



Mobilising local knowledge through voluntary network governance

3rd Fuse conference Newcastle 27-04-2016

Marleen Bekker PhD

(1) Radboud Uni School of Management; (2) Maastricht Uni Health Services Research
m.bekker@maastrichtuniversity.nl

Goal of presentation: start dialogue

Intro innovations in governance

National Prevention Program All about Health

Theoretical relevance

Preliminary issues for discussion:

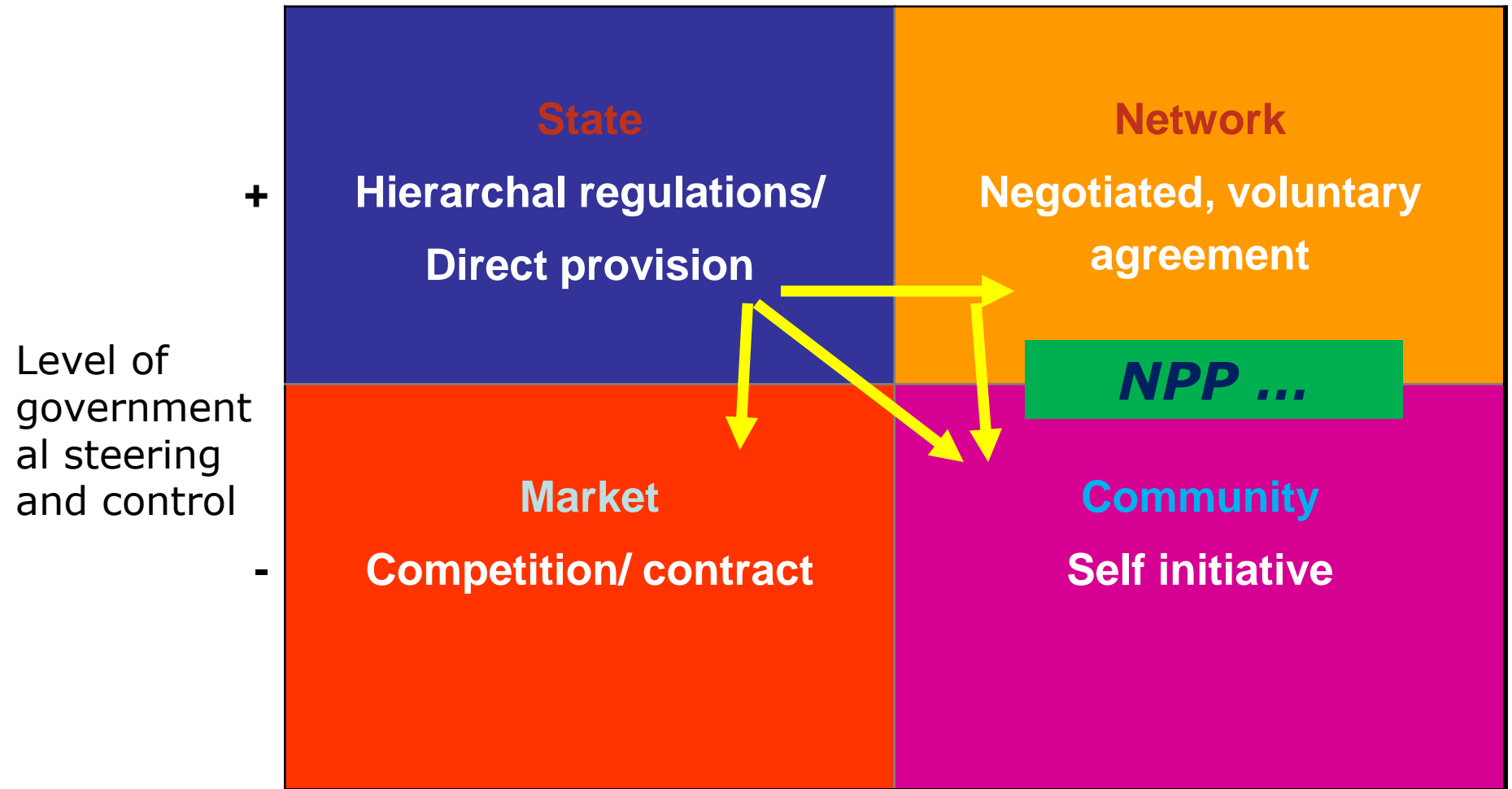
1. Mindset and language
2. Learning, adaptation, innovation – an ‘Experimentalist governance’ agenda?
3. Reflections on project leading role

From regulatory to voluntary governance

Capacity for strategic action

-

+



Governance 'ideologies' and research

1. New Public Management: control-based

- Decentralise SMARTI defined goals objectives
- Centralise supervision and control structures
- System of agreed performance indicators
- Incentivise through subsidies and sanctions: negative coordination

2. 'Network', 'adaptive', 'collaborative', 'reflexive', or 'experimentalist' governance: trust-based

- Decentralise responsibilities
- Incl horizontal structures for monitoring and feedback, learning, and improvement
- Mobilise decentral sense of ownership: pos coordination

Knowledge exchange through voluntary governance: why?

