

# Network Governance and facilitation: how to improve it

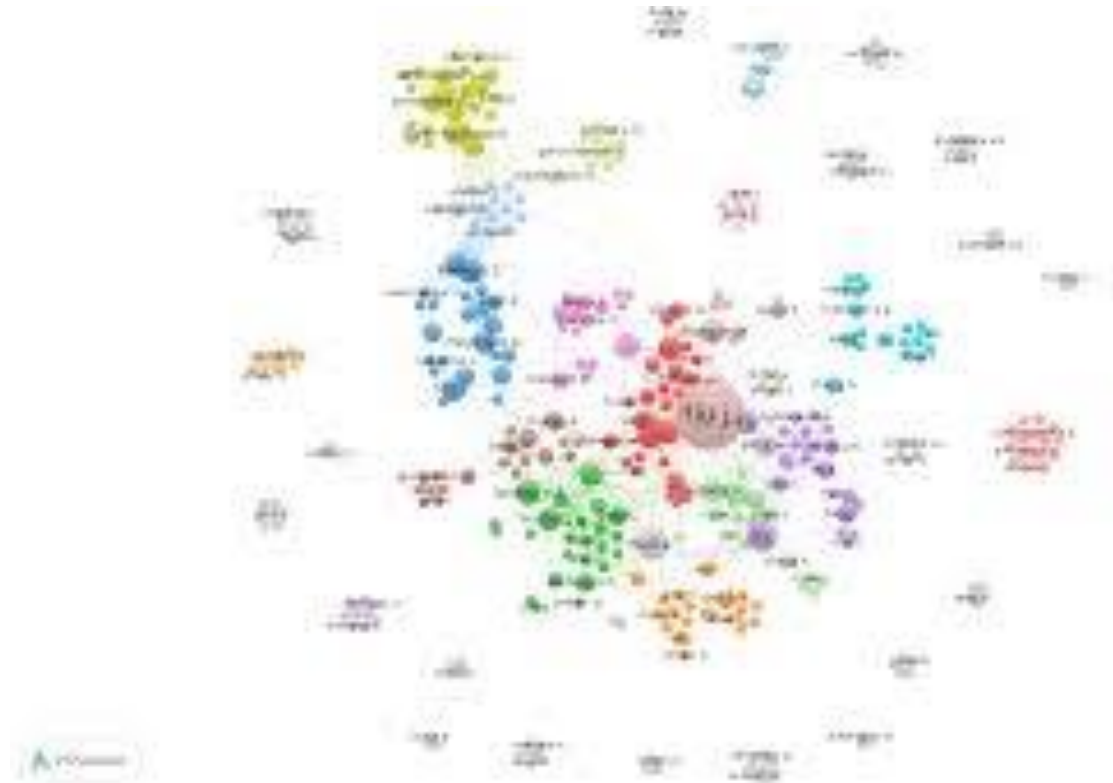
## ENRD Workshop on Facilitation techniques for stakeholders engagement

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Red2Red

# The network age

- Complexity
- Plurality of actors
- Wicked problems
- Innovation
- The end of Power?
- Governing the void?



# From hierarchy to networks

- The evolution of governance from hierarchical organizations to networks.



## Bureaucratic

- Improvements in compliance with the law and the legislative instructions
- Ensure impartiality and equality of citizens before administrations
- Standardized administrative procedures



## Market

- Intra-organizational Institutional Changes
- Improve efficiency and cost-benefit ratio
- Private sector / market tools

