

Supporter van Elkaar

Supported by evaluation?



**A research into the societal successfulness of the
Supporter van Elkaar network**

Jens Otten

**University of Twente
Master Public Administration**

Supporter van Elkaar

Supported by evaluation?

Master's thesis Public Administration

March 2020

Jens Otten

Student no.: s2114356

University of Twente
Faculty of BMS
Public Administration
Mentor: prof. dr. S.A.H. Denters

FC Twente, Scoren in de wijk
Project Supporter van Elkaar

**UNIVERSITY
OF TWENTE.**



Preface

Here we are finally, a year and then some later. I remember taking the course *Public Governance and Policy networks* and attending a lecture on Scoren in de Wijk in the Grolsch Veste. As a great football fan, things like that can only be good; having a lecture in the sky box of a football stadium. At the end of the lecture it was emphasized that there was a possibility to write a graduation thesis about one of their projects; *Supporter van Elkaar*. I believe I sent an email to inform about this the same afternoon. I knew the project's connection to F.C. Twente is supposed to trigger people into joining the project, but little did I know, it would trigger me in the very same way.

Now, over a year and a half after that particular lecture, I can say that the process of writing this thesis has taught me a lot. Firstly, that the project has very little to do with football (ha-ha). All jokes aside, the writing of this thesis has not only taught me a lot about academic work, but also about myself. It took some time and perseverance, but in the end I made it and I am proud of that. Of course, I could not have done this all by myself, hence I need to give some people my special thanks.

Firstly, I would like to thank both my supervisors prof. dr. Bas Denters and dr. Pieter-Jan Klok for their great help in finishing this thesis. It took quite some meetings and a lot of feedback and rewriting, but thanks to your help and advice I made it. Furthermore, I would like to thank project leader Laura Hofte from Scoren in de Wijk for her help during the writing of this thesis. Also, this research would not have been possible without the help of my respondents: dhr. Agelink, dhr. Berends, dhr. Denters, mw. Hofte, mw. van Haagen, dhr. Krakkers, dhr. Oudenaarden, dhr. Schreurs, dhr. Sijbom, dhr. Swart, mw. van der Veen, mw. Wolterink.

Secondly, I would like to thank my parents for always supporting me, however long my studying took. Sometimes the length of my studying period made for some annoyance, but that soon will be a thing of the past. Thank you for making studying at university possible for me.

Last, but certainly not least, I would like to thank my magnificent girlfriend Loïs for always supporting me in my graduating endeavours. You would always give me a kick in my posterior end when I needed one, while you also always listened to me and motivated me when I had enough of it. I cannot thank you enough for being there and bearing with me.

I hope you will enjoy reading my thesis!

Jens Otten

Hardenberg, March 12th 2020

Abstract

Even in a rich and prosperous country like The Netherlands poverty exists. In 2017, no less than 272.000 minors lived in poverty, according to the Sociaal en Cultureel Planbureau. One of the cities with the highest poverty rates is the city of Enschede, with a rate of 8.2% in 2017 (SCP, 2019). Poverty can have a very negative impact on multiple facets of everyday life. It can lead to major forms of chronic stress, lower self-esteem, loneliness and most importantly an unhealthy lifestyle. People who live in poverty are more susceptible to over-eating, smoking, and alcohol and drug abuse. For children, living in poverty is likely to result in a stagnation of their development and problems like social exclusion or a decline in school results. Oftentimes there is no money for practicing a sport, in turn leading to health problems.

In 2017, the foundation FC Twente, Scoren in de wijk decided to step up and do something about this in the city of Enschede. After successful projects in other parts of the region, the project *Supporter van Elkaar* was born. A network of organisations was gathered together in order to tackle those problems. The goal of helping at least 80 families, all with a different type of problems, with the use of sports and the appealing image of football club FC Twente was set.

The goal of this research is to determine to what extent the different stakeholders perceive the project to be successful on the community level and to which factors this successfulness can be attributed. In order to do so, the following research question was formulated:

“To what extent did different stakeholders consider the outcomes of Supporter van Elkaar as successful (in terms of societal impact) and which factors have contributed to this success?”

Success, in this case, can be achieved on three levels; community level, network level, and organisational level. The main focus in this research is on the community level of success, though success on the other two levels to a certain extent is a prerequisite for the success of the network on community level. To give an answer to this research question, 11 hypotheses were formulated on the basis of Ostrom’s IAD framework (Ostrom, 2011) and the work of Klijn et al. (2010). Subsequently, in-depth interviews were conducted with 12 respondents from the different participating organisations. These interviews helped with confirming or falsifying these hypotheses. In addition, document analysis of documents like the project plan and other researches on the project was used.

From the interviews it became clear that the project is seen by its stakeholders as fairly successful in terms of societal impact. In particular, the outcomes for the families on the aspects *‘mental functions and -experience’*, *‘quality of life’*, and *‘social participation’* have been very satisfactory. This is backed up by factual results that were presented by the project itself and the work of fellow student Jasper Smeitink, who researched the improvements in *non-cognitive personal competences*, referring to the person’s confidence in their capabilities to cope with life’s challenges. Particularly the participants self-confidence and trust in their own future has improved significantly.

Subsequently, the success of the network on the community level was explained on the basis of 11 hypotheses (Appendix I). Most of the hypotheses were confirmed, except for the hypotheses on the number and diversity of actors present in the network and the hypothesis on the resource-dependency among actors in the network, which were falsified. In spite of a high diversity of actors, and therefore rule systems, and a low amount of resource-dependency among actors, the network was still successful. This can be explained by means of the success of the network management in the network. The governance form in use can be characterised as *network administrative organisation*, which is the most centralised form of governance that is distinguished in this research. The hypothesis that a more centralised form of governance leads to more success, is therefore confirmed. Furthermore, respondents from the organisations proved very satisfied with the coordination of the project. They indicated that Scoren in de wijk was always very clearly in the lead of the project and that they facilitated the conditions for cooperation in the network to a good extent. The hypothesis that better network management leads to more success is therefore also confirmed. Thus, the conclusion is that despite some factors showing up negative, the network succeeded still, which is attributed to the governance form and the successfulness of the network management by Scoren in de wijk (in the person of Laura Hofte).

Table of contents

Preface	3
Abstract	4
Chapter 1: Introduction.....	7
§1.1 Problem indication.....	7
§1.2 Problem statement and research questions.....	8
§1.3 Thesis outline.....	8
§1.4 Relevance.....	9
§1.4.1 Social and practical relevance.....	9
§1.4.2 Academic relevance.....	9
Chapter 2: Theoretical framework.....	11
§2.1 The success of networks.....	11
§2.2 Networks and the IAD framework.....	14
§2.2.1 The IAD framework.....	14
§2.2.2 Exogenous variables and the formation of networks.....	15
§2.2.3 Endogenous variables.....	18
§2.3 Network interactions and governance.....	20
§2.3.1 Network governance.....	21
§2.3.2 Network management.....	22
§2.4 Methodology.....	24
Chapter 3: Empirical findings.....	28
§3.1 Success on community level.....	28
§3.2 The IAD framework.....	30
§3.2.1 Exogenous variables.....	31
§3.2.2 Endogenous variables.....	37
§3.3 Success on network level.....	42
§3.3.1 Network governance.....	42
§3.3.2 Network structuring.....	44
§3.3.3 Process management.....	45
Chapter 4: Conclusion.....	47
§4.1 Success on the community level.....	47
§4.2 Explaining factors of success.....	48
§4.2.1 Hypotheses regarding exogenous variables.....	48
§4.2.2 Hypotheses regarding endogenous variables.....	49
§4.2.3 Hypotheses regarding network level success.....	50
§4.3 Final conclusion.....	51
§4.4 Discussion.....	51
References.....	54
Appendices.....	56

Chapter 1: Introduction

§1.1 Problem indication

Throughout history, the Netherlands has always been known as a rich and prosperous country. Though, even in a rich and prosperous country as The Netherlands a lot of adults and children live below the poverty line. In 2017 no less than 272.000 minors (age 0-18) lived in poverty, according to the SCP (Sociaal en Cultureel Planbureau). Besides the biggest cities (Amsterdam, Rotterdam, The Hague) in the country, the city of Enschede also had a relatively high poverty rate of 8.2% in 2017 (SCP, 2019). For years, the government has aimed its policy at fighting poverty among minors, in order for them to participate in society and have equality of chances.

Poverty and money debt have a negative impact on the health and well-being of people. Stress plays a major role in this. Financial problems lead to (chronical) stress, which in turn affects the body's condition. Furthermore, stress ignited by financial problems may lead to a decrease in self-esteem, loneliness, and an unhealthier lifestyle in general (i.e. smoking, obesity). For children, it might lead to a stagnation in their development. For example, the child may experience social exclusion or, in the long term, results at school are declining. In addition, there might be no money for the child to practice a sport, which in turn leads to an unhealthier lifestyle, creating a negative spiral (Pharos, 2018).

Of course, this relationship between poverty and health can work the other way around as well, in which people with serious and/or chronic health diseases have lower incomes and higher healthcare costs (Pharos, 2018). This increases the chances of financial problems, which then leads to a further decrease of health and well-being, creating a negative spiral again.

Since the municipality of Enschede has a relatively high poverty rate, which goes hand in hand with bad eating habits, health problems, and alcohol and drug abuse, the foundation *FC Twente, scoren in de wijk* (SIDW) started the project *Supporter van Elkaar* (SvE). This project is an experiment with the aim of improving the lifestyles of the families dealing with these low *socio-economic statuses* (SES) in various ways, with a specific approach to the aspects of health and participation. “*Help those families who are in need of a helping hand*”, as the project itself states. With the help of sports, group meetings and workshops the project aims to achieve its goals of helping and empowering these families in need. By gathering a network of organisations who are all experts in their own territories, the project tries to tackle problems in various aspects of the families' lives. One family might want to quit smoking, whereas another might want to lose weight and start working out more. By working under the flag of FC Twente, the foundation motivates families to take part in the project. For instance, an FC Twente player occasionally joins a particular activity in order to motivate the people.

One of the organisations that SIDW works with is the University of Twente. They work together for research purposes; the university supplies a student who researches the projects that are done by SIDW. I am one of those students and for this research I have been asked to evaluate the cooperation between the different participating organisations in the project SvE. The goal of this research is to look at whether or not the different participating organisations perceive

the project to be successful on community level and what factors might have contributed to this (un)successfulness.

§1.2 Problem statement and research questions

The ultimate goal of this research is to determine whether or not the project Supporter van Elkaar is perceived to be successful by its stakeholders and to determine the extent to which variables this success can be attributed to. Furthermore, I want to get an insight into how these kinds of projects can be successfully maintained and improved.

In order to successfully achieve the abovementioned goal of this research, a main research question has been formulated:

“To what extent did different stakeholders consider the outcomes of Supporter van Elkaar as successful (in terms of societal impact) and which factors have contributed to this success?”

As you can see, this question consists of two sub-questions:

“To what extent did different stakeholders consider the outcomes of Supporter van Elkaar as successful?”

and

“Which factors (in light of the IAD framework) have contributed to this success?”

These questions will be answered with the use of in-depth interviews as well as document analysis. The interviews have been conducted with 12 respondents from different participating organisations. In addition, documents like project plans, presentations and other researches are analysed.

§1.3 Thesis outline

This research attempts to give answer to the research questions on the basis of a couple of concepts. Firstly, we will look at whether or not the project is interpreted by stakeholders as a success or not. But what is success? How do other scholars define the concept of success on community level and other levels? According to Provan & Milward (2001) a network can be successful on three levels; community level, network level, and organisational level. The most important level in this research is the community level, since the main goal of the project Supporter van Elkaar has always been to achieve improvements in the community's families' lifestyles. On the community level, community-based networks like these are evaluated by means of the contribution they make to the targeted community, in this case the families of Enschede who are in need of a helping hand.

However, in order to achieve success on the community level, success on the network level as well as the organisational level has to be achieved as well, at least to some extent. When the structure of a network does not align well with its characteristics, a network might fail in

achieving its objectives. When the individual organisations are not satisfied with what they are gaining from joining the network, they might leave, which in turn might lead to a collapse of the network.

Subsequently, on the basis of Ostrom's IAD framework, we will look at different factors that might have had an influence on the success of the network. Some hypotheses are then formulated in light of this framework, which are tested in the empirical chapter of this research. The IAD framework consists of exogenous variables, endogenous variables, interactions and outcomes. The exogenous variables, in this case, have to do with the formation phase of the network, the endogenous part is about the implementation phase. On the basis of concepts like *diversity of actors*, *bottom-up initiative*, *recognition of common or complementary agendas*, *willingness to cooperate*, and *trust*, we can say something about the successfulness of the formation phase of the network. Were these factors present during the formation phase? Did the network formation go smoothly and to what extent can that be attributed to these factors? The endogenous part, or implementation phase, involves concepts like *goal consensus*, *goal attainment*, *resource-dependency*, and *trust* are of importance. Again, we will look at the extent to which these factors were present during the implementation phase and whether or not these factors have contributed to the (un)successfulness of the project.

Lastly, we will look at the governance structure that was used in this project in terms of Provan & Kenis (2008) and whether or not the participating organisations were satisfied with the actions that were taken in terms of network management.

§1.4 Relevance

The importance of this research is clarified on the basis of social, practical, and scientific relevance.

§1.4.1 Social and practical relevance

This research is relevant to society and practice, in the sense that the evaluation of the project Supporter van Elkaar may lead to more of these kinds of social projects. For the foundation Scoren in de Wijk it is important that the successfulness of the network around their project is evaluated in order for them to continue or discontinue the project. Consequently, the (dis)continuation of the project would have implications for the Enschede society as well, more specifically for the participating families. Furthermore, this research and the successfulness of the project can be interesting for other (professional) football clubs that would like to become more socially active.

§1.4.2 Academic relevance

Not much literature has been written on social projects that involve professional football club, so this research might fill a small gap in literature. It might add to literature like Tacon (2007), which is specifically about the impact that football clubs have on social inclusion. Tacon argues that currently there is a strong theoretical and political claim that football clubs can make a positive contribution to social issues, but that there is not enough evidence for it yet (Tacon, 2007). Furthermore, this research adds to other policy network implementation literature, where

there is a lack of knowledge on the specific variables that play a role when the implementing organisation is affiliated to a football club.