- Mobilising societal resources, knowledge, target group reach
- Create bigger capacity for health problem solving

Concrete:

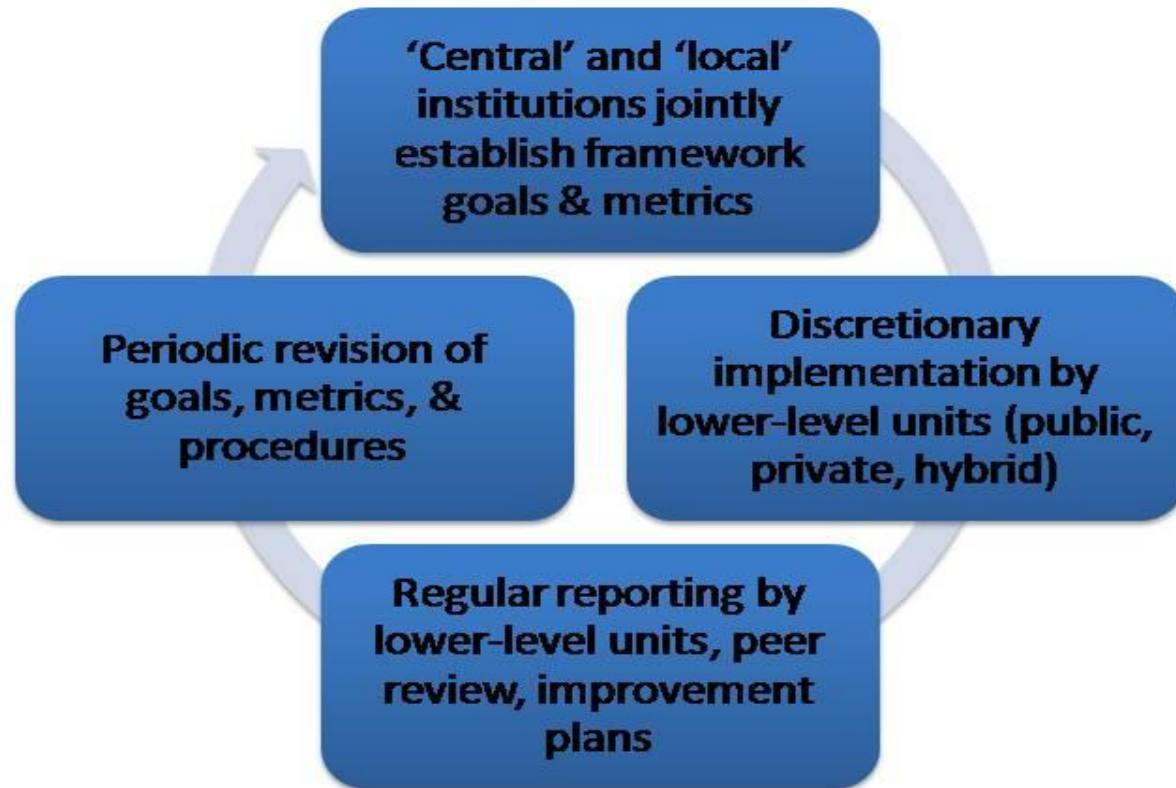
- increase health impact by enabling coordination of private initiatives
- increase innovation in public health governance by facilitating knowledge exchange and learning across domains

Knowledge exchange and social learning through voluntary governance: how?

- A Whole of Society approach (Dubé et al., 2014):
 - voluntarily engaging cross-sectoral public authorities and service providers as well as civil society organisations and commercial enterprises into programs for increasing:
 - (a) cross-domain awareness,
 - (b) coordinated multi-stakeholder initiative, and
 - (c) health impact

How to organise social learning?

