Collaborative Governance
An introductory practice guide

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Purpose

This paper supports collaborative initiatives in addressing complex social issues. It highlights ways of building and sustaining the collaborative governance structures and practices required for impact.

It provides insights into the questions:

What is collaborative governance, and why is it needed?

How is collaborative governance different from traditional governance?

How does collaborative governance evolve over time?

What are the roles of government and the backbone in collaborative governance?

What principles can guide this work together?

What is collaborative governance?

"Those closest to the pain should be closest to the power. "[2]

Ayanna Pressley

Collaborative governance is the way collaborations organise themselves to achieve their goal. Collaborative governance is inclusive of processes, structures, and dynamics of decision making and coordination, across organisational and sectoral boundaries including community. [1]

Collaborative governance provides a holding environment - some call it a 'container' - to engage the whole ecosystem in decision making to achieve a shared goal. This ecosystem includes community (citizen leaders, cultural leaders, people with lived experience), service leaders, government leaders (local govt, state/territory govt, Federal govt), business, philanthropy and others committed to the community.

This multi-sectoral, collaborative decision-making approach brings diverse participants together to create relevant solutions and lasting impact for their community. [2]

"Active participation on a collaborative governance committee can promote empowerment, along with enthusiasm and confidence, while implementing the committee's mission.' (Larkin et al 2008)."

Why is collaborative governance needed?

Collaborative governance is needed when people want to address and shift complex problems.

Specifically, collaborative governance is appropriate when we want to change:

Impact:
outcomes at a population level and the underlying conditions that are holding a complex problem in place

Processes, Relationships and Power:
the way we work together to achieve a different outcome, the process or ways we tackle the issue/problem, and how we build and test solutions

Learning, Knowledge and Beliefs:
how we understand, think about and talk through the issue/problem we have identified

How is collaborative governance different from traditional governance?

The differences between traditional governance and collaborative governance are outlined in the table opposite.

It should be noted that traditional governance is not bad and collaborative governance is not good. Rather, their use and effectiveness is dependent on purpose and context.

Traditional Governance	Collaborative Governance
Development Sequence and Context	
Traditional governance models are established at or before the start of a change process. Establishment can happen quickly or be replicated from other models. They are often aligned to Western worldviews and a business mindset.	Collaborative governance models are built and formalised over time and can be unique to the needs and context of the issue, community and participants. They can incorporate diverse cultures decision making and communication processes, e.g. First Nations circles and community conversations prior to decision making.
Decision Making, Scope, Processes and Context	
Decisions are made within a hierarchical, centralised structure through which authority is exercised and controlled. Systems and practices are highly structured to manage and reduce risk and control the flow of information. The context of the work is tightly scoped and bounded (e.g. geographically/organisationally based). Outputs and outcomes are defined by strategy (an agreed plan) that aligns with/is informed by: • accountabilities and business principles (e.g. competition); • sustainability and growth goals and; • accountability and risk management frameworks. Data that informs decisions and measures progress includes financial and market data, target market reach and participation/engagement or utilisation. Staff are accountable to a single organisation. If the governance group spans multiple organisations, staff report to their own organisation.	Decisions are made across organisational boundaries by those closest to the issue in decentralised structures. Systems and practices are flexible and open to enable trust-building and ensure responsiveness. Because the context of the work is community/ population-level change, the scope of the work is broad and emergent. The shared purpose defines how the work will be undertaken together. There is no clear pathway from issue to solution and plans to address the issue are informed by ongoing learning through test and try strategies and may change or adapt based on new learning. Data that informs decisions and measures progress includes numbers and stories, community information and systems analysis. The backbone staff answer to the Collaborative Table.
Stakeholder Relationships and Engagement	
Trust between partners is implicit, reputational and personal for the purpose of communication, cooperation and coordination. Power is formal and often aligned with hierarchical structures. Diversity is defined as skills-based needed to deliver on strategy.	Trust between partners is explicit, consciously named and built across the system for the purpose of collaboration and integration. Power is both formal and informal (social, cultural), and pooled through the collaboration to achieve the purpose. Diversity is multifaceted (cultural, gender, opinions, sectors, political affiliations) and needed to understand and achieve the shared purpose.
Stakeholder Scope and Engagement	
Stakeholders are defined in line with their importance in achieving the objectives. They are engaged according to needs-based market research and consultation approaches.	Stakeholders are defined by their role and influence across the system and are engaged through co-designing for shared understanding, issue identification and painting a shared picture of what success looks like. [3]

How does collaborative governance evolve over time?