Chapter 2: Theoretical framework

Introduction

The goal of this research is to determine whether or not the cooperation within the project's network can be seen as successful and subsequently to explain why the cooperation was a success or not.

In order to give answer to these questions I will start by explaining how success of networks is defined by other scholars, after which networks in relation to the Institutional Analysis and Development framework (IAD) by Elinor Ostrom will be elaborated. This framework focuses on *why* such networks are successful or not, it elaborates on multiple factors that can affect this successfulness. Thereafter, actors and the importance of their characteristics will be discussed. Lastly, network interactions and different modes of governance will be looked upon.

§2.1 The success of networks

Before we delve deeper into the success of networks, it is appropriate to first elaborate a bit on the concept of networks in general. There are multiple ways of describing or interpreting the definition of networks. One perspective on networks is that of Hawe, Webster & Shiell (2004). They argue that most often networks are described simply as "partnerships", "collaborations", or even just "groups". In public administration sciences however, the word "network" has been about the empirical research of relationships between multiple individuals, groups or agencies and the resources that these relationships give access to (Hawe, Webster & Shiell, 2004). Most scholars use the term "network" as a generic term for describing different kinds of networks, like policy networks, social networks, or inter-organisational networks. In a chapter about policy network analysis, Rhodes (2006) describes policy networks, a word he uses as a generic term for all varieties of networks, as *"sets of formal institutional and informal linkages between governmental and other actors structured around shared if endlessly negotiated beliefs and interests in public policy making and implementation"*.

The concept of *actors* simply refers to all organisations and the persons of these organisations who were involved in the project. Actors do, however, have some important characteristics, which will be discussed below.

Actors are members of a network that are distinct individuals (e.g. clients of certain services, or residents of a certain neighbourhood) or collective units (e.g. organisations) (Hawe, Webster & Shiell, 2004). A network becomes a network when multiple actors form relational ties between them. Relational ties are the links between actors in a network. Without these ties there wouldn't be a network, but just separate actors. They can either be formal, for example when one organisation funds the other inside a network, or they can be informal, for example when two actors in a network just know one another.

Assessing the success, or effectiveness, of networks is much more complex than the evaluation of a single organisation. This complexity is due to the presence of multiple actors in a network. According to Provan & Milward (2001) network effectiveness can be analysed on three

different levels of analysis: community level, network level, and organisation/participant level. They focus on community-based networks, which matches with the Supporter van Elkaar network. In this research I will specifically focus on analysing the effectiveness on the community level, substantiated by the analysis of effectiveness on the network and organisational level. The three levels of effectiveness are clarified in the section below.

Community level

The broadest level of analysing networks is the community level of analysis. At this level of analysis, community-based networks are judged by the contribution they make to the community it is targeting. From this community-level perspective it is argued that evaluating the combined outcomes for the targeted community is the first step in assessing the effectiveness. The second step is to examine all of the costs of the network that made all the services to this community possible. Main aim in this community-level perspective is that all the needs and expectations of actors that are directly or indirectly involved in the network are satisfied. Here it is important to note that not only the target population should be satisfied, but also other stakeholder that represent these target populations have to be satisfied with the network activities. These other stakeholders may be for example health institutions, funders, or interest groups, but also the general taxpaying public (Provan & Milward, 2001). Important criteria for evaluating the effectiveness on this level are: cost to the community, building social capital, public perceptions that the problem is solved, changes in the incidence of the problem, or general indicators of client well-being (Provan & Milward, 2001, p. 416). In this research the focus is mainly on the effectiveness on the community level

Network level

While effectiveness at the community level is about networks becoming legitimate and gaining external support by meeting the needs and expectations of target populations and its stakeholders, effectiveness at the network level is about the operating of the network itself. The easiest way of assessing network level effectiveness, is to observe the coming and going of organisations in a network. Obviously, a network needs to attract and retain members in order to survive as an entity. A growing number of network members may increase influence, it may however also increase complexity of cooperation and service delivery, thus reduce effectiveness or efficiency of the network. Another indicator of network level effectiveness is the number of services provided by the network. On the one hand, a network may provide only very few services, which might lead to their target population to go outside of the network in order to satisfy their needs. On the other hand, a network may provide too many services, which leads to confusion and duplication of services. The amount of services needed by clients compared to the services offered by the network is a good indicator of a network's effectiveness. Younger networks must mainly provide the most critical services, while more mature networks may evolve and offer more, less critical services as well (Provan & Milward, 2001, p. 418).

Thirdly, network effectiveness may be judged by evaluating the strengths of relationships between the multiple members. In young networks, the members will be cautious and careful, since all of a sudden, they are expected to share their resources with others. Relationships will strengthen over time through the growing of trust and commitment among members. An

important concept in determining the strength of relationships is *multiplexity*, which is the number of links or ties one member has with another (Provan & Milward, 2001, p. 419). For example, two members in a network may know one another from another network as well, making their relationships stronger because their relationship will hold even if one of the ties is broken. Depending on the progress of the network, the relationships between actors will either strengthen, weaken, or even vanish. Lastly, another criterion in evaluating network level effectiveness is to determine its administrative structure (or the mode of governance) and the process management of the network, which will be used in this research for analysing the effectiveness on the network level. Network structures, or modes of governance are of great importance in relation to the success of the network, because the mode of governance in use in a network should be in line with contingency factors like *trust*, *number of participants* and others (Provan & Kenis, 2008), which will be elaborated in a later section. When these contingency factors are not aligned well with the mode of network governance, something needs to be done in terms of process management in order to assure network effectiveness.

Organisation/participant level

The third level of evaluating networks is from the point of view of the members or actors of the network themselves. Although networks may seem all about cooperation and shared goals, all individual members of a network will still be, at least partly, motivated out of self-interest. Aligning with the pessimistic approach mentioned in Denters & Klok (2007), organisations join a network with the belief that it will benefit themselves. Looking at it as a two-way road, networks can contribute to organisation level outcomes, as well as network members contributing to the success of the network as a whole. Provan & Milward (2001) argue, however, that sometimes the failure of an individual member may result in the enhancement of the network success, which results in interesting evaluation problems (Provan & Milward, 2001, p. 420).

Network effectiveness from the individual actors' point of view can be evaluated with the use of four criteria: client outcomes, legitimacy, resource acquisition, and costs (Provan & Milward, 2001, p. 420). Organisations may enhance their client outcomes by joining a network and thus getting access to more services, that would otherwise not be accessible. In line with this, they may also join a network in order to gain access to more resources, funds in particular. Oftentimes smaller organisations do not have a lot of fund-raising capabilities, while larger organisations tend to spend their resources on service instead of fund-raising. Because fund-raising tends to be more effective and efficient when done together, forming a network might be a good idea for both the organisations. A third reason for an organisation to join a network is to enhance its legitimacy. By joining a network that has, for example, a charitable cause, an organisation may be seen by outsiders as a legitimate and good organisation. Lastly, the costs relative to the benefits might be a reason for an organisation to join a network. Mostly smaller organisations have the most benefits from joining a network, but these will most likely also have the largest costs of joining it. Logically, larger organisations have less benefits, but also less costs of joining a network. They may threaten to withdraw from the network (Provan & Milward, 2001, p. 420).

In this research the focus will be on finding out what the individual organisations gained through joining the network and whether or not these people were satisfied with the outcomes for their own organisations.

Important to note here is that all three levels of effectiveness are interrelated and success or failure on one level of effectiveness may be due to success or failure on another level. That does not mean, however, that success on one of the levels automatically implies success on another. For instance, when a network member sacrifices the achievement of their own goals in order to achieve the shared goals of the network, the failure on organisation/participant level leads to success on network level. Or eliminating certain actors from the network may also lead to more success on a network level, while it obviously does not necessarily lead to more success of these eliminated organisations themselves.

All of the three levels of effectiveness will be relevant to this research; however, the focus will be on the community level of effectiveness. As stated above, this does not mean that the other two levels will not have an influence in it. Both the organisation level as well as the network level of effectiveness are relevant here, in the sense that a certain amount of success on these levels is a prerequisite for success on the community level. Organisational effectiveness is important in the sense that cooperation and the willingness to devote resources to the project are of crucial importance in achieving network success and community success. When one organisation is not satisfied about the outcomes for itself, it will likely consider leaving the network, which in turn may endanger the survival of the network as a whole.

§2.2 Networks and the IAD framework

As stated in the introduction of this chapter I will now elaborate on the Institutional Analysis and Development framework (IAD framework), which will help me in answering the “why” question of the successfulness of this network. Multiple factors may or may not have influenced the successfulness of the network and in this part, I will elaborate on the framework and these factors.

§2.2.1 The IAD framework

In analysing the policy network of the project, I will use the "Institutional analysis and development framework" (IAD) that has been developed by Elinor Ostrom, a political economist who won the Nobel Prize in Economics for her work on economic governance. The IAD framework can assist in "identifying the elements (and the relationships among these elements) that one needs to consider for institutional analysis" (Ostrom, 2005, p. 28). According to Hess & Ostrom (2005) the framework is particularly suitable for understanding the question: *"How do fallible humans come together, create communities and organizations, and make decisions and rules in order to sustain a resource or achieve a desired outcome?"* (Hess & Ostrom, 2005). Ostrom (2005) discusses *institutions* in her work, a concept that she herself describes as "the prescriptions that humans use to organize all forms of repetitive and structured interactions including those within families, neighbourhoods, markets, firms, sports leagues, churches, private associations, and governments at all scales." In order to understand institutions, she argues, it is important to know what they are, how and why they are created

and sustained, and what consequences they generate under certain circumstances (Ostrom, 2005).

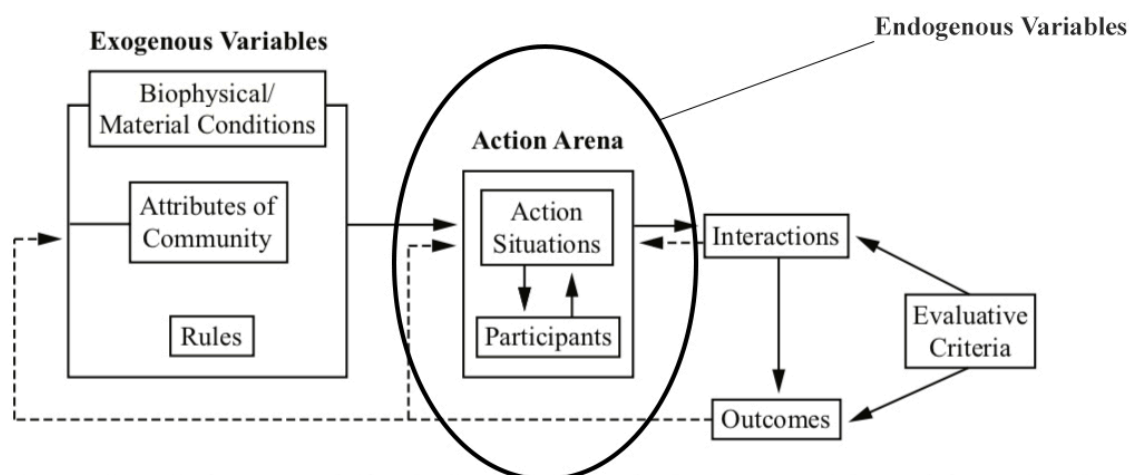


Figure 1.2 A framework for institutional analysis. *Source:* Adapted from E. Ostrom, Gardner, and Walker 1994, 37.

In the figure above we can see that the IAD framework consists of exogenous variables, endogenous variables, interactions and outcomes. In this research, the main focus is on the implementation of the network plan, which is treated as the endogenous variable (i.e. action arena). The formation phase of the network will be treated as the exogenous variable.

The focal unit of analysis in the IAD framework is the endogenous part or action arena, in this case the implementation process. The implementation process is the phase of a project in which the project plan is put into action and actual activities are executed. Action arenas consist of two 'holons', as Ostrom calls them, namely: action situations and participants. These two holons interact with each other and are simultaneously influenced by some exogenous factors. The exogenous factors in this research are conditions that have had an effect on the implementation process before the start of the project. For example, network formation; was the project initiated top-down or bottom-up? What agreements have been made at the start of the project? The exogenous factors together with the endogenous factors and interactions produce an outcome, that in turn affects the exogenous and endogenous factors (Ostrom, 2005, p. 13). It is important to note that at both the exogenous part as well as the endogenous part different actors have been involved.

§2.2.2 Exogenous variables and the formation of networks

Biophysical/material conditions

In the article by McGinnis (2011), biophysical and material conditions are described as the “nature of the goods”. In many studies, the focus is on four types of goods that are distinguished, namely: private goods, public goods, toll goods, and common pool resources (CPR). These goods are distinguished on the basis of two aspects: subtractability and exclusion.

Subtractability refers to the degree to which one person's use of a good reduces the availability of the good for someone else. Exclusion refers to the possibility to prevent people who have not paid for a good from having access to the good.

In this research, however, it is useful to focus on another aspect. With regard to the biophysical/material conditions we will focus on *the nature of the problem that the project is dealing with*. It is important to find out whether the project is aiming to solve a one-fold type of problem or a multifaceted problem that exists in the target audience. It might be the case that multiple problems are sought to be solved, which would make the problem in general more complex. In that case it would mean that there is a high need of different kinds of organisations who all have their own type of expertise. Provan & Kenis (2008) define this phenomenon as *the need for network level competencies*.

In line with Provan & Milward (2001), Provan & Kenis (2008) argue that organisations join a network for multiple reasons. As stated above, they may join in order to gain legitimacy, serve clients more effectively, gain resources, and reduce costs. Provan & Kenis (2008) also argue that addressing complex problems is another reason for organisations to join a network. From a network governance point of view, however, the question is how the required competencies to achieve the network goals be mobilized? In other words, are all necessary competencies available in the network? The complexity of the problem and thus the high need for network level competencies are closely related to the concept of *rules*, which in Ostrom (2011) is treated as a separate part of the exogenous variables.