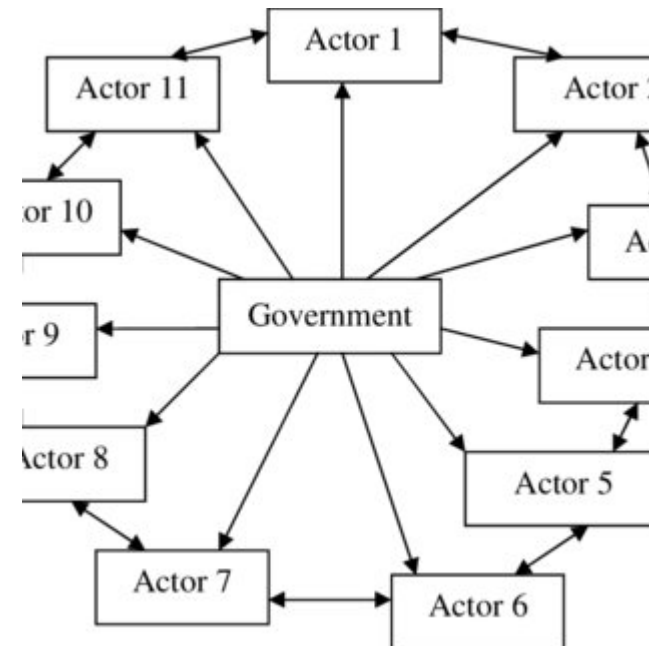


## Network Governance

- Changes in the relationship with other public, social and private actors
- Improve coordination and quality in decision making
- Network management

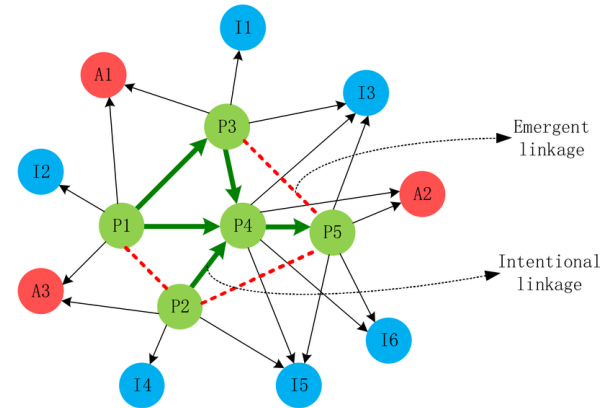
# From Governance networks to Network Governance

- Today most of governance is based in Policy networks.
- But network governance has been not too much explored.