Collaborative Governance approaches vary in how they evolve, based on:

- **where the energy for change starts;**
- **the political, social, physical, cultural context;**
- **the catalyst for the collaboration - a tragic community event, frustration, policy change, funding;**
- **the maturity of the initiative.**

For example, when the collaboration is initiated by the Government, governance structures and processes may precede funding and/or be a condition of receipt of funding. In this case, where function (what the initiative will be tackling) follows form (governance structures) there is a risk of overengineering the first phase of the work.

When the collaboration starts with a desire by funded services to change outcomes, the initial phases of the work may include aspects of traditional governance such as interagency terms of reference or memorandum of understanding. There may also be a reliance on pre-existing relationships and meeting processes.

When change is driven from within the community, governance can present more as a network or relationship-based gathering. Consequently, governance will be loosely held with minutes/notes from meetings being circulated.

To provide context for how collaborative governance evolves over time, information on the following pages is provided according to three developmental phases of a collaborative change initiative. The are;

Building readiness

This phase is about building a shared understanding of the issue/challenge and testing hypotheses as to why it is happening and the impact of it. Over time, this also involves agreeing on change goals, creating a plan to achieve them, and testing and learning together.

Foundations for a Shared Agenda

This phase is about building alignment to focus effort on the things that are working, while letting go of the things that aren't. It is also about building the infrastructure needed for systems change, including stronger collaborative governance structures with increasing authority to steward the shared agenda and systemic changes required for impact.

Scaling for Impact

This phase is about embedding new ways of working for long-term change to shift the underlying design of the system that held the problem in place. It is also about continuing to invest in working in a way that is conducive to systems change and embedding the capacity for collective learning, based on real time feedback.

More information about the phases of Collaborative Change can be found in the https://platformc.org/change-cycle.

Early-stage Collaborative Governance: **Building Readiness**

The purpose of collaborative governance in this phase is to:

- **ensure that a collaborative approach is the most appropriate response to the identified challenges;**
- **engage others in defining the process for getting the work started and doing the initial work;**
- **make sense of what is happening; and**
- **build enough of a story to engage others in the challenge and the need to address it together.**

Collaborative Governance Structures and Processes

The work of collaborative governance in this phase is frequently held by a small number of people (e.g. 3-5) who are committed to understanding and addressing an issue or problem together.

When this small group is clear that there is a complex issue to work on together, and that broad-based collaboration is needed to tackle this issue, they begin engaging others to join the conversation. This is often done through individual and small group conversations with people who care about the issue and the community, and who hold diverse perspectives and power from different parts of the system. [3]

Developing a set of principles for collaborative governance helps provide strength and early structure. The principles need to be clear enough to guide the work together but not so overly complicated or numerous that they are unachievable. [4]

In this early phase of collaboration, governance is best held lightly as it is fragile and can be easily undone by over-engineering, control and moving too fast toward a formal structure.

Role of Government

Government can be a powerful enabler in early collaborative governance by navigating the tension between facilitating progress, building momentum and laying the foundations for the community to lead.

Key practices in this phase include:

- **Building authority, legitimacy and access** to bring more people and support to the table and increasing access to government in the process.
- **Sharing data and information to build a picture of the system** by sharing data and information that the community has identified as important and providing support with data literacy and translation. This will contribute to the ability of early stakeholders to learn together.
- **Being flexible and taking time** by embracing 'being part of the mix' of a diverse range of stakeholders with skin in the game who want to address the issue.
- **Using convening power** by inviting other government stakeholders (State, Federal, Local) to participate.
- **Providing resources** including venue, catering, communication and technology to support meetings and larger convenings; and resourcing capacity building among initiative members.
- **Translating government** to help people navigate and understand how government works.
- **Doing the internal work** of identifying how government's priorities might align with the priorities of the local community.
- **Supporting community to lead** by working with colleagues across government to identify where and how resources and effort can be shifted to support the agenda, identifying and aligning discretionary funding.
- **Encouraging initiatives to invest** in building relationships, processes and structures that will assist them to collaborate, rather than rush to establish a formal model of governance too quickly.