Experimentalist governance: an iterative, multi-level architecture



Jonathan Zeitlin, GAINS seminar 16-04-2015

11

Case: The Dutch National Prevention Program 'All about Health...' (2014-2016)

- Parliamentary initiative, six Ministries involved, 2014 – 2016
- Problem definition:
 - fragmented health promotion and protection initiatives (collective action problem)
 - Implementation gap (principal agent problem)

Goals:

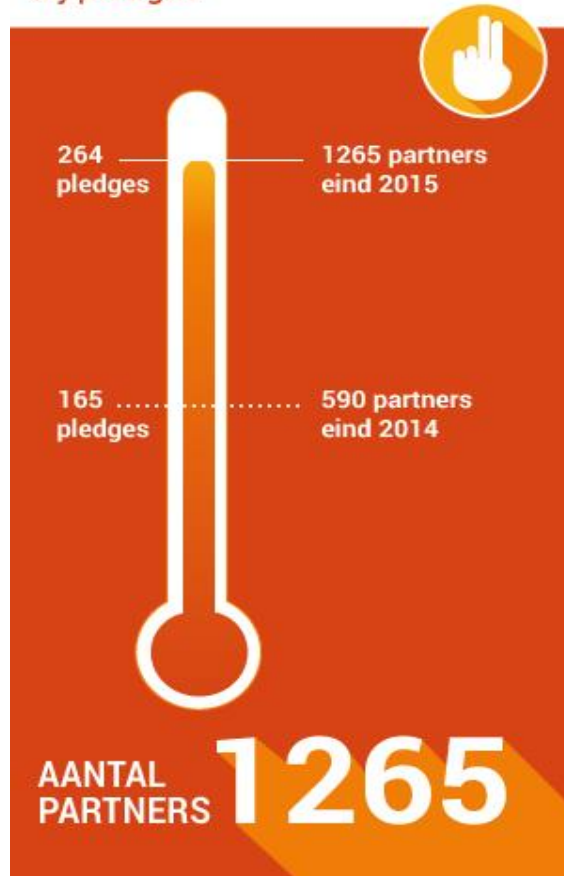
- create a social health 'movement'
- Health trends decreased or stabilised by 2030
- Health inequalities stabilised

Program bottom up approach

- Private business and social organisations commit themselves by '**pledge**' creating a '**social movement**' for health
- Health ambitions: stabilising or decreasing negative trends by 2030
- Domains: School, care, work, neighbourhood, health protection
- Government as an equal partner
- Pledgeholders are responsible for progress, transparency, and 'peer review'
- Small Program Office at distance of government seat in 'The Hague'
- Independent monitoring and evaluation

www.allesisgezondheid.nl/monitoring

Aantal partners betrokken bij pledges

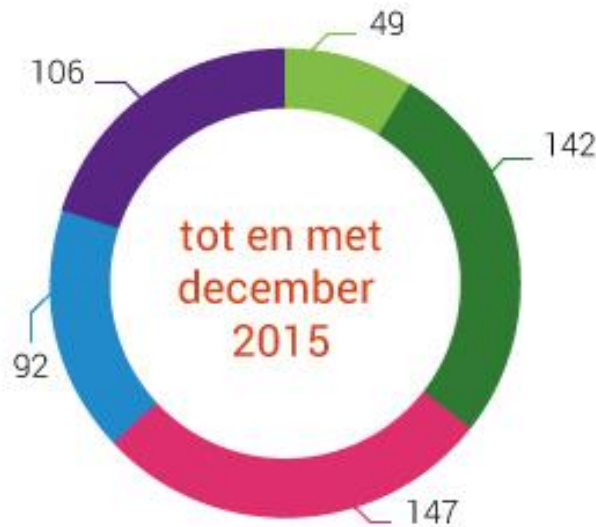


Aantal pledges per speerpunt (+ voeding en leefstijl)