Rules

During the formation of a network, every participating organisation has its own set of rules¹. Municipalities, for example, have to deal with completely other rules than a university does in their own institutional logics.

Thus, the complex nature of the problem leads to a high need of organisations with specific expertise, which in turn leads to a great diversity of actors participating in the network. This high number and diversity of actors leads to a lower chance of successful cooperation, which is even more decreased because of the different rule systems all of these organisations operate within. The combination of both these factors leads us to the following hypothesis:

Hypothesis 1: the higher the number and diversity of actors initially present in a network, the lower the chances of successful cooperation within that network.

¹ Ostrom distinguishes two forms of rules, namely: rules-in-form and rules-in-use.

Rules-in-use are simply described by Ostrom as "*shared normative understandings about what a participant in a position must, must not, or may do in a particular action situation, backed by at least a minimal sanctioning ability for noncompliance*". So, when different actors in the action arena are expected to fulfil a certain role in the project, that can be seen as a rule, provided that there is at least some form of sanction when that role is not fulfilled properly. Rules-in-form are rules that have merely been written in administrative procedures, legislation or contract and are not known or enforced by the participants (Hess & Ostrom, 2005). When rules are understood and enforced properly, they rule in certain actions and rule out others.

Attributes of the community

This concept refers to all the relevant aspects of the social and cultural context that were applicable during the formation of the network. Some attributes that are distinguished are *trust*, *reciprocity*, *common understanding*, *social capital*, and *cultural repertoire*. In this research we focus on *trust*, *reciprocity*, and *common understanding*. In the next part I will discuss the concept of network formation in relation to the abovementioned attributes that are distinguished by Ostrom (2011).

Network formation

Networks are formed when there is a (perceived) problem, after which an actor initiates a network with the goal to eliminate the (perceived) problem. The initiator gathers multiple actors, all of which have their own goals and resources. Initial goals and motivations can be of great influence on the developments and the process in a policy network. For this reason, it is important to know who the initiator of the project was, how the project was initiated, and, in this case most importantly, *why* the project was initiated. Existing literature on the matter argues that projects that were initiated on a local basis have a greater chance of being successful than projects that were imposed in a top-down manner. This is due to the fact that typically, in bottom-up initiated projects, involved organisations have a better mutual understanding of common or complementary agendas, which will be elaborated a bit further in the section below. Projects that are initiated locally can be explained as bottom-up initiatives as opposed to the top-down initiatives that are imposed by one specific organisation. The hypothesis that is formulated in this regard is as follows:

Hypothesis 2: bottom-up initiated networks have a greater chance of success than top-down initiated networks have.

This research will have to point out whether "Supporter van elkaar" can be seen as a top-down or a bottom-up initiative. An example of a top-down initiated network would be a network that was created by a municipality or other authorities that create a network. The municipality, in this case, would simply order cooperation between actors in the network.

Another important aspect in the formation of networks is what Hay & Richards (2000) define as "the mutual recognition of common or complementary strategic agendas" (Hay & Richards, 2000, p. 17). This means that networks are formed when multiple actors can all achieve success by means of collective action. This is closely intertwined with the concept of bottom-up initiated networks, since people are very likely to have common or complementary strategic agendas when they are (locally) initiating a project in a bottom-up manner. In terms of Ostrom's attributes that were mentioned earlier, mutual recognition of common or complementary agendas is closely related to *common understanding*. Common understanding refers to shared values and goals among the network's members. Do all actors more or less have the same understandings about the goals that must be reached. Do they operate with the same norms and values?

In light of this, the following hypothesis was formulated:

Hypothesis 3: the higher the initial recognition of common or complementary strategic agendas, the higher the chances of successful formation of a network.

The second step in the formation of a network is "recognition of the potential for enhancing the strategic capacities of participant organisations through the pooling of strategic resources" (Hay & Richards, 2000, p. 17). Simply said, this means that potential actors of a network might decide to partake if they expect to be able to enhance their strategies with the help of other actors' resources.

The third and last stage of the formation involves recognising and establishing the right conditions for making the network feasible. According to Hay & Richards (2000), this feasibility is dependent upon three factors, namely: geographical or communicative proximity, shared cultural norms and values, and availability and willingness to devote resources. In this research only the latter one, in the form of "the willingness to cooperate", will be taken into account. The following hypothesis was formulated with regard to this:

Hypothesis 4: the higher the initial willingness to cooperate with other participants in the project, the higher the chances of successful formation of a network.

Trust can be explained as the degree to which actors feel confident that other actors will not take advantage of their weaknesses and will help them out when needed. An important concept here is *reciprocity*. Reciprocity is the way to which the actors in the network share the expectation that other will reciprocate their own acts of cooperation. If one actor helps another, will the other actor do the same for him? Two different forms of trust are distinguished in this research. One is related to the network formation phase, the other to the implementation phase. The form of trust I am stressing here, is specifically about the amount of trust among actors during the formation of the network. Will others live up to their promises and agreements? The other form of trust, which is related to the implementation phase, will be discussed in the following paragraphs. The following hypothesis has been formulated in light of this:

Hypothesis 5: the higher the initial trust among potential network members, the higher the chances of successful network formation.

§2.2.3 Endogenous variables

As explained at the beginning of this section, I will now proceed to elaborate on the endogenous part (i.e. the implementation phase of the network) of the IAD framework: the action arena, which consists of action situations and actors.

Action situation

The action situation focuses on how and why people cooperate or do not cooperate with each other in certain circumstances (Hess & Ostrom, 2005). Who participated and what role did they play? What actions have been taken and which have not been taken? How does this influence

the outcomes? These are questions that should be answered when analysing the action situation. The main concern in the analysis of situations is understanding the incentives of the participants (Hess & Ostrom, 2005). For example, why would someone join the project? What moves an organisation to perform a certain action? This concern can, however, also be displayed on the participating families. Why did they join the project? I will now proceed to elaborate on a number of predictors of implementation success below.

Actors

As explained in §2.1, the concept of actors refers to all organisations and employees of these organisations who have participated in the project. A network is formed when two or more actors form ties, thus interact with each other. The more actors in a network and the more relational ties that exist between them, the more complex a network becomes. Consequently, the size of a network may have an effect on its successfulness. This implicates the following hypothesis:

Hypothesis 6: the higher the number and diversity of actors present in a network during the implementation phase, the lower the chances of successful cooperation within that network.

Goal consensus

Another predictor of network effectiveness is goal consensus. It has been widely approved that goal consensus allows for greater performance on organisational and inter-organisational level as well. It is important to note, however, that in networks not only organisational goals but also network level goals guide organisational action (Provan & Milward, 2001, p. 11). When there is a general consensus on network goals and the process to achieve them, network actors are more likely to work together. This, however, does not necessarily mean that goals of all network members should be the same or even similar. Similar goals can even lead to conflict and difficulties working together, because it might be seen as competitiveness. Two organisations with the same organisational goals might be reluctant and cautious in sharing information and cooperate with one another. Concluding, goal consensus is important in building a committed group of organisations, but lower levels of goal consensus can still lead to an effective network. In line with this, the hypothesis goes as follows:

Hypothesis 7a: the higher the goal consensus among members of a network during the implementation phase, the higher the chances of successful cooperation in a network.

And not only *goal consensus* is of great importance in relation to the success of a network. It is also very important that set goals are perceived to be achieved in order for the network to be successful. *Goal attainment* of the different organisational goals set by the participating organisations individually also increases the chances of achieving the *community goals* of the project. Regarding this, the following hypothesis was formulated:

Hypothesis 7b: the higher the perceived attainment of the individual organisational goals of network members, the higher the chances of successful cooperation in a network.

Resources

Every actor in a network has access to its own set of resources. They can be either money, personnel, goods, expertise, or authority. An investor may provide the resource of money, a municipality or government may provide authority for carrying out certain activities, while other organisations may provide expertise and/or knowledge on certain subjects. When an actor needs other resources than their own, the possibility of a network formation arises. They will seek other organisations who do have the access to these resources, in order to attain their own objectives anyway. This broadly corresponds with the *power dependence* approach by Rhodes (2006), in which he describes networks as sets of resource-dependent organisations. In this light, the following hypothesis has been formulated:

Hypothesis 8: the more resource-dependency among actors during the implementation phase, the higher the chances of successful cooperation in a network.

Trust

In the article *Modes of Network Governance: Structure, Management, and Effectiveness* by Provan & Kenis (2008), the concept of trust is discussed. They argue that trust can be defined as an aspect of a relationship that reflects the willingness to accept vulnerability based on positive expectations about another's intentions or behaviours (McEvily, Perrone, & Zaheer, 2003). Furthermore, they argue that most of existing research on organisational trust focuses on the general need for trust and the different ways in which trust is demonstrated (Provan & Kenis, 2008). Anyhow, in order to understand network-level interactions it is more important to look at the distribution of trust and whether or not it is reciprocated among the members of a network, they argue. Trust can be widely distributed across members, a high density of trust relations that is, or it can be narrowly distributed, making the density of trust relations low. But what does a network need with regard to trust in order to be successful? Provan and Kenis (2008) argue that trust cannot only be viewed as a network-level concept but also the network governance mode must be consistent with the general level of trust density that presents itself inside the network. More on governance modes will be stressed in the next paragraphs. With regard to trust, the following hypothesis was formulated:

Hypothesis 9: the higher the amount of trust among network members during the implementation phase, the higher the chances of successful cooperation between actors in a network.

§2.3 Network interactions and governance

In the previous part of this theoretical framework, a diversity of factors has been elaborated that contribute to the successfulness or failure of a network. In the case that these factors do not align well and the network is on the verge of failure, something has to be done in terms of network governance, which consists of two components: network structuring and network management. Three general forms of network structures, or modes of governance, by Provan & Kenis (2008) are explained below. Subsequently, something will be said on the subject of network management with the use of Klijn et al. (2010).

§2.3.1 Network governance

Provan and Kenis (2008) distinguish two different types of network governance; they may be brokered or not. Networks that are not brokered and in which the network is governed completely by all actors in the network on the one side, and brokered networks in which governance is done by one single organisation. In the first, the organisations all interact with all other organisations, so the network becomes very dense and highly decentralized. This is also called *shared governance*. In the brokered form, the interactions between organisations are very few and thus is highly centralized and not very dense (Provan & Kenis, 2008).

A second distinction that can be seen in brokered networks is whether the network is governed by participating organisations or by external organisations. Externally governed networks are governed by a single, unique *network administrative organisation* (NAO). So, in the end there are three modes of network governance that can be distinguished: participant-governed, lead-organisation governed, and NAOs. Below I will shortly elaborate on the three concepts.

Shared governance networks

This is the lightest form of network governance. As explained above, shared governance networks are networks in which all participating organisations take care of the governance. There are two ways of accomplishing this form of governance. It can be formally, for example through regular meetings, or informally, for example through uncoordinated efforts of those who have a stake in the success of the network (Provan & Kenis, 2008). These kinds of networks depend highly on the involvement and commitment of all, or at least a significant set of important actors that comprise the network. Only by frequent participation of all members of the network will participants be committed to the goals of the network (Provan & Kenis, 2008, p. 6). This shared governance means that the members together make all the decisions and manage network activities. The power in the network is more or less symmetrically divided, even if the different organisations in the network may differ in size, resources or performance (Provan & Kenis, 2008).

Lead-organisation governed

This mode of governance involves one single entity in the network who has the leading role. This form of governance is very common in the business world, wherein there are a lot of vertical, buyer-supplier relationships. Especially in this business world, where networks can consist of one, big, powerful and resourceful organisation and multiple smaller ones. In this mode of governance all major network-level activities and decisions are made by a single participating member which acts as the leader. This leads to the network governance being highly centralized and asymmetrical power relationships. The lead organisation provides administration for the network and facilitates all activities that other actors in the network have to carry out. The role may emerge on the basis of actors themselves; may they decide that this mode seems to be the most effective and efficient. It may also be mandated by other, mostly funding, organisations externally (Provan & Kenis, 2008, p. 7-8)

Network Administrative Organisation

The third mode of governance that is described in Provan & Kenis (2008) is the NAO mode, which is the heaviest, most centralised form of governance of the three forms that are distinguished here. In this mode, a separate external organisation is set up specifically with the aim of governing the network. As in the lead-organisation model, the NAO mode is very centralised and the NAO is responsible for the coordinating and sustaining of the network. In the NAO mode, however, the NAO is not just another member of the network, but instead is an entity that has been either mandated or chosen by the members for the sole purpose of governance. NAOs may be small, even just one single person (network manager), but it can also be a larger formal organisation. The latter one is used mostly to increase network legitimacy, to deal with complex network issues, or reducing complex shared governance (Provan & Kenis, 2008).

According to Provan & Kenis (2008), the governance forms elaborated above are needed based on a combination of four, what they call, contingency factors: trust, number of participants, goal consensus, and need for network-level competencies. When these factors are favourable, the lightest form of governance suffices. However, the more problematic and complex the starting situation in terms of these factors, the higher the need for a heavier form of governance, with *shared governance* being the lightest form and *NAO* being the heaviest. With this in mind, we formulate the expectation that a more centralised mode of governance leads to more network success with the following hypothesis:

Hypothesis 10: a more centralised network structure increases the chances of successful cooperation within a network

§2.3.2 Network management

In an ideal world, or network for this matter, cooperation runs smoothly and goals and interests of the different participating actors are all aligned perfectly well. Unfortunately, this seldomly, if ever, happens. When cooperation does not run as smoothly as desired and when goals and interests are not perfectly aligned, it will be necessary to steer interactions in policy games within networks, which is called *network management* (Klijn, Steijn, & Edelenbos, 2010). Network management aims to initiate and facilitate interaction processes between actors, creating and changing network arrangements for better coordination, and creating new content by exploring new ideas as well as guiding interactions (Klijn et al., 2010). The authors argue that various network management strategies have been identified in existing literature, of which one is the strategy of process management and one is the strategy of institutional design. Process management focuses on facilitating interactions between actors in a policy game. Institutional design strategies focus more on the altering of the institutional characteristics of a network (i.e. changing actors' positions or even the whole structure of the network). Furthermore, Klijn et al. (2010) make a distinction between process outcomes and content outcomes in their article. Process outcomes are related to, for example, managerial effort or support of the stakeholders. Content outcomes focus more on things such as cost efficiency and the innovative character (Klijn et al., 2010). In this research I will focus solely on process outcomes. There are six elements that are characteristic for process outcomes, namely:

1. The management of the governance network; referring to the level of satisfaction of the ways in which actors are involved in the project.
2. Conflict resolution; the way in which conflicts have been averted or solved.
3. The extent to which the process encountered stagnations or deadlocks
4. The productive use of differences in perspectives; the way in which differences in frame and perspective have been reconciled.
5. Contact frequency; the frequency of interactions between actors.
6. The support for results coming from governance networks; referring to the actors' satisfaction with the achieved results (Klijn et al., 2010).

