thus, it is beneficial for the volunteers to participate in third sector activities, and it is vital for the third sector organisations to receive help from the volunteers.

Considering future studies based on the conclusions and insights drawn from this research I would suggest studying the best practices of in a network setting considering cooperation between third sector organisations and public sector actors for example in a form of a case study. Especially now with the new wellbeing services counties in Finland can offer an interesting setting to conduct a case study. It can illustrate more concretely how the two actors work in a cooperation setting. Moreover, it would be beneficial to study how the co-production of services could be better utilised in the organisation of services and in the public health and social services development and planning. In addition, how the public sector could better utilise the knowledge and know-how the third sector organisations in a more structured and formal ways. Lastly, it would be interesting to study more closely how volunteering and co-production of services affect citizens' proactivity and could acts as a preventive measure to elderly wellbeing.

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Appendices

Appendix A

<u>Haastattelukysymykset</u>

Alkusanat

- Muistuttaisin että Nauhoitan haastattelun, mutta poistan nauhoitukset, kun olen saanut haastattelun kirjotettua puhtaaksi – olihan tämä sinulle ok?
- En mainitse mitään nimiä lopputyössäni → mainitsen vain, että organisaatio toimii Pirkanmaan (Tampereen) alueella ja kuvailen toimintoja ja tuotettuja palveluita
- Aloitan muistuttamalla tutkielman aiheen:
  - o Kolmannen sektorin toimijoiden roolia yhteiskunnassa ikäihmisten sosiaali- ja terveyspalveluiden tuottajina ja kehittäjinä sekä niiden yhteistyötä julkisen sektorin kanssa. Kolmannen sektorin toimijoilla tarkoitan yleisesti voittoa tavoittelemattomia yhdistyksiä, vapaaehtoisjärjestöjä yms. Julkisella sektorilla viittaan erityisesti kuntaan, mutta se voi olla myös jokin muu julkisen sektorin toimija, jonka voit itse määritellä vastauksesi kohdalla.
- Vastaa kysymyksiin ihan omin sanoin ja mitä ajatuksia sinulle aiheesta herää. Ei ole mitään oikeita eikä vääriä vastauksia. Ja jos koet että sinulla ei ole johonkin kysymykseen mitään sanottavaa niin voidaan siirtyä seuraavaan kysymykseen.
- Onko tässä kohtaa herännyt jotain kysymyksiä?
- Aloitan nyt nauhoituksen ja kysymyksien esittämisen.

Perustiedot

- Kertoisitko aluksi lyhyesti organisaatiostanne ja roolistasi siellä?

Kysymykset

- Minkälaisia palveluita/toimintaa organisaationne tarjoaa?
  - o Eritoten avoimia ikäihmisille suunnattuja palveluita / toimintaa
  - o Vapaaehtoistoiminnan kautta

- Millaisena näette kolmannen sektorin toimijoiden kautta tuotettujen palveluiden roolin suhteessa kunnan tarjoamiin julkisiin palveluihin?
  - Täydentäviä, vastaavanlaisia, korvaavia?
- Minkälaista yhteistyötä teette julkisen sektorin (kunnan) kanssa?
  - Esim. tiedon, taitojen ja resurssien jakamista?
- Millä tavoin julkinen sektori (kunta) tukee toimintaanne?
- Miten yhteistyö julkisen sektorin (kunnan) kanssa toimii?
- Koetko että kunnalla/julkisella sektorilla on joitain odotuksia organisaationne tarjoamien palveluiden/toimintojen suhteen?
- Onko organisaatiollanne vaikutusvaltaa julkisten terveys- ja sosiaalipalvelujen kehittämisessä?
  - Millaisena koette organisaationne vaikuttamisen tason julkisien sosiaali- ja terveyspalveluiden kehittämiseen?
- Millaisena näet kolmannen sektorin toimijoiden roolin sosiaali- ja terveyspalveluiden tuottajina tulevaisuudessa? (yhdistyksien, vapaaehtoisjärjestöjen, voittoa tavoittelemattomien organisaatioiden)
  - Erityisesti ikäihmisten palveluiden osalta
- Millaisena näet kolmannen sektorin toimijoiden ja julkisen sektorin yhteistyön tulevaisuudessa?
- Kuvaile, millaista yhteistyötä toivoisit organisaatiosi tekevän julkisen sektorin kanssa palveluiden tuottamisen/kehittämisen osalta.
- Onko jotain mitä haluaisit lisätä vielä tähän aiheeseen liittyen?