www.allesisgezondheid.nl/monitoring

Aantal pledges per domein



- bescherming
- op het werk
- in de wijk
- op school
- in de zorg

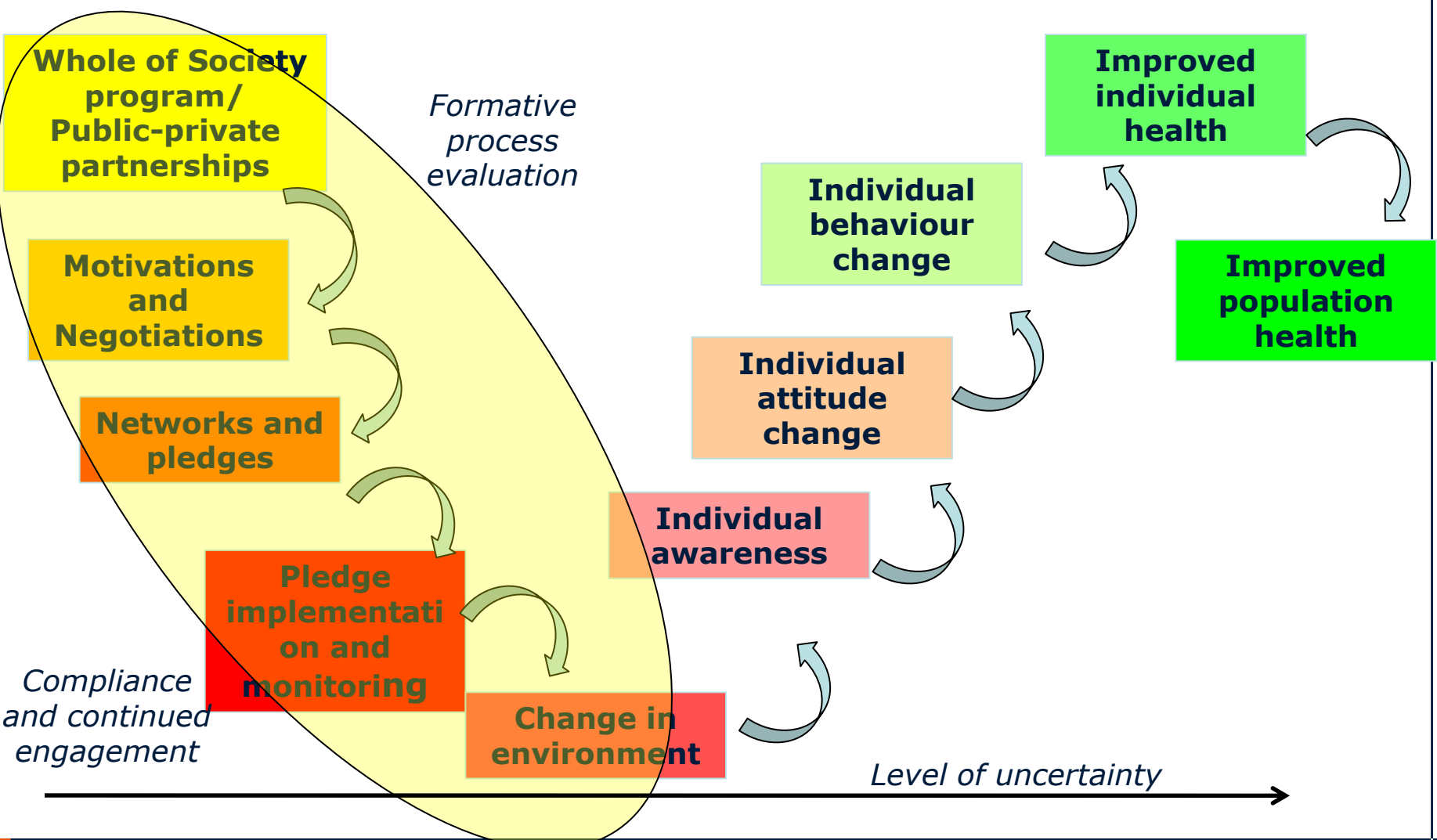
Aantal domeinoverstijgende pledges



- 1 domein
- 2 domeinen
- 3 domeinen
- 4 domeinen
- 5 domeinen

Evaluation design: articulating the change process?

'Logic model Responsibility Deal' - Petticrew et al. 2013



Dialogue issue 1: Mindset and language

Respondents from practice cases tell us:

- There is no underlying model
- It is not a planned strategy...
- It is not so much about tools and instruments...
- It is not about performance (at least not in 1st instance)
- ...
- It is about accepting what we will not know
- It is about acknowledging interdependencies
- It is about building trusting relationships
- It is about credible and trustworthy processes
- It is about learning from doing... and being transparent about it

Dialogue issue 2: an agenda for Experimentalist Governance?

- Discretionary room at site implementation
- Regular reporting on progress
- Revision of goals and metrics/values and norms
- Central revision of program values and norms
 - facilitative structure and rol of govt

Dialogue issue 3: reflections on project leader role

- From being the 'traditional' project manager gradually developing toward:
- Process manager and mediator – renegotiating questions and design
- Knowledge broker – enlightenment and
- Boundary spanner – facilitating partnership and network development
- Accountability regimes: scientific independence vs. effective knowledge brokering/action guidance