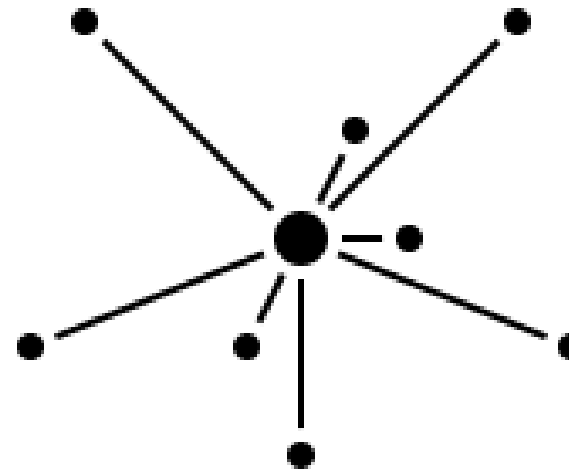


# Network governance: different models

- Shared (distributed) Governance

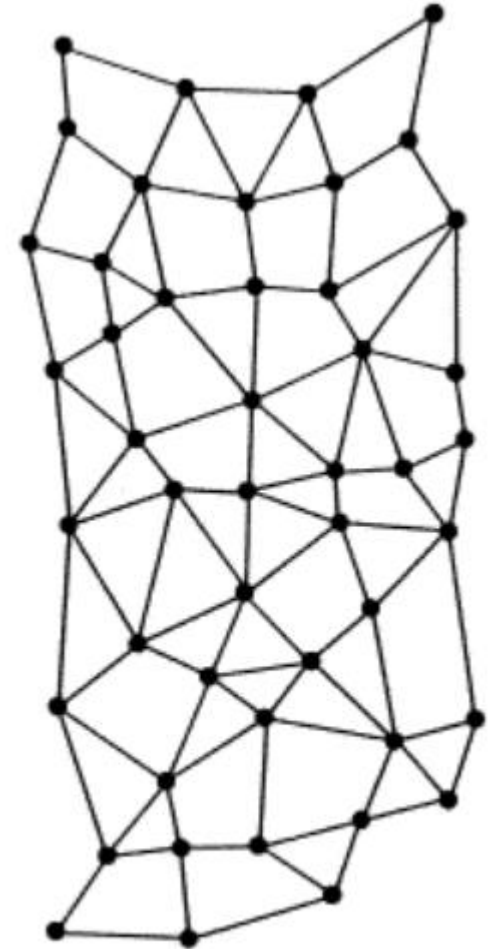


- Centralized networks
  - Lead by a member organization
  - Lead by an ad-hoc secretariat



# Distributed governance

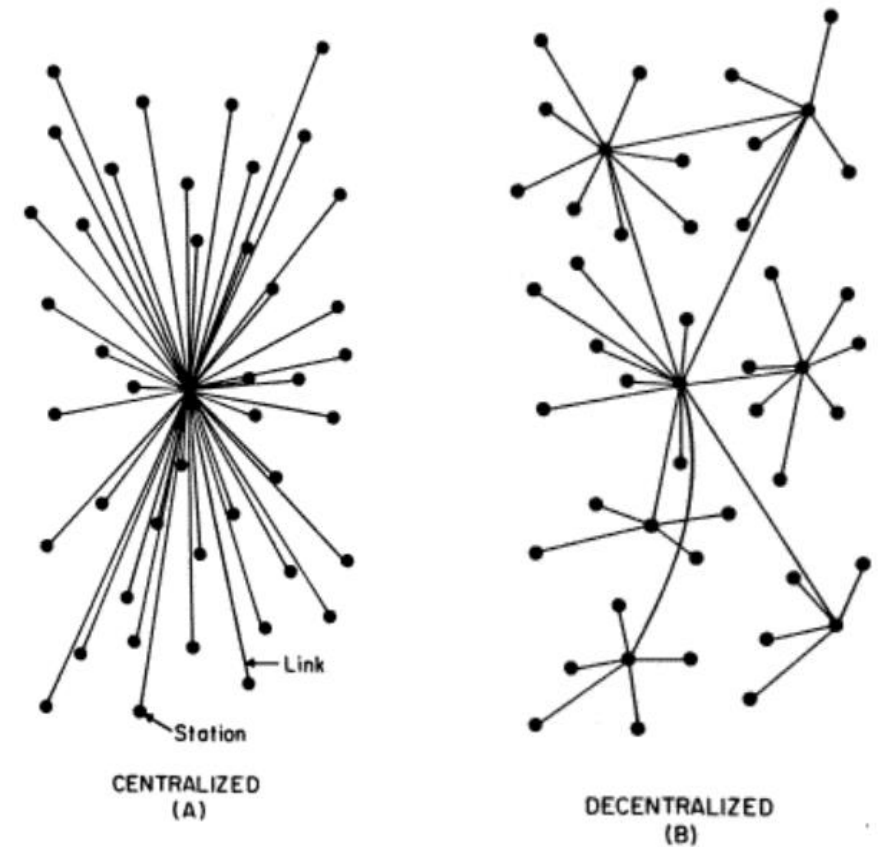
- Interactions among members without having a specific center.
- High level of trust among members
- High level of consensus among members
- Not specific network capabilities.
- Example: blockchain