The authors make a distinction between four types of process management: process agreements, exploring content, arranging, and connecting. Three types are elaborated in the table below, 'process agreements' has been left out, because it is more about the structuring of the network and not about steering interactions between actors.

Table 1.1 Three types of process management strategies (Klijn et al., 2010)

Types of strategies	Exploring content	Arranging	Connecting
Main strategies mentioned in the literature	Searching for goal congruency, creating variation in solutions, influencing (and explicating) perceptions, managing and collecting information and research, creating variation through creative competition	Creating new <i>ad hoc</i> organisational arrangements (boards, project organisations, etc.)	Selective (de)activation of actors, resource mobilizing, initiating net series of interactions, coalition building, mediation, appointment of process managers, removing obstacles to co-operation, creating incentives for co-operation

The authors conclude firstly that network management is an important factor in achieving successful outcomes in governance networks. Furthermore, they conclude that the *connecting* strategy is the most effective process management strategy, although the other strategies are also statistically significant in realizing outcomes (Klijn et al, 2010, p. 1076). The *arranging* and *process agreements* are less important to realize outcome. However, the authors also stress that network management is much more than setting the organisational conditions in place. This leads us to the formulation of the last hypothesis:

Hypothesis 11: better network management increases the chances of successful cooperation within a network.

§2.4 Methodology

In this section I will elaborate on the methods of research that have been used in this particular research into the successfulness of the cooperation within the network of Supporter van Elkaar and the satisfaction of the multiple organisations involved with this cooperation.

Research type and methods

In order to determine the successfulness of the cooperation within the Supporter van Elkaar network two types of research, qualitative as well as quantitative, have been used, making it a mixed-methods research. Field research, in the form of interviews, as well as desk research, in the form of document analysis was carried out. This research is a holistic single case study, which means that only one case (the project Supporter van Elkaar) was researched. Units of analysis were the different organisations that participated to the project and units of observation in this research were the different respondents from these organisations.

Data collection methods

In order to analyse the cooperation within the policy network properly, semi-structured interviews have been conducted with prominent persons of the participating organisations. These persons are either members of the management committee of the project, or are leading persons of organisations that have only been active in the executive activities. Interview questions were formulated on the basis of the theoretical framework, which was constructed with the use of literature research. The main goal of interviewing these persons was to find out as much as possible about different aspects of their participation and their cooperation with the other participating organisations. The interview contained questions about motives and interests, goals, expectations, roles and activities, resources, and satisfaction about multiple outcomes in these areas. These questions were either open questions or survey-like questions on a 10-point Likert scale. I chose to use a 10-point scale instead of a 7-point scale, because it is more precise and offers more variability. Furthermore, one part of the interview contained questions about the formation phase of the network, the other part contained questions about the implementation phase. There was some variety in the length of the interviews, with the shortest taking about 25 minutes and the longest taking about 48 minutes. They were recorded with the use of my laptop and the respondents were informed about this with the use of an informed consent form, which was signed by all of them. Furthermore, the conducting of interviews was done with the approval of the Ethics Committee of the University.

Additionally, document analysis was used in order to acquire some relevant background knowledge about the project. Documents that were analysed are, for example, the original project plan, research plan, and other research reports on the project, like a Power Point presentation.

Respondents

By interviewing as many different persons from as many different organisations as possible a clear image of the policy network, and the cooperation within it, has been obtained. Some organisations like *FC Twente*, *Scoren in de Wijk*, or *ROC van Twente* have been involved with multiple employees. By interviewing more than one person of each of these organisations, I

obtained more than one view on the process, creating a better image of it. Below is a list of persons, and the organisations they are a part of, that have been interviewed.

M. van der Veen	-	Gemeente Enschede
L. Hofte	-	Scoren in de Wijk
B. Schreurs	-	Scoren in de Wijk
W. Berends	-	FC Twente/Scoren in de Wijk
J. van Haagen	-	ROC van Twente
B. Oudenaarden	-	GGD Twente
J. Krakkers	-	Domijn
B. Denters	-	Universiteit Twente
V. Wolterink	-	Stadsbank Oost
J. Sijbom	-	Resto van Harte
H. W. Swarts	-	Eye Present
J. Agelink	-	Sportaal

Because some of the organisations, of which a person has been interviewed, have not been involved in the project from the start, some questions may have been left open by these respondents. These questions might have required information that these respondents simply did not have, in order to be answered properly. Some organisations that were listed in the project plan have not been interviewed, for the sole reason that, in the end, they did not participate in the project. Other organisations, like Bonhoeffer College and Tactus, have not been interviewed because the persons working for different reasons. The person working for Bonhoeffer College did not want to be interviewed due to illness, the person working for Tactus did not want to be interviewed, because she felt that her input into the project was not enough for a proper interview.

The persons that have been interviewed have been selected over the course of the research. Firstly, the list of organisations and their corresponding employees from the original project plan have been selected. Subsequently, an additional list of respondents has been put together in consultation with project leader Laura Hofte.

Dates and time

The interviews have been conducted between July 8th 2019 and August 29th 2019 at different times of the day. This period proved to be a difficult one, since some of the respondents were on their summer holidays, making the time span quite large.

Measurement of key variables

As explained above, the main data collection methods that were used are semi-structured interviews and document analysis. In the table below, you can see which of the key variables were measured with the use of which data collection method.

Key variable	Operationalisation
Community level success	Document analysis, question 32
Number and diversity of actors in formation	Document analysis, interview questions
Bottom-up initiative	Document analysis, question 1, 2
Initial recognition of common or complementary agendas	Question 6
Willingness to cooperate	Question 9, 10
Initial amount of trust	Question 7, 8
Number and diversity of actors in implementation	Document analysis, interview questions
Goal consensus	Document analysis, question 4, 5, 6
Goal attainment of individual org. goals	Question 33
Resource-dependency	Question 19 to 25
Amount of trust in implementation phase	N.A.
Network structure	Question 29, 30
Network management	Question 31, 34

In order to increase the construct validity in this research I have tried to ask more than one question on each key variable. Furthermore, some questions (e.g. question 34) were divided into multiple aspects of a variable. For instance, the success of network management was measured on the hand of six different aspects of network management; keeping to agreements, being open in mutual consultation, consulting on the basis of arguments, being aware of the common interest, trusting each other, and being aware of each other's interests. Also, an advantage of in-depth interviews is the ability to ask follow-up questions. These can be used to clarify certain answers. I do, however, have to be critical of myself and say that I should have followed up on some questions more, which would have increased the validity and reliability more. Lastly, another advantage of in-depth interviews is the ability to clarify the questions when respondents are confused. Quite a lot of questions were a little unclear to the respondents, but by means of the ability of clarifying them the validity and reliability of the answers was increased.

In-depth interviews are, however, quite time-consuming, as it took some time to conduct them all (July 8th – August 29th). This might have decreased the reliability of this research a little, since some changes might have happened between the first interview and the last one. For instance, the respondent that was interviewed first might have answered differently to the questions one and a half month later, while the last interviewed person might have had a different perspective when he would have been interviewed earlier. Lastly, in-depth interviews are more prone to being influenced by the interviewer, in the sense that the interviewer's response to a certain answer or his behaviour in general can influence a respondent's answers. This may decrease validity and reliability of the answers.

Data analysis

I first looked at whether or not the project has been successful or not, subsequently I looked at whether the conditions for success that were specified in the hypotheses are present or absent.

In order to properly analyse the conducted interviews, I firstly transcribed all of them into separate documents with the help of recorded audio files in an audio application called VLC Media Player. On the basis of these transcripts I compared answers to the open questions with each other. Quotes were taken from different interviews to sketch an image on situations regarding the research questions. By comparing the answers of the different respondents in the interviews I sought to find interesting contradictions or similarities, which may indicate some points of improvement. The answers to the 10-point scale questions were put into well-arranged tables. Quantitative answers were compared by looking at averages, variance, modes and medians.

Validity

Firstly, we can conclude that the external validity of this research is very low, since I have only looked at a single case, which makes that there is no generalisability. For example, when the successfulness of this project is ascribed to a high willingness to cooperate, it does not mean that it will be too in another similar project. Secondly, the internal validity is also quite low. In this research I have only looked at whether or not the (un)successfulness of the project can be explained by the presence of the conditions for success, but I have not looked at whether or not an absence of one of these conditions leads to failure of the project as well. We can only confirm or falsify our hypotheses because of this and thus cannot say much about causality. This makes that there are some problems in terms of internal validity and that this research only leads to a weak confirmation or falsification of the hypotheses.

Chapter 3: Empirical findings

Introduction

As discussed in the theoretical framework, a network can be seen as effective, or successful, on three different levels: community level, network level, and organisation/participant level. In this chapter I will answer whether or not the *Supporter van Elkaar* network is seen as successful on all of these separate levels. The main focus will be on the community level of success, since the goal of this research is to evaluate the outcomes and implementation process of the project and this project has mainly been about helping the vulnerable part of the community in various ways. Subsequently, I will look at different factors that might have had an influence, either positive or negative, on this success. I will look at the success on the organisational level and I will conclude with the success on network level, since the success on community level is, to a great extent, depending on the success on the other two levels.

§3.1 Success on community level

In order to determine the successfulness of the project on the community level, it must be known what the objectives of the project at the community level were initially. The project's main goals and objectives are defined in the project plan as:

- *at least 80 families have participated between November 2017 and July 2019.*
- *at least 40 of these families or individuals from 40 families have made positive progress in one or more of the following aspects of positive health:*
 - *bodily functions*
 - *mental function- and experience*
 - *spiritual/existential dimension*
 - *quality of life*
 - *social participation*
- *at least 40 families have, through Supporter van Elkaar, improved or developed competences that contribute to abovementioned aspects.*
- *at least 20 families, or members of, show actual healthier behaviour (specially in terms of activity, healthy nutrition, smoking, or alcohol use)*
- *at least 20 families have become active in terms of participation: work, education, etc.*
- *at least 40 families declare being happier than before their participation to SvE*
- *at least 40 families experience an improvement of their “experienced health”*

These main goals and objectives are then complemented with a set of sub goals, which are not elaborated here.

Firstly, a presentation on the factual results given by project leader Laura Hofte suggests that these results have been satisfactory. The general results are that 88 families have taken part in the project, comprising 93 adults and 114 children. For instance, in the aspect of social participation no less than 16 of the participating adults have found a job, of which 3 have already gotten a permanent contract. This saves the community a lot of money, since these 16 adults do not receive their social welfare benefits anymore, but rather make their own money now.

Furthermore, 22 adults are doing voluntary work, by means of which they are helping the community themselves. On other aspects the results have been good as well. For example, four families have moved into a new house and nine participants have started a new study at the *ROC van Twente*. On the other aspects that were mentioned in the list of objectives, there have not been any results available so far, hence these will not be elaborated.

Secondly, another research on the project has been carried out by fellow student Jasper Smeitink, which focusses on the improvement in developing the *non-cognitive personal competences* (NCPCs) of the participants. Smeitink defines the concept non-cognitive personal competences as: “a person’s strong and stable confidence in his capabilities to manage his/her skills and resources in such a way, that it enables him/her to effectively cope with life challenges” (Smeitink, 2019). This research suggests that the members of the participating families expressed that, on average, their non-cognitive personal competences have improved. Especially the items in which an attitude as part of NCPC (i.e. self-confidence, trust in one’s own future) was measured, statistically showed a significant improvement. Other items showed an improvement as well, however not statistically significant. According to Smeitink, this improvement in NCPCs is positively affected by the intensity of the participation and the interaction style of paid officials, whereas the FC Twente context of the project only has a statistically significant effect on developing cognitive competences and not for non-cognitive competences (Smeitink, 2019).

Lastly, in an honourable mention it should be said that the foundation has been awarded a prize of no less than €50.000, - for the best “*Community Project Eredivisie*” (Maatschappelijk Project Eredivisie). The prize is awarded to football clubs of the highest level, who contribute to a healthier society in an innovative way (Tubantia, 2020).

Besides these actual results, it is also important to take a look at the perceived results and whether or not they correspond. How are these actual results perceived by the participating organisations? Do they interpret the results as satisfactory as well? Are they aware of the results?

The perceived results will be analysed with the use of the interview question “*On a scale from 1 to 10, to what extent are you satisfied with the outcomes for the individual families with regard to the 5 aspects below?*”. The five aspects that are mentioned in the question are: (1) bodily functions, (2) mental functions and -experience, (3) spiritual/existential dimension, (4) quality of life, (5) social participation. In table 1.2 below, we can see that the satisfaction with the outcome on each aspect is quite different. In general, the respondents are very satisfied with the results. Aspects 2, 4, and 5 have an average of above 8, and no answers lower than 7, which tells us that respondents are generally very satisfied with the outcomes in these aspects. Two of the five aspects, however, were quite deviant. On the first aspect, bodily functions, the respondents are not quite as satisfied as they are on other aspects, with an average of only 6.61 on a scale from 1 to 10. Aspect 3 also scores quite low and the 9 respondents who answered the question are quite divided, with the lowest answers being two 4s and the highest answer being a 9, with an average of 6.78. From the interviews it appeared that the aspect *spiritual/existential*

dimension was not clear to all respondents, since some of them did not answer on this aspect. To clear things up; the project plan explains that this aspect is about meaningfulness, pursuing goals and ideals, future perspective, and acceptance. Though, again, this was not clear to all respondents.