Role of the Backbone

In this early phase, the role of the Backbone is to enable collaborative governance to emerge and strengthen over time. This includes building and maintaining energy and momentum around the issue and bringing people together to address it, helping shape people's ideas and perspectives about the issue, community, collaboration, complexity and more.

Practices to support this include:

- **Providing in-kind support** by attracting in-kind support from supporters.
- **Providing support for convening** through communication, bookings, facilitation, organising catering etc. As initiatives develop, this work is often provided or resourced by others.
- **Building capacity for the work by** enabling organisations or individuals to volunteer time and effort to get the work started.
- **Finding funding** to resource the current and future work of the collaboration.
- **Sharing information and knowledge about** what is happening and being learned, through the various communication channels within stakeholder groups, including government.
- **Building the narrative and mobilising people** around the issue to build and share the real story of community and bring the data to life.
- **Holding conversations about ways of working,** while recognising that the work is multi-layered and not linear. The 'how' is fundamental to whether you are going to be successful in the 'what'.

Key Challenges

Key challenges for collaborative governance to address in this phase include:

- the tension between the goals of individuals and organisations, and the shared goals of the initiative or collaboration; [5]
- a belief that community does not have enough expertise or knowledge, so experts will be needed to do and lead this work; [5]
- different ways of working with conflict (e.g. aggressively vs passively) and personal conflicts that may keep people from working together; [5]
- structures and processes that degrade collaboration by fostering competition (e.g. competitive tendering and attitudes to it); [5]
- finding funding to pay for space, time and other transactional costs that keep the structure running;
- the very real risk of intentionally or unintentionally excluding people who have less power, voice and money or having the processes co-opted by dominant or powerful actors. [6]

"We need to build the trust container for governance, building the capacity of people who are used to being in more traditional structures to work in less certain ways, and supporting community members to bring their skills and knowledge into these conversations."

Jane McCracken, Hands Up Mallee

Spotlight on Collaborative Governance in the Building Readiness Phase: The Gladstone Initiative

Gladstone, Queensland

The Gladstone Initiative was established to provide a platform for negotiation between government, community leaders, business leaders and service leaders. The initiative is in its early days, with work having commenced mid-2019.

In late 2019, a Working Group was established consisting of service leaders and community leaders with a mandate to establish a Leadership Group to provide ongoing governance of the initiative. That Leadership Group will include a broad representation of the Gladstone community, including key community groups (such as sports groups), First Nations people and/or organisations, a broad range of services (e.g. schools, health and social services), and the business sector. The Working Group role is to develop the Terms of Reference that describe the role of the Leadership Group and how it will work together.

Some learnings from the Gladstone initiative are:

- It is important for the Leadership Group to be representative of and authorised by the community.
- There are unique opportunities that come from having community members at the table for decision making; community members are often particularly strong on innovative solutions to long-standing problems.
- Investing time in building the holding environment (the processes, systems and relationships that hold the Leadership Group together) is critical. Being clear about how decisions are made, and by whom, is important for transparency, accountability and progress.
- There will be a degree of fluidity in the early days of a Leadership Group, with people moving in and out of the Group. It's important to know when to work with that fluidity and when to say 'we need to consolidate now'.

Mid-stage Collaborative Governance: **Foundations for a Shared Agenda**

The purpose of collaborative governance in this phase is to:

- **build shared capabilities, understanding and processes for collaborative working;**
- **make sense of the context and systems that surround the challenge being addressed; and**
- **secure resourcing for the Backbone functions.**

Collaborative Governance Structures and Processes

In this phase, the work of the collaborative governance group is to gather information about the issue and formalise a method for working together, to build a shared understanding and aspiration across the system.