Kiitos vastauksista ja jos herää vielä myöhemmin jotain kysymyksiä tai mitä vaan niin sinulla on sähköpostissa minun yhteistietoni niin voit olla yhteydessä.

Appendix B

Code and Description:	Example from the Data:
Basic Information (Information about the organisation and the interviewee's role in the organisation)	"…matalan kynnyksen kohtaamispaikka kotona asuville ikäihmisille. Eli meidän tavoitteena on arjen hallinnan tukeminen ja hyvän fyysisen kunnon ylläpitäminen sekä myös digitaitojen tavallaan arkipäiväistäminen sekä myös vapaaehtoistoiminnan ylläpitäminen…"
Financing (Information how the organisation is financed)	"Ja me olemme STEA-rahoitteinen paikka eli sosiaali- ja terveysministeriö rahoittaa meitä AK rahoituksella"
Type of Services and Activities (Information about the services and activities the organisation provides)	"… kun asiakkaat tulevat meille asiakkaaksi, heille kerrotaan, että ilmaista toimintaa teille. Voitte mihinkä tarvitsette sitä apua ja ikäihminen voi kertoa vaikka että ulkoiluun, ja olen kovin yksinäinen enkä pääse yksin apteekkiin enkä lääkäriin enkä kauppaan. Vaan mutta kaikista tärkein olisi että edes viikottain joku kävisi."
Level of Services (Information on the level of services the organisation provides for example compared to services provided by the public sector)	"…tietyllä tavalla ehkä niinku täydennetään sitten näitä niin kun kunnan kunnan palveluita sitten. Että tavallaan se ydinjuttu täällä on se, että meillä on sitä aikaa tarjota niille asiakkaille, että välillä sitten julkisella puolella voi olla se kiire ja on tiukat aikataulut kun kohdataan niitä asiakkaita…"
Development and Influence (The level and type of influence the organisation holds towards development of public services)	"…saattaa olla juuri haasteita ettei saada helposti kiinni kiinni niinku korkeampia, jotka on on niinku korkeammalla tasolla siellä että tota että. Monesti niin kun tuntuu, että meidät unohdetaan ehkä niinku aika helposti, vaikka kyllä sitä sitten taas toisaalta sitten taas puhutaankin, että kolmannen sektorin tärkeydestä että, mutta että. Ei ei se silti mun mielestä kyllä paremminkin voisi olla asiat."
Role of the Third Sector	"…kaikki järjestöt tekee mun mielestä niin tärkeetä ihmisten elämää tukevaa toimintaa ja

(Information about the role of the third sector in the society and especially third sector organisations as providers of services for the elderly)	kulkee niinku tosissaan palvelujärjestelmän rinnalla ja väleissä. Semmoista antaa sellaista tukea, mitä ei palvelunjärjestäjältä saa."
Networking and Cooperation with other Professionals (Information about network cooperation with other professionals than public sector actors)	"…toki me tehdään yhteistyötä niinku muiden yhdistysten ja järjestöjen kanssa paljonkin että että riippuen vähän esim. kun näiden hankkeiden puitteissa tehdään paljon yhteistyötä. Että me ollaan niinku toisten yhdistysten hankkeessa asiantuntijan roolissa, ehkä ohjausryhmässä ja tämmöisessä tehtävissä tai sitten tiedotetaan toiminnasta asiakaskunnalle tai. Ja sitten on yhteisiä hankkeitakin ollu…"
Cooperation with the Public Sector (Information about the cooperation the organisations have with the public sector actors)	"…kaupunki tietää meidän olemassa olosta ja me tiedetään, kehen voi ottaa kaupungilla yhteyttä jos on tarvetta. Ja just ne tapahtumat, verkostoinnit ja nämä on aika tärkeitä kuitenkin et mekin pysytään siinä vaikka me ei olla Tampereen kaupungin rahoittamaa toimitaan, mutta ollaan siinä myös mukana tavallaan eri verkostoissa."
Volunteer Work (Information about the volunteer work and role of the volunteers in the organisation)	"Meidän kohderyhmiä ovat myös meidän vapaaehtoiset auttajat, koska suurin osa vapaaehtoisista on eläkeläisiä elikä auttaessaan muita he tulevat auttaneeksi myös itse itseään"
Vision about the Future (Information about the possible direction and challenges in the future)	"…miten sitä aloitellaan kun nyt tulee taas ihan eri kuvio kun tuli tää hyvinvointialue ja katsotaan nyt mitä kaupungin osuudeks jää ja. Tehdäänkö me sitten kenenkä kaikkien kanssa yhteistyötä…"