Nonetheless, all of the averages are above 6.5, and that still means that the general satisfaction with the outcomes for the families (the community in this case) is quite high. Important to note here is, however, that three of the aspects have been answered by only 9 respondents and two aspects have been answered by 10 respondents. One of the respondents who did not answer the question at all stated: *“I haven’t seen any outcomes, so I can’t say much about this. Maybe it has to do with privacy and that it is done deliberately (that we haven’t seen any outcomes), but I would’ve loved to see some of the outcomes”*. This may explain the lack of answers from other respondents as well, that they simply have not seen any outcomes of the aspects mentioned above. Furthermore, as stated above, some respondents did not quite understand what the concept of “spiritual/existential dimension” meant, which obviously is also an explaining factor for the lack of answers.

Table 1.2 *Satisfaction with outcomes for families with regard to 5 aspects (q32)*

SCORE	N ^{bodily functions}	N ^{mental functions}	N ^{spiritual/existential dimensions}	N ^{quality of life}	N ^{social participation}
4			2		
5	1				
6	2		1		
6.5	1				
7	4	2	2	3	1
7.5				1	1
8	1	5	3	2	5
8.5		1			
9		2	1	2	3
10				1	
TOTAL (N)	9	10	9	9	10
AVG. SCORE	6.61	8.05	6.78	8.06	8.15

So, it can be concluded that the project has been fairly successful on the community level in the eyes of the respondents as well. We will now look at which factors are likely to have contributed to this success.

§3.2 The IAD framework

So, concluding that the project has been fairly successful on the community level, it can be expected that (at least some of) the factors of successful cooperation, that have been discussed in the theoretical framework, are present. In line with the theoretical framework, I will now proceed to discuss the different aspects of the IAD framework; exogenous and endogenous variables.

§3.2.1 Exogenous variables

In the next part of the analysis I will look at whether or not these factors have been present and, if not, what other factors might explain the success of the project. Firstly, I will look into the factors of success in the formation phase of the network. In the theoretical framework these factors have been grouped under the *exogenous variables* of the IAD framework.

Biophysical/material conditions

The first important predictor of successful cooperation in a network is the type of problem the network is dealing with, in the theoretical framework grouped under *biophysical/material conditions*. Some problems are more difficult to tackle than others. The more complex a problem is, the lower the chances of successful cooperation within a network of organisations become. The multifaceted nature of the problem(s) has implications for the *rules* in the formation phase of the network. Every societal entity has a system of rules that their members have to abide. In addition to national regulations and legislation, every network, company, or even division of that organisation, may have its own set of rules they operate within. In the theoretical framework this led us to the following hypothesis:

Hypothesis 1: the higher the number and diversity of actors initially present in a network, the lower the chances of successful cooperation within that network.

In the project plan it is mentioned that the participating families are dealing with various problems and that problems from multiple domains are sought to be tackled. While one family may have trouble finding a job, the other may have serious health problems, and another one may want to quit smoking or start practising a sport again. The plan states that especially the people from the Twente region have trouble eating healthy, overusing alcohol or tobacco, and are more frequently overweight than the national average. The conversations that took place with respondents from the involved organisations confirm this multifaceted nature of the problem. Every family had its own goals and thus needed a very specific treatment. The theoretical framework tells us that multifaceted problems, like these, have a high *need for network level competencies*, meaning that a multitude of organisations are needed that all have their own specific expertise. When more organisations, all of a different type, get involved, it becomes harder to reach consensus. This mainly has to do with the fact that most of these participating organisations all operate within different rule systems. For example, the municipality of Enschede has to deal with certain municipal laws, whereas the University of Twente has to deal with totally different, research related laws. All of the organisations will have, at least to some extent, a different view on a certain issue. The amount of different types of organisations is backed up further by the project plan, which lists the following organisations that were initially supposed to be involved in the project:

- The municipality of Enschede
- Housing associations (Domijn)
- Practical schools (Bonhoeffer College)

- GGD Twente
- Tactus
- University of Twente
- F.C. Twente
- FC Twente, Scoren in de Wijk
- ROC van Twente
- Saxion
- Businesses

In light of hypothesis 1 this would mean that the chances of successful formation of the network are decreased not so much by the number of actors, but more so because of the great diversity of network members. These chances are even further decreased by the different sets of rules systems that this multifaceted nature of the problem entails.

Attributes of the community

Here we consider four factors, that we will discuss on the basis of our data. First, the theory tells us that the way a network is initiated is an important predictor of its successfulness. *Locally initiated (bottom-up)* networks have a greater chance of success than top-down initiated networks. The hypothesis regarding this that was formulated in the theoretical framework was:

Hypothesis 2: bottom-up initiated networks have a greater chance of success than top-down initiated networks have.

The project plan shows that the project was initiated locally by *FC Twente, Scoren in de Wijk*. Again, this is backed up by the respondents. *“We already knew and already were in good contact with FC Twente, Scoren in de Wijk and Scoren met Gezondheid. Then it became clear that Laura was working on Supporter van Elkaar. She told us ‘we are starting a project for families and sports are involved, we would like to know if you can make a difference...’”*. Someone else stated: *“That’s a good question. We are involved in a lot of the district teams (wijkteams) and I believe that is where it started. We were approached by Scoren in de Wijk or Supporter van Elkaar whether or not we wanted to take part in this”*.

These are just a few quotes of respondents answering in the affirmative to the question of how they and their organisations got involved in the project, so it is fairly safe to say that the Scoren in de Wijk foundation is the initiating actor, assembling the network in a bottom-up manner. In light of hypothesis 2, this means that the bottom-up way of initiating the network has likely helped in successfully establishing the network.

This leads us into a second attribute; *mutual recognition of common or complementary agendas*. The way the project was initiated is partly related to this recognition of agendas. When projects are initiated as bottom-up, locally, the chances are high that all actors are in it with the same approach, because it has not been imposed top-down. They are likely aiming to achieve the same goals and objectives and, at least to some extent, share the same norms and values. In the theoretical framework this led to the following hypothesis:

Hypothesis 3: the higher the initial recognition of common or complementary strategic agendas, the higher the chances of successful formation of a network.

In light of this hypothesis we have asked all respondents some questions about the project's goals, the individual organisations' goals and the alignment between the two. By asking respondents what, according to their knowledge, were the project's goals and objectives, we can draw a picture of whether or not the goals and objectives were clear and, more importantly here, whether or not all respondents' interpretations were aligned. Nearly all respondents gave an answer that was more or less the same and confirmed their knowledge of the project's goals. None of the respondents could name the exact goals from the project plan. They all knew the goals and objectives in more general terms, although there was still some ambiguity about certain concepts (e.g. *spiritual/existential dimension*), as has been discussed before. *"To help families with a large disadvantage, living in poverty, or with low socioeconomic statuses, with the use of football club F.C. Twente, its fame, and the connection that the people have with it"*, is one of the respondents' answers. All of the respondents' answers are broadly the same here, with most of them mentioning "disadvantaged families", "low socio-economic statuses", and "the connection with F.C. Twente", or variations of those phrases. One respondent answered: *"For our organisation the goal was to get people active, but therein we did see that the Supporter van Elkaar has a much broader goal than that, much more social. And they have an interest in more domains than one, but our interest was purely in our own domain"*. This quote seems to make a lot of sense, as most respondents acknowledged that Supporter van Elkaar had a very broad goal in multiple domains, but their own organisations were much more focused on their own domain. Furthermore, this is in line with the nature of the problem that has been discussed above. The number of participating organisations, all from different "worlds", makes that all of them have their own sets of rules, goals, and interests, though they are in this together with the same purpose; achieving the project's goals. It is important for the success of the network as a whole, that these goals are actually attained. This will be followed-up upon in section §3.2.2.

Regarding hypothesis 3, we can say that the recognition of common or complementary agendas has been very high in this project, which partly explains the successful formation of the SvE network.

A third important aspect in the formation phase of a network is the *willingness to cooperate*. The theoretical framework brought up the following hypothesis regarding this:

Hypothesis 4: the higher the initial willingness to cooperate with other participants in the project, the higher the chances of successful formation of a network.

In light of this hypothesis I asked the respondents two questions. Firstly, the respondents were asked to what extent (again on a scale from 1 to 10) they thought that their own organisation was willing to cooperate with the other participating organisations (N^{own organisation} in the table). Secondly, they were asked to what extent they thought the other organisations were willing to

cooperate with all other participating organisations (N *other organisations* in the table). The results are shown in table 1.3 below.

Table 1.3 *Willingness to cooperate among network members*

SCORE	N <i>own organisation</i>	N <i>other organisations</i>
5		
5.5		1
6	1	
7		2
7.5	1	1
8	2	5
9	4	2
10	4	1
TOTAL	12	12
AVG. SCORE	8.79	7.92

The table above shows us that many of the respondents thought that their own organisation was very much willing to cooperate with one another, with a very high average of 8.79. One respondent, who was a little less positive, added: *“On the one hand we are very positive, but on the other hand there was a bit of hesitation from our side. Particularly “will we find a connection with the families”, “will we reach the right families?”*. From this quote it appears that the respondent was quite hesitant in the cooperation with the other organisations at first, because he/she was a little unsure if the right families would be reached and if there would be a connection with them.

The respondents were a little less positive in answering the second question about the other organisations’ willingness to cooperate. With an average score of 7.92 this is almost a whole point lower. Furthermore, it is also quite striking that no less than 8 out of 12 respondents answered a 9 or higher to their own willingness to cooperate, whereas only 3 out of 12 answered a 9 or higher to the other organisations’ willingness to cooperate. This shows that most respondents thought of themselves as very cooperative, while others may not have thought the same about them. One respondent answered: *“I think the willingness was there, but the intensity differed greatly, so I would say between a 5 and a 6”*. This respondent clearly thought that some of the participating organisations could have been a bit more proactive in the cooperation. He/she does, however, state that the intensity differed among the different participants, meaning that some of the organisations did satisfy his/her expectations in regard to the willingness to cooperate. Another respondent, who was a bit more positive, stated: *“I can clearly notice that a lot of organisations are willing to talk about cooperation when the flag of Scoren in de Wijk is used. Depending on the organisation whether or not it will be successful then, but the willingness is mostly there. Also, the flag of the football club helps greatly as well!”*. This respondent confirms that operating under the name of F.C. Twente makes Scoren in de Wijk projects more appealing, not only to the participating families, but to potential participating organisations as well.

In light of hypothesis 4 it can be concluded that the willingness to cooperate was very high among participating organisations, which is likely to have contributed to the successful formation of the network.

The fourth predicting factor for successful network formation is *trust*. In the theoretical framework this concept has been defined as *the degree to which actors feel confident that other actors will not take advantage of their weaknesses and will help them out when needed*. Trust in the formation phase is about expectations, whether or not actors are expected to live up to their promises and expectations. The corresponding hypothesis that was formulated in the theoretical framework is the following:

Hypothesis 5: the higher the initial trust among potential network members, the higher the chances of successful network formation.

During the interviews, two questions on the subject were asked. One question was about the expectation of the cooperation with other actors running smoothly, or *trust in other actors*. The other about the expectation of realising the project's goals, or *trust in the project*.

The first, open, question asked the respondents if they expected the cooperation with the other organisations to run smoothly. Most respondents were quite positive about this: *"Yes, I didn't have any doubts, because everyone committed themselves to the problem. And there was no situation of mutual competition"*, answered one respondent. However, another answered almost exactly the reverse: *"Smoothly, well... I expected it to run, but in practice it almost never runs smoothly. Every organisation has its own interests and you have to deal with that... and you try to take that into account beforehand"*. Obviously, the latter respondent was a lot more hesitant about the cooperation running smoothly beforehand. The differences in these couple of quotes may also be due to a difference in the interpretation of the word "smoothly", however. It is clear that almost all organisations expected the cooperation with the other organisations to run smoothly, but respondents were a little less positive in their expectancy of realising the project's goals. Thus, it can be concluded that the level of trust in the formation phase of the project was quite high, though there were some doubts about the realism of the set goals and objectives. In regard to hypothesis 5 this would mean that the chances of formation of the network have increased because of the high amount of trust.

The second question that was asked to determine the amount of trust was: *to what extent did you expect that the project's goals would be accomplished at the start of the project?* Again, this question was answered on a scale from 1 to 10, so the results have been put into a table, which is shown below.

Table 1.4 *Initial expectation of goal realisation*

SCORE	N (number of respondents)
5	1
6	2
6.5	1
7	5
8	1
9	1
10	1
TOTAL	12
AVG. SCORE	7.13

As you can see above, the results were quite varied, meaning that some respondents were initially very positive about the realisation of goals, while others were a bit more sceptic. One respondent added to his/her 6: *“I had my doubts about that, particularly whether or not we would gather enough participating families”*. This is not the first and only respondent who had doubts about gathering enough families who would participate, since another respondent expressed his/her doubts about this in the answer on the question about the willingness to cooperate. Another respondent was a lot more positive and gave it a 10, with an important note however: *“What you hope is a 10, but from my experience as a musician I have learned that when you step onto the stage things almost never go exactly as planned...You cannot say in advance ‘I want to achieve this or that with the families in any case’, because that is something that the group decides for themselves... It is a process. Fill in a 10, but with the important note that the process is always leading, and not the final outcomes”*. What the respondent means to say with this quote is that the most important thing, in his/her eyes, is that the process that families go through. They set their own goals and that the only thing the organisations can do is to provide them with enough handgrips and insights to achieve these goals.

Thus, it can be concluded that the amount of trust was reasonable at the start of the project and that it also, most likely, contributed to the successful formation of the network of the SvE project.

Conclusion

In hindsight we can see that the network was successfully formed. We considered five factors, of which four were confirmed to be positive and one turned out to be somewhat negative. The formation phase of the network consisted of some exogenous variables. Firstly, it was confirmed that the project has been initiated in a bottom-up manner. Furthermore, we saw that, at the start of the project, the different people from different organisations recognised their common or complementary strategic agendas and a high willingness to cooperate as well as a reasonable amount of trust. These four aspects are likely to have contributed to the fact that the network around Supporter van Elkaar was formed successfully. However, not all success enhancing aspects were present in the exogenous part, the formation phase. The high number

and diversity of the members of the network and the diversity of rules systems they operate within will most likely have complicated the formation process, especially combined the different rules systems that these organisations operate within. In spite of the fact that not all aspects of successful formation were present, the network formation succeeded still.