Holding this work will move beyond principles to include:

- forming the collaborative leadership group ;
- getting clear on the role of the group, membership, decision-making processes, attribution, branding, and narrative and;
- frameworks or approaches that will hold the collaborative processes (e.g. Collective Impact, Theory-U, Deep Democracy etc). [7]

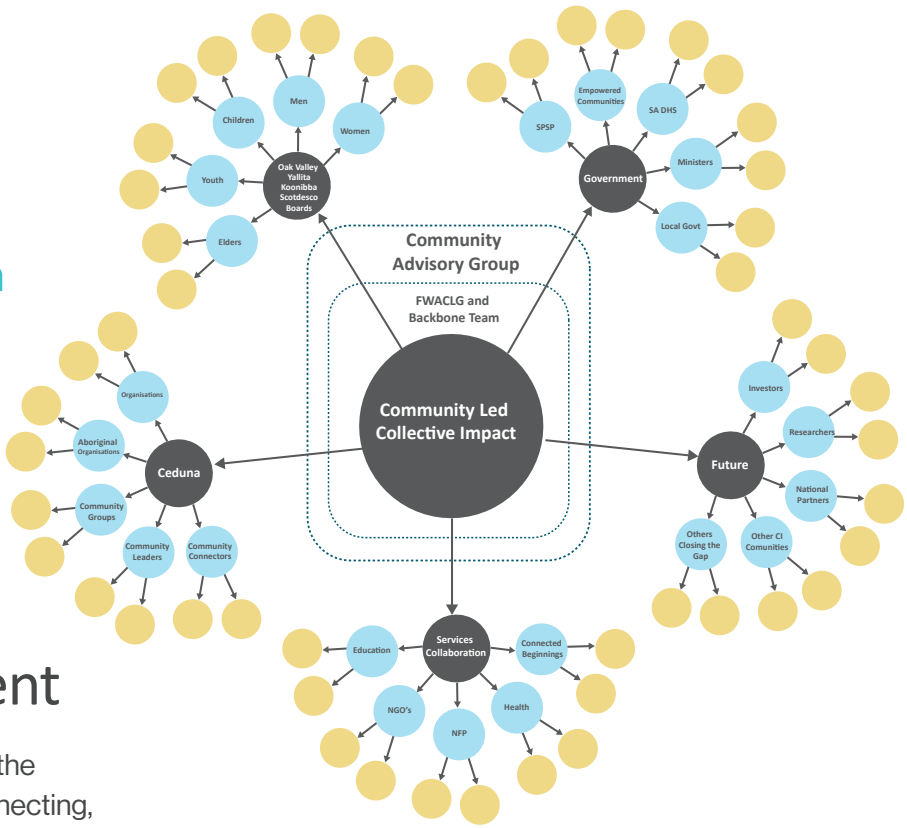
In this phase, subgroups or working groups may be developed to add capacity for specific short-term tasks such as gathering information and data, building community voice, system mapping or testing early hunches. Working groups may also be established to design a process for convening people from across the system to define a shared agenda or roadmap for change.

It is critical that the leadership table is seen and experienced as representative (of the community and the systems people want to change) and credible.

In this phase, structures will also be developed to organise actions against the shared agenda. These action groups will be focussed on implementation of the agenda or achieving population-level outcomes against the shared agenda (e.g. an Early Years Action Group or an Employment Services Action Group).

Some collaborative governance initiatives describe themselves as a constellation rather than a hierarchy. This (DRAFT) constellation map from the Far West South Australian Aboriginal Community Leaders Group is a powerful representation of relationships and connections, recognising that different parts of the system play different and important roles.

Constellation diagram



Role of Government

Government contributes to building the foundations for change through connecting, influencing, championing, learning and funding.

Practices that work well here include:

- **Providing resources** for collaborative governance by working with colleagues across governments to identify where and how resources and effort can be shifted to support the agenda, and by identifying and aligning discretionary funding;
- **Leveraging expertise and authorisation** across government by providing technical expertise in the gathering and translation of data for shared sense-making and addressing system barriers that community cannot resolve on their own;
- **Minding the balance** of participation between those who hold different types of power (e.g. positional, social) the roles they hold in community and relating to the issue.
- **Being transparent** about the limitations of power and decision making authority, and motivation of Government participation;
- **Nurturing the culture** that has been built by inducting new members into 'how things are done' to manage expectations and foster trust and relationships;
- **Sharing the learning** with others (in government) to demonstrate how Government can work with community to solve complex problems and pave the way as partners become more confident in what interventions work and should be scaled;
- **Supporting measurement, evaluation and learning** by drawing on skills and capacity to develop and resource measurement and evaluation capability at the local level (e.g. building data literacy) and by creating effective feedback loops, within Government, as evidence builds for what works and what doesn't;
- **Being responsive and removing barriers** that arise, such as Government guidelines, regulations, funding requirements, and working with cross-departmental colleagues early to establish a process to address these concerns and provide guidance quickly; and
- **Localising universal services** (such as health and education) by making them more responsive to the local context.