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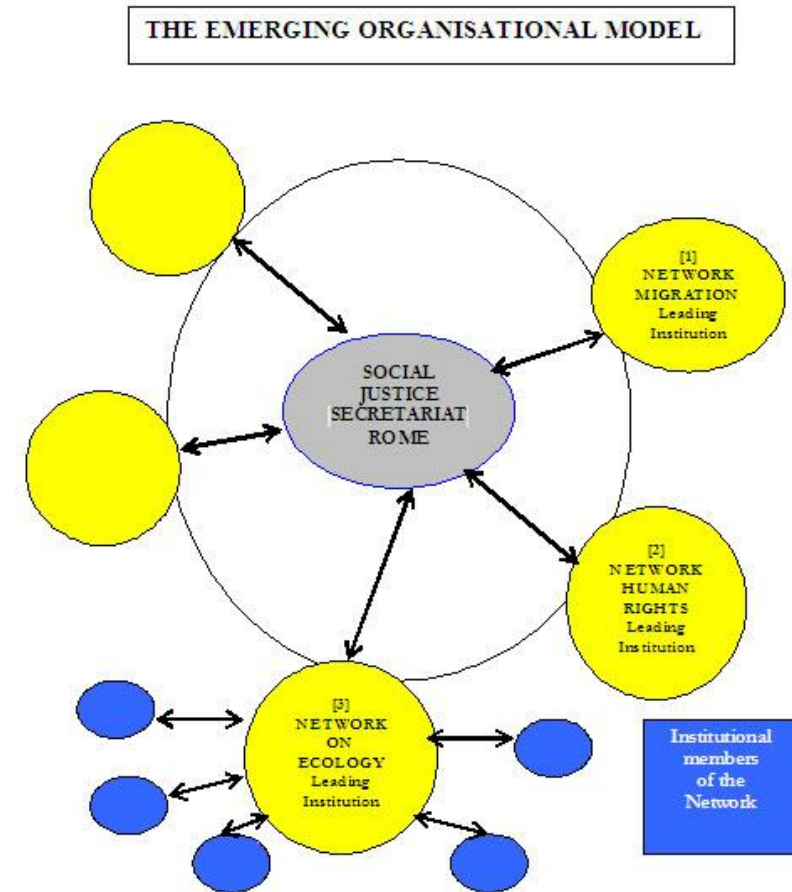
# Centralized governance: led by member

- One or several member organisations lead the network.
- High level of trust among members
- Can work with a moderate amount of members
- Lower level of consensus among members
- Moderate need for network capabilities.



# Centralized governance: led by an Administrative Organization

- Network delegates management in a specific an neutral body – secretariat
- Secretariat monitored by members (moderate level of trust among members)
- Higher number of members
- High consensus on goals
- Need for high level of network capabilities





# Main trade-offs...

- Effectiveness vs inclusiveness
- Internal vs external legitimacy
- Flexibility vs stability

# How to design the governance of Networks?

- How to guarantee a balanced access to information?
- How to activate actors and resources?
- How to limit the cost of interaction among members?
- How to promote the involvement of members?

# Criteria for Good Governance in networks.

- Shared purpose for the network.
- Proper criteria for network membership
- Agreed and transparent decision making process.
- Proper coordination
- Accomplishment of commitments among members
- Transparent financial framework.
- Outcomes use.
- Diversity management
- Horizontal cooperation

# Team work 1: key elements for successful network governance for each model

- *Network Purpose.*
- *Criteria for network membership*
- *Decision making process.*
- *Coordination and execution of commitments and activities*
- *Financial framework.*
- *Outcomes use.*
- *Diversity management*
- *Horizontal cooperation*

Identify key elements (+/-)

Write and share them

Cluster them



Strengths/opportunities

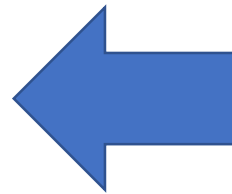
## Key elements for network governance

Weaknesses/risks

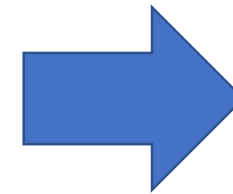


What can contribute to the network success?

What can drive a network to fail?



- *Network Purpose.*
- *Criteria for network membership*
- *Decision making process.*
- *Coordination and execution of commitments and activities*
- *Financial framework.*
- *Outcomes use.*
- *Diversity management*
- *Horizontal cooperation*



# Teamwork 2

How to build guidelines for Good network governance?

Regroup proposals and choose 2/3 from them

Reach a consensus on the key recommendations for these 2/3 items

# Plenary Debate and Conclusions