§3.2.2 Endogenous variables

In the next part the so-called *endogenous variables*, the implementation phase of the project, will be discussed. As in the exogenous part, the endogenous part also has some predicting factors of success. How many actors have been involved in the project? To what extent did organisations agree on the goals and objectives?

Actors

The theoretical framework taught us that the number of actors in a network and the amount of relations between these actors may have an effect on the successfulness of that network. In line with this, the following hypothesis was formulated:

Hypothesis 6: the higher the number and diversity of actors present in a network during the implementation phase, the lower the chances of successful cooperation within that network.

No specific questions about the number of actors in the network have been asked in the interviews, because we could extract from the project plan that ten organisations were initially supposed to be involved, as has been elaborated in §3.2.1. These are the organisations that were also listed in some of the interview questions.

It is obvious here that the plan was still a little unclear, since more general terms like “housing associations” or “practical schools” were used and no specific names were used yet. Asked whether or not the project plan was clear from the start, one respondent replied: *“No, the plan wasn’t clear at all at the start. There was a kind of framework that executing partners could use as a basis. But we needed to look very closely to the families, to the neighbourhoods, the goals and objectives... and adjust the programme to them”*. This illustrates the complexity of the problem and the project. Another respondent is backing this statement up: *“No, because partly it has developed itself. That is also the beauty of this project; partly it has been established, but partly it moves along with the wants and needs of the people from these families. You cannot plan that clearly in advance, you could say that it is a custom-made good.”* This flexibility of the project explains why some organisations became involved in a later stage of the project, which is backed up by some answers to seemingly unrelated interview questions that made clear that a lot of other actors became involved in a later stage of the project. Reversely, some other actors who were initially supposed to be involved, have not participated in the end or did not fulfil their role accordingly. *“Saxion? I didn’t know that they were participating...”*, answered one of the respondents wondering. The majority of respondents indicated that Saxion had not participated in the end, but they would have liked them to because they thought that their resources could be very helpful. Some other organisations like *Sportaal*, *Stadsbank Oost*, or *Eye Present* were involved in a later stage of the project. This is in line with the high need for network level competencies that has been discussed before. Given the multi-

faceted nature of the problem, it seems logical that during the course of the project more organisations will get involved. This is also induced by the project's choice for an open, tailor-made programme, however. This is backed up further by some activity programmes that were done by the children and parents from the participating families. More organisations like, for instance, *Djopzz*, *Enschedese Verbindig*, or *HUUSKES* are mentioned. These are not mentioned in the initial project plan, nor in any of the conversations whatsoever. Concluding, it is clear that a lot of organisations have been involved in the project to a greater or lesser extent. Our hypothesis suggests that this large number of organisations and the diversity of rule systems complicate the network and thus decreases the chances of successful cooperation.

Goal consensus

Another predictor of successfulness is goal consensus. The theoretical framework brought up the following hypothesis regarding this aspect:

Hypothesis 7a: the higher the goal consensus among members of a network, the higher the chances of successful cooperation in a network.

It is, however, important to make a distinction between correspondence and complementarity of goals. Goals that are non-correspondent can in fact be complementary. As long as goals are not competing, they can exist in harmony and thus increase chances of successful cooperation. During my conversations with the respondents it became clear that the project's goals were quite clear in general. All of the respondents broadly knew what these goals were, but not fully detailed. With the help of another question I have sought to find out to what extent the goals of each individual organisation correspond with the goals of the project. The answers to this question, “*to what extent do the goals of the organisations listed below, in the eyes of your organisation, correspond with the goals of the project? Answer on a scale from 1 to 10.*”, were a little more diffuse, as can be seen below in table 1.5.

Table 1.5 Correspondence of organisational goals with project's goals

Organisation	1	2	3	4	5	6	7	8	9	10	N	Average
Gemeente Enschede						1	1	6	2	1	11	8.09
GGD Twente				1		1	3	3	2	1	11	7.55
Tactus				2		3	1	3	1	1	11	6.91
Universiteit Twente				2	1	3	4	1			11	6.09
FC Twente				1	2	3	2	3			11	6.36
Scoren in de Wijk					1		1	2		7	11	8.91
ROC van Twente				1		3	3	2	2		11	7.00
Saxion				1	2	3	2		1		9	6.11
Bonhoeffer College				2	2	1	5	1			11	6.09
Domijn					2	1	4	3	1		11	7.00
Overall												7.01

When we look at the table above, it can be seen that the results on this question were quite divergent, but the averages do give us a clear image of the correspondence of the different organisational goals with the goals of the project. It seems only logical that Scoren in de Wijk's goals were deemed most similar to the project's goals, since the project is actually part of the SIDW foundation. Furthermore, the municipality's goals are also quite similar to the project's goals according to the respondents, given an average of 8.09 on a scale from 1 to 10. One respondent added, however; *"the municipality in the broad sense doesn't of course, but when you think about the Employment & Income department, it does..."*. The respondent clarifies that the municipality as a whole has goals and objectives on a lot more aspects than just Employment & Income. This statement is backed up by another respondent who stated: *"The municipality of Enschede has a lot more goals than that of course. In Enschede the issue of poverty and socio-economic health is very persistent and large. Enschede is a municipality with one of the largest issues in the country on that aspect..."*. While this range of types of goals might be most obvious with the municipality, arguably being the largest organisation involved in the project, other organisations, to a lesser extent, most likely have the same range of goals. It can be concluded that some organisations' goals correspond with the project's goals more than those of other organisations. As expected, Scoren in de Wijk's goals were deemed most corresponding with the project's goals. Educational institutions (UT, Saxion, Bonhoeffer College) were rated the lowest. However, the goals that do not correspond with the project's goals can in fact be complementary. Educational institutions like ROC and Bonhoeffer might not have the exact same goals as the project as a whole, but their goals can complement each other. For example, when one of the children, or adults, from the participating families want to find a job. The project's goal of helping them find a job and the schools' goals to educate people are complementing each other, since educating people makes it easier to find a job.

The overall average of the ten organisations mentioned in the list above was reasonably high, scoring 7.01. Therefore, in light of hypothesis 7a, the goal consensus on the network goals can be deemed high enough to enhance chances of successful cooperation among the network members.

Goal attainment

Besides goal consensus, there is also organisational goal attainment that is important here. In order for cooperation to run successfully, it is required that organisational goals are achieved. In light of this, the following hypothesis was formulated in the theoretical framework:

Hypothesis 7b: the higher the attainment of the individual organisational goals of network members, the higher the chances of successful cooperation in a network.

Based on the question *"To what extent, on a scale from 1 to 10, are you satisfied with the outcomes for your own organisation?"*, we can say something about the network's successfulness on the organisational level. The results are listed in table 1.6 below.

Table 1.6 *Satisfaction with outcomes for own organisation*

SCORE	N (number of respondents)
6	1
7	2
7.5	1
8	3
9	4
10	1
TOTAL	12
AVERAGE SCORE	8.13

Success on the organisational level

When we look at table 1.6, it is obvious that the respondents are fairly satisfied with the outcomes that the project had for their own organisation. With an average of 8.13 on a scale from 1 to 10, and with only one respondent answering below a 7, it can be argued that success on the organisational level is quite high. In regard to hypothesis 7b, this means that the attainment of individual organisational goals made it possible for cooperation in the network to succeed.

Resources

A third predictor of successful implementation of the project are *resources*, more specifically *resource dependency*. In line with this, the following hypothesis was given in the theoretical framework:

Hypothesis 8: the more resource-dependency among actors, the higher the chances of successful cooperation in a network.

Two general questions have been asked on the subject of resource-dependency. The first one being “*On a scale from 1 to 10, to what extent is your organisation dependent on other organisations’ resources in the implementation of the project?*” and the other being “*On a scale from 1 to 10, to what extent are the other organisations dependent on the resources that your own organisation contributes?*”. Again, the answers on this question were quite varied, ranging from a 1 to a 10 and with averages both almost exactly midway: the first question with an average of 5.27, the second with an average of 5.5, as can be seen in table 1.7 below. On the basis of these averages, one would conclude that the resource dependency in the network is moderately low. When we look at the individual marks, it becomes clear that some organisations are more dependent on others than other organisations are. Furthermore, all of the respondents may have different views on the matter. For example, F.C. Twente’s respondent answered quite simply: “*Without our logo, Scoren in de Wijk wouldn’t exist. It’s completely dependent on each other*”, whereas the University’s respondent answered a bit more in depth: “*I think that answer lies a bit complicated. I think that when it’s about Scoren in de Wijk, that their usage of the willingness of the UT to devote expertise and research capacity, that helps with acquiring subsidies for the project. In that sense there is quite a bit of dependency on us, but I don’t think that counts for the other organisations as well. So, a 7 for Scoren in de Wijk,*

but for others much lower (no specific mark given)”. From these comments it becomes clear that some organisations may be dependent on one or two of the organisations, but not on all others. For example, Scoren in de Wijk may be dependent on the municipality of Enschede in order to implement the project properly, but they may not be dependent on Stadsbank Oost for it. According to another respondent this does not necessarily mean that the cooperation cannot be successful. He states: “That was quite smart of Laura. She found a number of parties that all have autonomous access to the families. One is not dependent, but it can enhance each other, like: ‘I have a family in school (Bonhoeffer), they live in a house of Domijn and the mother is a client at Tactus’, just to give you an example... They did well to spread the interests in my opinion”. Nonetheless, the averages are quite low and thus it should be concluded that resource-dependency was moderately low in the network.

Table 1.7 Resource-dependency among participating organisations

Organisation	Dependent on others (1-10)	Others dependent on them (1-10)
Gemeente Enschede	5	7.5
GGD Twente	5	5
University of Twente	N.A.	7
F.C. Twente	10	10
Scoren in de Wijk	9*	9*
ROC van Twente	9	6
Domijn	1	5
Eye Present	1	1
Resto van Harte	5	7.5
Sportaal	3	7
Stadsbank Oost	1	1
Average	5.27	5.5

* Two people of this organisation have been interviewed, the mark in this table is an average of two answers

We can see in the table above that the list of organisations differs from the original list of organisations. This is due to the fact that not all of the organisations on the initial list have been interviewed, and other organisations that were not on the initial list have been.

Concluding, we can see that the overall amount of resource-dependency was quite low. Thus, this will not have been a contributing factor to the successfulness of the cooperation among network members.

Lastly, the concept of *trust* is also an important indicator of successfulness of cooperation in a network. As explained in the theoretical framework of this thesis, trust is defined by McEvily, Perrone, & Zaheer (2003) as “*an aspect of a relationship that reflects the willingness to accept vulnerability based on positive expectations about another’s intentions or behaviours*”. The hypothesis that was formulated with regard to this concept is:

Hypothesis 9: the higher the amount of trust during the implementation phase, the higher the chances of successful cooperation between actors in a network.

Although a hypothesis regarding trust in the implementation phase was formulated, no concrete questions about this have been asked during the conversations with the respondents, hence this hypothesis cannot be tested. In another interview question the concept of trust was measured, though this form of trust is treated as an indicator of successful network management, which is elaborated in an upcoming section.

Conclusion

Looking back at the project, we can see that the implementation of the project was successful and this success can be explained on the basis of some endogenous variables. During the implementation phase, goal consensus of the different participating organisations was reasonably high and the individual organisational goals were perceived to be attained. These two factors are likely to have contributed to the successful implementation of the project. In contrast, the overall amount of resource-dependency in the network was deemed moderately low, thus it cannot be seen as a contributing factor to the success. The last factor, *trust*, could not be measured appropriately, because of the absence of a corresponding interview question. The high amount of trust in the formation phase of the network, however, does imply that this has contributed to the successful cooperation among network members.

§3.3 Success on network level

We will now discuss the success on network level on the basis of three important concepts *network governance*, *network structuring* and *process management*. As discussed in the theoretical framework, network governance is about different modes of governance by Provan and Kenis (2008), network structuring is about the structuring of the network, and process management is about activities that were carried out in order to let cooperation go as smoothly as possible.

§3.3.1 Network governance

As discussed in the theoretical framework (§2.3.1), Provan and Kenis (2008) distinguished three modes of network governance (in an order from light to heavy); *shared governance*, *lead organisation*, and *network administrative organisation*. In this research it is important to look at whether or not the mode of governance in use aligns well with the, as Provan and Kenis (2008) call it, *contingency factors*. These are *trust*, *number of participants*, *goal consensus*, and *need for network level competencies*, which have been analysed and discussed in the previous sections. In the theoretical framework this led to the following hypothesis:

Hypothesis 10: a more centralised network structure increases the chances of successful cooperation within a network

So, firstly it will be necessary to look at who has/have been in the lead over the course of the project in order to determine the mode of governance of this network. In the conversations with the respondents a very straightforward question was asked in order to determine the leading organisation(s): *Which organisation(s) has/have been involved in the coordination of the project?* The answers to this question were pretty unanimous. The general view was that Laura

(Hofte) from Scoren in de Wijk (detached from ROC Twente) was in lead of the coordination of the network. *“That has been Laura of course, from Scoren in de Wijk, she played a major role in that. Scoren in de Wijk was the one ‘in lead’ and more specifically Laura”,* and *“As far as I know only people from Scoren in de Wijk, Supporter van Elkaar. I have only had contact with Laura and JantINETTE (van Haagen, ROC), and they were always present when I was too”,* are two quotes from the interviews that accurately represent the general view on this subject. From the latter quote though, we can see that Laura was assisted in her role as coordinator by JantINETTE van Haagen, who works for ROC Twente. This is backed up by other respondents as well; *“So, Scoren in de Wijk... But the ROC of Twente also played an important role in this”* and *“From the project plan it also appears that the leading role in the coordination of the project is in the hands of Laura Hofte, as her ‘personal role in the project’ is described as ‘Leading the project, developing of the programme, directing of the implementation process, monitoring budget, etc...’”.*

So, from both the interviews as well as the project plan it became very clear that Scoren in de Wijk has been the leading organisation in the project, assisted by ROC of Twente. Still, Scoren in de Wijk and ROC of Twente have been assisted in the coordinating role by a certain *steering committee* as well. This group consisted of employees of some of the participating organisations. From the project plan and from mail contact with the project leader it turned out that the following eight organisations were represented in this steering committee: F.C. Twente, municipality of Enschede, Bonhoeffer College, Tactus, Domijn, GGD Twente, University of Twente, and Scoren in de Wijk. The project leader herself also adds to this: *“We, together with the housing association, the municipality, GGD and the University. And around that was a layer of people that you could always ask for help when we asked ourselves ‘how are we going to solve that?’ etc. So that layer around it was also very important, but we have been the one ‘in lead’ the whole time, looking at ‘what is happening, what do the families need, and who do we need for that?’”.*

It is difficult to classify this form of governance in terms of one of the three modes by Provan and Kenis (2008). The fact that Scoren in de Wijk has been the one organisation that has been in the lead, assisted to some extent by ROC, inclines me to state that the mode of governance would be a hybrid form of *lead organisation* and *NAO*. The difference between the two forms that needs to be noted here however, is the way the leading organisation is controlled and monitored. The presence of the steering committee in this network, in which the participating organisations are represented, makes the governance form more similar to an NAO. This steering committee increases the trust in the network administrative organisation, something that is much lower in lead organisation governed networks, since these are not controlled or monitored by the network’s own members. Concluding, the governance form of the Supporter van Elkaar network is most similar to the NAO form.