"Often, agencies just need their KPIs modified a little or their deliverables stretched a little so that they can contribute to the shared agenda. Having government at the table really helps with that.""

Sandra Hamilton, Go Goldfields

Role of the Backbone

In this phase, there is a need for a dedicated Backbone function to support collaborative governance groups to do their work. Functions of the Backbone include impartial facilitator, energiser, convener, strategic learner, community activator and systems analyst.

In addition to the ongoing practices from Phase 1, other helpful practices include:

- **Bringing community to the table** and supporting them to participate by helping people prepare and feel comfortable and developing strategies to make those who don't traditionally hold power to feel welcome and contribute as equal partners;
- **Acting as a bridge** for information, relationships, and a stable holding environment as structures are built around it;
- **Identifying barriers** to progress and sharing this knowledge and understanding with those who can address or remove them; and
- **Modelling the culture** to reflect the values and principles required to build trust and make progress.

Key Challenges

Key challenges for collaborative governance to address in this phase include:

- access to information in a timely manner and unifying easy access across the collaborative governance structures;
- understanding, identifying working with power;
- recognising and managing different and conflicting agendas and motivations;
- organisations seeking involvement for potential funding not for purpose;
- the tendency to move quickly to solution rather than sitting deeply in the understanding;
- how to manage the risk that those calling for action become dissatisfied and withdraw from the work, damaging the reputation of the initiative; and
- navigating the constant pressure from the existing system to conform to previous, easy way of working and traditional governance and the impact of this pressure on progress and practice.

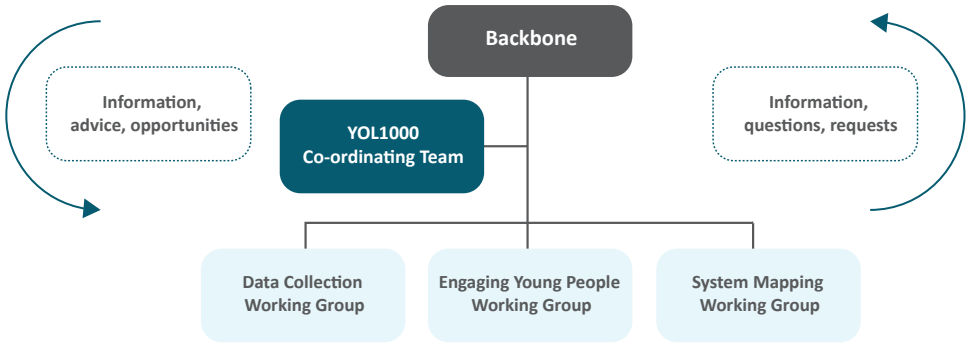
Spotlight on Collaborative Governance in the Foundations for a Shared Agenda Phase: Youth Out Loud

Mackay, Queensland

The **Youth Out Loud 1000 (YOL1000)** Project aims to increase young people's voices in making decisions about their future in Mackay, to provide young people with opportunities to fulfil their potential, and to enable young people to be valued by, connected to and engaged with their community.

The project brings together young people, youth services, Indigenous organisations, the Mackay Regional Council, the Regional Social Development Coalition and Queensland Government agencies. Over time, it will further expand to include participation from local business, arts groups, sporting clubs, disability services, schools, universities and other community service providers.

YOL1000 has built an operating structure that brings together the backbone and the **YOL1000** coordinating team. The project includes working groups dedicated to data collection, engaging young people and system mapping.