As we have seen in the previous sections on exogenous and endogenous variables (§3.2.1 & §3.2.2), the contingency factors, were as follows: trust among network members was quite high, the number of participants was moderate (to few), goal consensus was moderately high, and the need for network level competencies was high. In line with Provan and Kenis (2008) this

composition of factors would be best suited for a *network administrative organisation*. In light of hypothesis 10, one would assume that this composition of factors would need the heaviest form of governance (NAO). Since we categorised the mode of governance in use as NAO, one would expect that the mode of governance in this case is very well suited for its corresponding contingency factors. The conversations supported this finding; no problems in terms of coordination.

§3.3.2 Network structuring

As discussed in the theoretical framework, network management is partly about the structuring of a network. Which actors are in a coordinating role, which ones are in an executing role? And are these organisations satisfied with that? As we saw above, Scoren in de Wijk is seen as the leading organisation in a network administrative-way. In order to find out what respondents thought about this and whether or not other organisations should have been more prominent in either an executing role or a coordinating role, the following question was asked: “*Which of the organisations listed below should have a more prominent or less prominent role in the executing/coordinating part of the project?*”. The results are listed in table 1.8 below.

Table 1.8 *Should organisations have a less or more prominent role in the coordination of the project?*

Organisation	---	--	-	0	+	++	+++	N
Municipality of Enschede				3	4	1	1	9
GGD Twente			1	6	1	1		9
Tactus			1	6	2			9
University of Twente				5	3	1		9
F.C. Twente			1	3	3	2		9
Scoren in de Wijk				9				9
ROC of Twente				5	3		1	9
Saxion				6	2	1		9
Bonhoeffer College			1	6	1	1		9
Domijn				4	4		1	9

As expected, the respondents deemed Scoren in de Wijk to be sufficient in the coordinating role of the project with all 9 respondents answered with a 0, meaning that they should not be more nor less prominent in the coordinating tasks. A lot of respondents did think, however, that other organisations should be more prominent in the coordination part of the project. No less than 5 out of 9 respondents answered that the municipality, F.C. Twente and Domijn should be more prominent, while 4 out of 9 thought that the ROC should be more prominent. This might indicate that these organisations think that the coordination of the project should be more distributed over the members of the network, but it is more likely that they think these organisations could have played a bigger role in the steering committee, since the average satisfaction with the coordination of the project is very high, which is explained in the next section on process management.

Concluding, we can see that in particular the municipality and F.C. Twente are expected to play a bigger role in the project on the coordination part, while Domijn is also thought, to a slightly

lesser extent, to be able to play a bigger role in the coordination part of the project. Furthermore, it is obvious that everyone was really happy with the role that Scoren in de Wijk played in the coordination part.

§3.3.3 Process management

As discussed in the theoretical framework, when cooperation in a network does not run smoothly, actions have to be taken in terms of process management. By initiating and facilitating interaction processes between actors, successful outcomes can be achieved still. The theoretical framework brought up the following hypothesis on this matter:

Hypothesis 11: better network management increases the chances of successful cooperation within a network.

Based on two questions that were asked in the interviews, something can be said about the success of the project on a network level and the success of process management. Firstly, the question “*To what extent, on a scale from 1 to 10, do you believe that the coordination of the project “Supporter van Elkaar” is going/went well?*” says something about the satisfaction with coordinating organisation(s). The table below (table 1.9) shows that all 12 respondents were very satisfied with the coordinating organisation(s) in the project. The lowest grade that has been given three times is a 7, with the highest grade being a 9. The average score, spread over 12 respondents (100%), was 7.875, which is very high. One respondent stated: “*I think the coordination went well, but I think that the municipality could have done more here. I had the feeling that at a certain point in time, two similar projects were running (Municipality of Enschede also had a project called “inclusieve samenleving”), in which they also helped families. In order to run the two projects more smoothly, I think the municipality could have taken a bigger role in the coordination*”. This might be an indication that the municipality and the project were not aligned very well, or maybe the communication between the both could have been better.

Table 1.9 Satisfaction with coordination of the project

SCORE	N (number of respondents)
7	3
8	7
8.5	1
9	1
10	
TOTAL	12
AVG. SCORE	7.88

There are, however, more indicators for the successfulness on the network level, about which a question was included in the interview. Table 1.10 below, are the results on the question: “*Can you, on a scale from 1 to 10, indicate to what extent situations occurred in the cooperation with*

other organisations during the project in which they: ...”, which asks about the occurrence of 6 different situations during the project, situations in which one (1) kept to agreements they made, (2) were open in mutual consultation, (3) consulted on the basis of arguments, (4) were aware of the common interest, (5) trusted each other, (6) were aware of each other’s interests. These indicators give more insight into the successfulness on the network level.

Table 1.10 *Satisfaction with 6 different aspects of cooperation during the project*

SCORE	N _{agreements}	N _{mutual consultation}	N _{arguments}	N _{common interest}	N _{trust}	N _{each others interests}
5			1			
6	1			1		1
7	3	3	1	3	2	4
7.5				1		
8	5	5	7	3	6	5
8.5		1	1		1	1
9	2	2		3	2	
10	1	1	1	1	1	1
TOTAL	12	12	11	12	12	12
AVG. SCORE	7.92	8.13	7.86	7.96	8.21	7.71

Above we can see that all of the situations are rated fairly high, with all averages above 7.5. This tells us that the trust among the different cooperating members of the project was quite high, these members kept to their promises and agreements, and were open in mutual consultations on the basis of arguments.

Concluding, we could say that the success on the network level is also quite high and the network members were generally very content about the cooperation with others. Furthermore, they were very satisfied with the coordination of the project, thus it can be said that the process management of the project has been very successful.

Chapter 4: Conclusion

This research started with explaining how and why the project Supporter van Elkaar was initiated. Because of a relatively high percentage of people living under the poverty line in Enschede and its corresponding health issues, the project saw the light of day. By means of an integral family approach, the project aimed to solve a multitude of problems, different in each of the families. The goal of this research has been to determine whether or not the project is perceived to be successful by its stakeholders and to which factors this success can be attributed. The research question that was formulated on the basis of this is:

“To what extent did different stakeholders consider the outcomes of Supporter van Elkaar as successful (in terms of societal impact) and which factors have contributed to this success?”

In order to answer this question a theoretical framework was created, in which the most important concepts were discussed. This theoretical framework has been the foundation for the empirical research that followed. On the basis of the theoretical framework it became clear that the community level of effectiveness was our main focus. The success on this level of effectiveness was explained with the help of the IAD framework by Ostrom (2011). This IAD framework consisted of some exogenous variables and some endogenous variables, on which all of them a hypothesis was formulated. On the basis of these hypotheses we tested whether this variable was positive or negative during either the formation phase or the implementation phase of the project. Lastly, we looked at what governance form has been used in the project and what actions in terms of network management have been taken in order to let the cooperation in the network run smoothly.

§4.1 Success on the community level

The first sub-question that is derived from the research question is: *to what extent did different stakeholders consider the outcomes of Supporter van Elkaar as a success (in terms of societal impact)?* Firstly, the factual results that were presented by the project leader suggested that the community results of the project have been satisfactory. No less than 16 of the participating adults found a job, of which three permanent. Some others have moved into new houses, have started a new study at the ROC or are doing voluntary work. Furthermore, the research by Jasper Smeitink concluded that on average the non-cognitive personal competences of the participants have significantly improved, in particular on items as self-confidence and trust in one's own future. Besides these factual results, the participating organisations also perceived the project to be quite successful in terms of societal impact. Particularly the aspects '*mental functions and -experience*', '*quality of life*', and '*social participation*' all scored high averages of above 8 with no answers scoring lower than 7. The respondents were a little less enthusiastic about the aspects '*bodily functions*' and '*spiritual/existential dimension*'. Important to note here is that some respondents indicated that they had not seen any results. Nonetheless, the conclusion is that the different stakeholders of the project consider the project as quite successful in terms of societal impact.

§4.2 Explaining factors of success

The second sub-question that is derived from the research question is: *which factors have contributed to the successfulness of the project?* In order to answer this question, a number of hypotheses were formulated in the theoretical framework. These hypotheses are listed below supplemented with a confirmation or falsification.

§4.2.1 Hypotheses regarding exogenous variables

The following hypotheses were formulated with regard to the exogenous variables of the IAD framework:

Hypothesis 1: the higher the number and diversity of actors initially present in a network, the lower the chances of successful cooperation within that network.

During this research it became clear from the interviews as well as from document analysis that a reasonable number of actors were involved in the project. The diversity of these actors, however, was very high, with almost all of them coming from different sectors. Correspondingly, all of these actors operate within different rule systems, which further decreases the chances of successful formation of a network. Though, it was also concluded that the formation of the network and cooperation within that network were successful anyhow, so hypothesis 1 was falsified.

Hypothesis 2: bottom-up initiated networks have a greater chance of success than top-down initiated networks have.

The project plan made clear that the project was initiated by the foundation FC Twente, Scoren in de wijk. This was backed up by the all of the respondents during the conversations and thus it can be concluded that the project has been initiated bottom-up, confirming hypothesis 2: the way the project was initiated has contributed to the successful formation of the network.

Hypothesis 3: the higher the initial recognition of common or complementary strategic agendas, the higher the chances of successful formation of a network.

In light of this hypothesis the respondents were asked what they thought the project's goals and the individual organisation's goals were and to what extent these were aligned. Naturally, none of the respondents could exactly name the goals and objectives of the project, but all of the respondents' answers were of similar scope and in the same terms as "*help disadvantaged families*", "*with the use of FC Twente*" and "*low socio-economic statuses*". We concluded that the initial recognition of common or complementary agendas was very high, and thus we can confirm hypothesis 3: this recognition has contributed to the successful establishment of the network.

Hypothesis 4: the higher the initial willingness to cooperate with other participants in the project, the higher the chances of successful formation of a network.

This hypothesis was confirmed with the use of two questions. One about the own organisation's willingness to cooperate, the other about other organisations' willingness to cooperate. The own organisation's willingness to cooperate was rated very high with an average of 8.79, whereas the other organisations' willingness was rated slightly lower, but still quite high with an average of 7.92. This confirms the hypothesis and thus it can be concluded that the high willingness to cooperate with one another contributed to the successful formation of the network.

Hypothesis 5: the higher the initial trust among potential network members, the higher the chances of successful network formation.

This hypothesis was tested on the basis of two questions. Respondents were asked whether they expected the cooperation with others to run smoothly and to what extent they thought, at the start of the project, that the project's goals would be attained. The answers to the first question were a bit deviant; some were a lot more positive about the cooperation to run smoothly than others. The answers to the second question were also a bit diffused, with 12 answers ranging from 5 to 10 and the mode being 7, leading to an average of 7.13. All in all, we can say that the initial trust among network members was fairly high, so it is likely to have contributed to the successful formation of the network; the hypothesis is confirmed.

§4.2.2 Hypotheses regarding endogenous variables

The following hypotheses were formulated with regard to the endogenous variables of the IAD framework:

Hypothesis 6: the higher the number and diversity of actors present in a network during the implementation phase, the lower the chances of successful cooperation within that network.

As in the formation phase of the network, the number and diversity of actors in the implementation phase of the network was also very high. Diversity in particular. Respondents indicated that during the implementation phase of the project even more organisations (e.g. Djopzz, HUUSKES, Enschedese Verbinding) have joined the network. Most respondents argued that this is due to the fact that the project moves along with the wants and needs of the families. The fact that even more organisations joined the network implicates that more rule systems have also come into the game. One would expect this to complicate the implementation process quite a bit. However, no signs of this have been noted, which is why this hypothesis is falsified.

Hypothesis 7a: the higher the goal consensus among members of a network, the higher the chances of successful cooperation in a network.

When asked about the correspondence of the organisational goals of participating organisations with the goals of the project, the respondents answered quite divergently. The municipality (with an average of 8.09) and Scoren in de wijk (with an average of 8.91) scored the highest, which makes sense. The overall average was 7.01, which is reasonably high. Therefore, it is

quite likely that the amount of goal consensus in the network has contributed to the successful implementation of the project; hypothesis confirmed.

Hypothesis 7b: the higher the perceived attainment of the individual organisational goals of network members, the higher the chances of successful cooperation in a network.

Most respondents were very satisfied with the outcomes for their own organisations, with an average score of 8.13. The perceived goal attainment of the individual organisations is therefore very high, thus has contributed to the success of the implementation of the project; hypothesis confirmed.

Hypothesis 8: the more resource-dependency among actors, the higher the chances of successful cooperation in a network.