Mature stage Collaborative Governance: **Scaling for Impact**

The purpose of collaborative governance in this phase is to:

- **ensure that there is commitment and alignment of resources and effort across the system to the shared agenda;**
- **embed infrastructure for shared learning, measurement and communication to track progress, collaboration and systems change;**
- **leverage knowledge for broader impact; and**
- **embed practices or new ways of working into business as usual.**

Collaborative Governance Structures and Processes

In this phase, the governance structures and processes need to be able to recognise and respond to the local, state and national context, in order to achieve scale and ultimately transformational change.

This requires governance structures and processes that:

- are mature enough to include the voice of those whose lives are most affected by this work in the decision making; and
- include decision makers beyond the community who can influence and impact the broader system.

In this phase, collaborative governance processes include communication, data, and decision-making systems to ensure that people across the system have what they need to understand the work and align their efforts to the shared agenda/aspiration.

When work is moving to scale or becoming 'the way we do things around here', governance structures need to be able to capture and celebrate but not control all efforts.

Role of Government

Government's role in this phase typically includes connecting, promoting, championing, and scaling investment.

Practices that work well here are:

- **Promoting learning across government** by promoting what is being learned across government and protecting the work as increasing levels and impact of innovation challenge the status quo. (E.g. building escalation and problem-solving forums with senior decision-makers to enable quicker resolution and action);
- **Providing resources to support scaling** by developing an innovation fund or building the capability of the public service through technical skills such as design thinking, engagement and facilitation, relationship brokering, evaluation and scaling of successful approaches;
- **Demonstrating rigour and linking to priorities** by helping the collaboration understand and demonstrate the rigour of the action learning process taken to a government audience and link the achievements to government priorities;
- **Being flexible and innovative** through strategies such as pooled funding or outcomes-based funding to create more flexibility in how services work together and reduce the reporting burden; and
- **Aligning** government's leadership, resources and effort to the community-led agenda for change.

Role of the Backbone

In this phase, the functions of the Backbone include strategically influencing systems change and helping decision-makers keep their eye on the long-term change in conditions and systemic responses to achieve the change.

Key practices in this phase include:

- **Holding the process** and aligning it to achieve the shared agenda by supporting action planning and shared measurement; and
- **Keeping everyone informed** to ensure key actors across the system have the information they need to influence and make progress.

Key Challenges

Key challenges for collaborative governance to address in this phase include managing the risk of:

- disconnecting from the community and local context as the work has an increasing external focus and profile;
- exposure of the initiative to broader scrutiny which can expose or reveal the on-the-ground community challenges that can frighten potential systems champions away from the work; and
- the growing reputation of the initiative leading to mythology about the perfection of the collaboration that is not realistic, accurate, achievable or sustainable.

Spotlight on Collaborative Governance in the Scaling for Impact Phase: Maranguka

Bourke, New South Wales

Each initiative that is 'scaling for impact' has its own governance arrangements, specific to their context and their shared agenda.

Maranguka is a model of Aboriginal self-determination based in Bourke, NSW. It began - and continues to be - an initiative led by community with an emphasis on putting power in the hands of families and clan groups. As such, Maranguka is changing the way government, NGOs and community members provide services to the community.

The *Bourke Tribal Council* is made up of two representatives from each Aboriginal clan group living in Bourke, and its aims are to:

- identify the needs, aspirations and priorities of the Aboriginal people of Bourke;
- direct the operations of Maranguka in line with those priorities; and
- represent the Aboriginal people of Bourke with governments, services, and others.

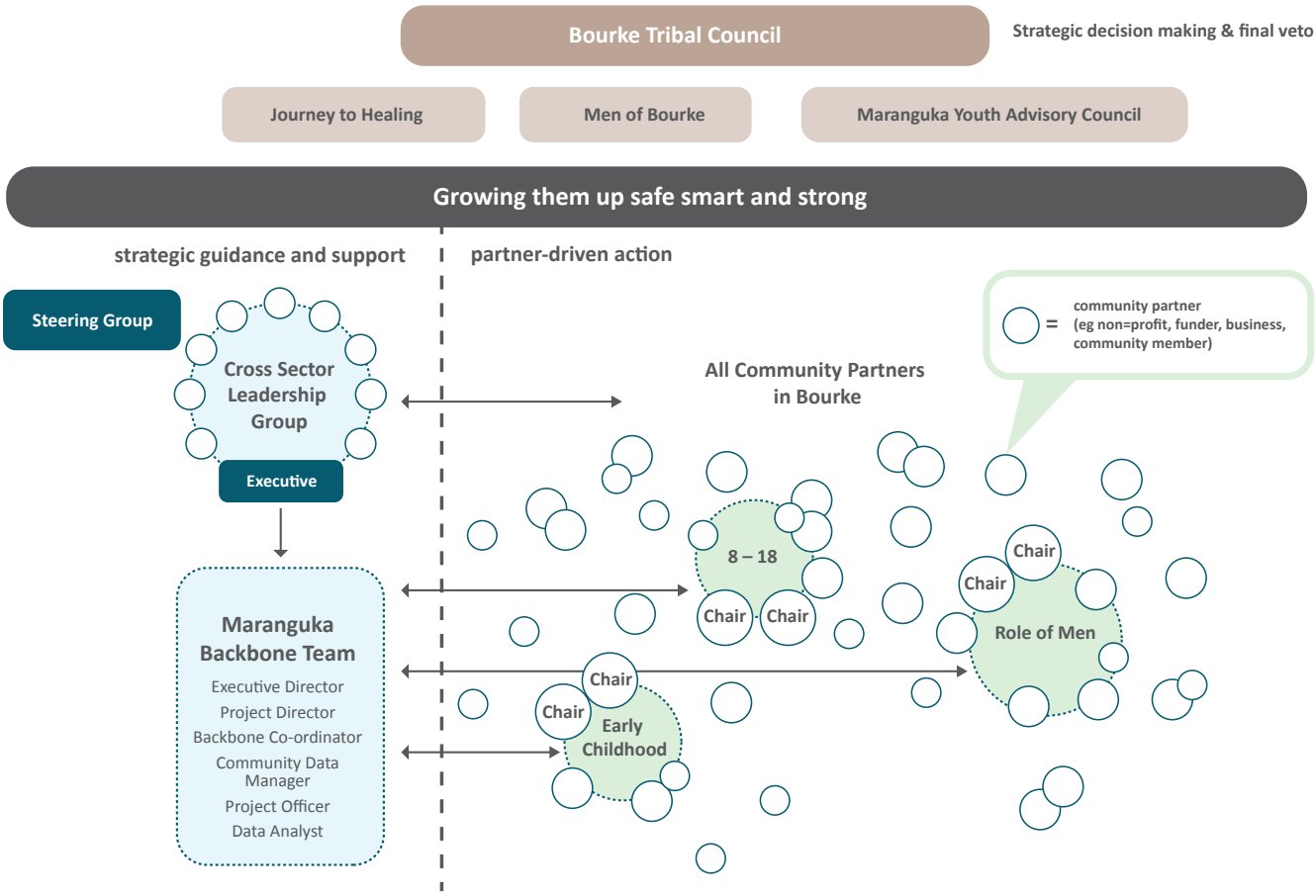
As such, the Bourke Tribal Council sets the high-level agenda for Maranguka (SAFE SMART STRONG) and is the authorising body for the more detailed plans.

Until recently, the Bourke Tribal Council has been an informal network, with funding auspiced by Aboriginal community-controlled organisations. However, in 2019 Bourke Tribal Council began the process of forming an incorporated association and taking over management of the funding available to Maranguka.

"Maranguka has really allowed the time for conditions to ripen for true self-determination."

There is also a *Cross-Sectoral Leadership Group*, which brings together some 60 budget holders (that is, anyone who is responsible for authorising how resources are allocated in Bourke) across funded service providers, all three levels of government, philanthropy and business. That group meets annually and is led by an Executive that consists of regional managers of every government department active in Bourke, philanthropists and strategic partners. In addition, there are three working groups that meet every 2-3 months.

Supporting the Tribal Council and the Cross-Sector Leadership Group is a *Strategic Steering Committee*, whose role historically has been to act as influential champions of Maranguka. As the Cross-Sectoral Leadership Group has grown in strength, this Committee is now being repurposed.



"Maranguka has brought community members, including young people to the table and put them in the driver's seat. It is supporting open and inclusive dialogue, which is the basis of community-led change. The Bourke community are owning the solutions. This renewed hope brings aspirations to maintain this hope, and to do better, and then better again.""

Alistair Ferguson, Founder and Executive Director, Maranguka

Spotlight on Collaborative Governance in the Scaling for Impact Phase: Hands Up Mallee

Mallee region, Victoria

Hands Up Mallee was born out of two service initiatives - the Local Government Community Engagement Framework and the Primary Care Partnerships. Both initiatives recognised that there was potential to increase impact through bringing the two together as a Collective Impact initiative. At the time, the nature of the funding somewhat dictated the governance structure, with the Primary Care Partnerships funding requiring senior service leaders to play a key role in governance.

Over time, Hands Up Mallee has evolved into a governance structure that includes:

- The Executive Governance Group, which is made up of 10 senior leaders from across local government, health, education and the social sector;
- a Backbone, which includes staff variously funded by and working out of different organisations (Local Government, Community Health and the Primary Care Partnerships funding); and
- a Community Leaders' table.

A small number of working groups are responsible for setting and progressing priorities.

Hands Up Mallee is looking to further develop it's governance arrangements, and in 2020 will be working on:

- working with First Nations communities and community organisations;
- strengthening collaboration between the Executive Governance Group and the Community Leaders' Table;
- how power is shared across the ecosystem; and
- strengthening community voice in decision making, and making sure that those community voices represent the diversity of local communities.

"Every idea that was a bit different and that has worked for us has come from the community, and from agencies getting behind that community idea to make it happen."

Jane McCracken, Hands Up Mallee

HANDS UP MALLEE

What are the principles that guide collaborative governance?

The following principles have been informed by a broad body of knowledge and real-world practice, including advice from initiatives about what is important to know from the start.

Governance beyond boundaries.
Let go of traditional notions of governance and risk assessment as you would in a bounded or organisational system and focus instead on boundary spanning governance.

Intentionally court diversity.
Citizen leaders bring unique understanding about issues that impact them, have diverse ideas to address those issues, and bring local context expertise that other parts of the system do not have.

Shift mental models.
Collaborative governance requires a fundamental shift in mental models around traditional notions of governance.

Understand and use power for purpose.
Learn how to navigate the infrastructure and power base of government, and how to structure and use power for a shared purpose.

Design for decisions.
Work out how decisions are going to be made and the scope of decision-making authority.

Be relentless about integrity, equity and equality.
Ensure that there is clarity about roles, expectations, access, and accountability at every level, and everyone is held to the same standards of communication, participation, and results. [8]

Prepare for conflict early.
Develop easy, accessible, transparent and equitable ways to identify, surface and resolve conflict so that it can be done early and regularly.

Build culture for the long term.
How leaders think and act and work together will influence every step of the process and the outcome. Build it carefully and with intention. Culture is what you tolerate.

Amplify community voice.
Ensure ways to embed community voice in all parts of the system, not just from those with a 'seat at the table'.

Invest early.
Early and ongoing investment in the holding environment will enable the collaboration to work more effectively over time.

Protect rights and decision-making authority.
Make sure that rules and decision-making rights of the group are respected by outside authorities and ensure that those affected by rules and decisions can participate in changing or modifying them. [9]

Learn from success and failure.
Celebrate success and what is learned from what doesn't work. It is all valuable in developing strategies to address the issue and reflects a culture and practice of transparency, accountability and continuous learning.

Make it relevant.
Make sure that the rules, processes and structures of governance are relevant to local needs and conditions. [9]

Apply principles to all parts of the system.
Principles need to be present and applied to all parts of the collaborative governance model/ approach, not just 'at the top'.

References

What resources will help people learn more?

Changing Systems, Power & Potential [10]
Collective impact 3.0: An evolving framework for community change [11]
Platform C 11 https://platformc.org/ [12]
Listening to the stars: The constellation model of collaborative change Social Space [13]

[1] Emerson K, Nabatchi T, Balogh S. An Integrative Framework for Collaborative Governance. JPART [Internet]. 2011 [cited 2020 June 21]; 22: 1-29. doi:10.1093/jopart/mur011

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clarion call

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