On the topic of resource-dependency, two general questions were asked. Firstly, respondents were asked to what extent they were dependent on other organisations' resources in the implementation process. Secondly, they were asked to what extent other organisations were dependent on them. Some organisations indicated that they were not dependent on others at all, some argued that they were totally dependent on others. One respondent added that some organisations were fully dependent on his, but others were not at all. This will probably have been the case for most of the organisations. Anyhow, averages were very low with the first question averaging a mere 5.27, while the second averaged 5.5. Hence, it can be said that resource-dependency in the network was quite low and thus that hypothesis 8 is falsified; the low resource-dependency in the network did not lead to failure.

Hypothesis 9: the higher the amount of trust during the implementation phase, the higher the chances of successful cooperation between actors in a network.

Although a hypothesis was formulated with regard to *trust* in the implementation phase, unfortunately no specific questions on the topic of trust during the implementation phase were asked in the interviews. One question did ask about the extent to which situations occurred in which the organisations trusted one another, but this form of trust is seen as an indicator for successful network management in this research. As a result, we cannot conclude whether or not the amount of trust has contributed to the success of the implementation.

§4.2.3 Hypotheses regarding network level success

When certain factors in a network are not favourable for its existence and the network level success is at stake, things need to be done in terms of network structuring and network management. The following hypotheses were formulated with regard to the network level success:

Hypothesis 10: a more centralised network structure increases the chances of successful cooperation within a network

Firstly, it was concluded on the basis of Provan & Kenis (2008) that the governance form of the Supporter van Elkaar project can be best characterised as *network administrative organisation* (NAO). All respondents were unanimous that Scoren in de wijk (in the person of Laura Hofte) has been in the lead in terms of coordinational activities, assisted by JantINETTE van Haagen (ROC van Twente). This is also backed up by the project plan. The presence of the steering committee, that consists of members of the network, however distinguishes this governance form from the *lead organisation* form. The NAO form of governance is the most central form that Provan & Kenis (2008) distinguish in their article, hence we can conclude that this centralised network structure has contributed to the success of the network. Therefore, hypothesis 10 is confirmed.

Hypothesis 11: better network management increases the chances of successful cooperation within a network.

The respondents were asked about their satisfaction with the coordination of the network and about six other indicators of successful process management. Firstly, the respondents proved very satisfied with the coordination of the project, with an average of 7.88 and the lowest rating being a 7. Secondly, the respondents were asked whether or not the right conditions under which six situations can occur were facilitated by the network management. All of these situations were rated quite high, with the lowest average being 7.71 (“were aware of each other’s interests”) and the highest being 8.21 (“trusted each other”). Concluding, we can say that network management of the project has been very satisfactory among the network members and thus contributed to the successfulness of the project; hypothesis 11 confirmed.

§4.3 Final conclusion

Firstly, it can be concluded that the project has been very successful in terms of societal impact. This successfulness can be explained by some of the variables of the IAD framework, but the project succeeded in spite of other variables. The network was initiated bottom-up, there was a high recognition of common or complementary agendas, a high willingness to cooperate, and a high amount of trust in the formation phase of the network, which all has contributed to the successful formation of the network, despite a very high diversity of actors and thus rule systems. In the implementation phase we saw a high goal consensus and perceived goal attainment, but the diversity of actors and rule systems was even higher than in the formation phase. Furthermore, the resource-dependency was quite low, which is another indicator for failure. Despite these two red traffic lights, the project succeeded still, which can be ascribed to the governance form in use and the successful network management.

§4.4 Discussion

The main research question of this research is *“To what extent did different stakeholders consider the outcomes of Supporter van Elkaar as successful (in terms of societal impact) and which factors have contributed to this success?”*. During the research it became clear that it is not easy to formulate an unambiguous answer to this question. As discussed in the previous paragraphs, this research showed, on the basis of in-depth interviews, that the project *Supporter*

van Elkaar is seen as quite successful by its participating organisations, which in turn was ascribed to the presence of certain factors and despite the absence of some others.

Firstly, this research concluded that the project has been very successful in terms of societal impact. On the basis of 11 hypotheses it was expected that the presence of some factors would influence the successfulness positively and their absence would affect it negatively. All of these hypotheses were bivariate, meaning that the dependent variable is only affected by one independent variable. However, we have to dwell on the fact that the reality may be of a more multivariate nature, meaning that the variables that were examined may in fact have multiple relations between them. Existing theories also assume that the combination of said factors is of importance. For example, the amount of goal consensus in a network may affect the amount of trust in the network, or the amount of resource-dependency may have an effect on the willingness to cooperate. This will be interesting to look into in future researches on similar projects.

Secondly, regarding hypotheses 1 and 6, it was concluded that the number and diversity of actors was quite high in this network. However, since this research is a single case study, it has to be questioned whether the number of actors was really that high. Given that we have not looked at any similar cases in this research we cannot compare the number of actors, hence it is difficult to say how high the number of actors really was. Still, it is safe to say that the diversity of actors has been quite high, since most of the participating organisations are from different fields of work, thus operate within different rule systems. In future researches on this subject it will be important to have some similar cases in order to give a more definitive answer on whether or not the number of participants is high.

Furthermore, it is important to note that hypotheses 1 and 6 are within the scope of network processes and not about the content of the project. A high number and diversity of actors may complicate the process of network formation or the implementation process, but when we look at the content of the project it can be concluded that the diversity of actors is needed in order to tackle the problems that the participating families are dealing with.

Thirdly, regarding hypothesis 8, the resource-dependency among network members was measured. It was concluded that resource-dependency was quite low and thus that it had not contributed to the successfulness of the network. Though, the questions that were asked about the subject were of a more general nature. Some respondents indicated that they were not dependent on all of the resources that the other organisations brought in, but that they were in fact dependent on some of them. The interview questions did not take this into account, hence we can only say something about the overall resource-dependency. For future research, it would be interesting to take specific resource-dependency into account as well.

This research adds to existing literature in the sense that social projects from this nature (linked to a football club) have not been analysed from this perspective before. It may also add to literature like Tacon (2007), which discusses the impact of football club related social projects. It has to be taken into account, however, that we only studied a single case in this research, so

little can be said about causality. This inclines me to say that further research is needed in order to draw more useful scientific conclusions on this matter. It will be interesting to look at multiple similar cases in future research, in order to determine whether or not aforementioned factors undeniably have an effect on the successfulness of a project of this sort.

Lastly, this research showed that the project *Supporter van Elkaar* has been very successful in terms of societal impact. In order to maintain this success in future projects, a couple of recommendations should be done. Firstly, there was some confusion about the meaning of some of the aspects of positive health, mainly the aspect of *spiritual/existential dimension*. Although it needs to be said that this was actually elaborated to a small extent in the project plan, in future projects this could be clarified a bit more. Secondly, most respondents indicated that, particularly, the municipality and F.C. Twente could be a little more prominent in the project. Most argued that it would be nice to have a first team player from F.C. Twente a little more often, so in future projects you should perhaps endeavour to intensify the collaboration with the football club. Also, communication with the municipality could be improved, since a couple of respondents indicated that they felt that the municipality was running a similar project at the same time. Perhaps, in a next time, Scoren in de Wijk and the municipality can bundle their strengths beforehand and create a joint programme together.

Finally, this research showed that in terms of coordination everything went very well. Respondents were all very satisfied with the way that the network was coordinated and little to nothing can be improved in this regard. When, in a future project, things do change however, it can be useful to open this thesis again and take the discussed factors into account. It is important to acknowledge the interplay that happens between the conditions of a network and the amount of network management that is needed. When the conditions are favourable, little network management is needed. When the conditions are unfavourable however, network management can overcome any barriers or bumps in the road!

References

- Broeze, L. (2007). Scoren met samenwerking, 1–143. (Master's thesis) Retrieved from https://essay.utwente.nl/545/1/scriptie_Broeze.pdf
- Denters, B., & Klok, P.-J. (2007). More than just two goals FC Twente and its partners in the revitalization of the Berflo Es area, 1–20.
- FC Twente wint 50.000 euro met 'Supporter van Elkaar' maatschappelijk project eredivisie. (2020, January 28). Retrieved February 13, 2020, from <https://www.tubantia.nl/fc-twente/fc-twente-wint-50-000-euro-met-supporter-van-elkaar-maatschappelijk-project-eredivisie~ac7efdbf/>
- Hawe, P., Webster, C., & Shiell, A. (2004). A glossary of terms for navigating the field of social network analysis. *Journal of Epidemiology & Community Health*, 58(12), 971-975.
- Hay, C., & Richards, D. (2000). The tangled webs of Westminster and Whitehall: The discourse, strategy and practice of networking within the British core executive. *Public Administration*, 78(1), 1-28.
- Hess, C., & Ostrom, E. (2005). A Framework for Analyzing the Knowledge Commons: a chapter from Understanding Knowledge as a Commons: from Theory to Practice.
- Hoff, S., & Hulst, B. van. (2019, September 3). Armoede bij kinderen en volwassenen. Retrieved February 13, 2020, from <https://digitaal.scp.nl/armoedeinkaart2019/armoede-bij-kinderen-en-volwassenen/>
- Hofte, L. (2017). Communicatieplan Supporter van Elkaar. *Projectplan Supporter Van Elkaar | Versie 1*, 1–16.
- Hofte, L. (2017). onderzoeksplan Supporter van Elkaar . *Onderzoeksplan Supporter Van Elkaar | Versie 2*, 1–8.
- Hofte, L. (2017). Projectplan Supporter van Elkaar. *Projectplan Supporter Van Elkaar | Versie 1*, 1–24.
- Jacob, S. A., & Furgerson, S. P. (2012). Writing interview protocols and conducting interviews: Tips for students new to the field of qualitative research. *Qualitative Report*, 17, 6.
- Jones, C., Hesterly, W. S., & Borgatti, S. P. (1997). A general theory of network governance: Exchange conditions and social mechanisms. *Academy of management review*, 22(4), 911-945.

- Klijn, E. H., Steijn, B., & Edelenbos, J. (2010). The impact of network management on outcomes in governance networks. *Public administration*, 88(4), 1063-1082.
- Klumpers, M. (2011). Scoren in Tweekelerveld, 1–141. (Master's thesis) Retrieved from https://essay.utwente.nl/61148/1/MSc_M_Klumpers.pdf
- Marsh, D., & Smith, M. (2000). Understanding policy networks: towards a dialectical approach. *Political studies*, 48(1), 4-21.
- McGuire, M. (2002). Managing networks: Propositions on what managers do and why they do it. *Public administration review*, 62(5), 599-609.
- Ostrom, E. (2011). Background on the Institutional Analysis and Development Framework. *Policy Studies Journal*, 39(1), 7–27. doi: 10.1111/j.1541-0072.2010.00394.x
- Pawson, R., Tilley, N., & Tilley, N. (1997). Realistic evaluation. sage.
- Pharos Utrecht. (2018, November). Armoede, schulden en gezondheid. Retrieved February 13, 2020, from https://www.pharos.nl/wp-content/uploads/2019/10/Themadoc_Armoede-Schulden-en-Gezondheid.pdf
- Provan, K. G., & Kenis, P. (2008). Modes of network governance: Structure, management, and effectiveness. *Journal of public administration research and theory*, 18(2), 229-252.
- Provan, K. G., & Milward, H. B. (1995). A preliminary theory of interorganizational network effectiveness: A comparative study of four community mental health systems. *Administrative science quarterly*, 1-33.
- Provan, K. G., & Milward, H. B. (2001). Do networks really work? A framework for evaluating public-sector organizational networks. *Public administration review*, 61(4), 414-423.
- Provan, K. G., Fish, A., & Sydow, J. (2007). Interorganizational networks at the network level: A review of the empirical literature on whole networks. *Journal of management*, 33(3), 479-516.
- Smeitink, J. (2019). Bachelor Thesis Supporter van Elkaar – evaluatie van een maatschappelijk initiatief, 1–59. (Bachelor's thesis) Retrieved from <https://essay.utwente.nl/78869/>
- Sydow, J., Windeler, A., SYDOW, J., & WINDELER, A. (2003). Knowledge, trust, and control: Managing tensions and contradictions in a regional network of service firms. *International Studies of Management & Organization*, 33(2), 69-100.

Appendices

Appendix I – List of hypotheses

Appendix II – Interview questions

Appendix III – Informed consent form

Appendix I – List of hypotheses

Hypotheses:

Hypothesis 1: the higher the number and diversity of actors initially present in a network, the lower the chances of successful cooperation within that network.

Hypothesis 2: bottom-up initiated networks have a greater chance of success than top-down initiated networks have.

Hypothesis 3: the higher the initial recognition of common or complementary strategic agendas, the higher the chances of successful formation of a network.

Hypothesis 4: the higher the initial willingness to cooperate with other participants in the project, the higher the chances of successful formation of a network.

Hypothesis 5: the higher the initial trust among potential network members, the higher the chances of successful network formation.

Hypothesis 6: the higher the number and diversity of actors present in a network during the implementation phase, the lower the chances of successful cooperation within that network.

Hypothesis 7a: the higher the goal consensus among members of a network, the higher the chances of successful cooperation in a network.

Hypothesis 7b: the higher the perceived attainment of the individual organisational goals of network members, the higher the chances of successful cooperation in a network.

Hypothesis 8: the more resource-dependency among actors, the higher the chances of successful cooperation in a network.

Hypothesis 9: the higher the amount of trust during the implementation phase, the higher the chances of successful cooperation between actors in a network.

Hypothesis 10: a more centralised network structure increases the chances of successful cooperation within a network

Hypothesis 11: better network management increases the chances of successful cooperation within a network.

Appendix II – Interview questions

Om te achterhalen hoe de actie arena eruitzag, hoe de omgeving van de arena eruitzag, welke activiteiten er zijn uitgevoerd, en wat daarvan de uitkomsten waren, worden er vragen opgesteld die betrekking hebben op één of meerder van deze aspecten van het IAD framework van Ostrom. Achter de vragen staan tussen haakjes letters die overeenkomen met één van deze aspecten. Deze combinaties zijn als volgt:

Uitkomsten

A - Tevredenheid met het proces

B - Tevredenheid met de uitkomsten

B1 - Uitkomsten op gemeenschapsniveau

B2 - Uitkomsten op netwerkniveau

B3 - Uitkomsten op organisatieniveau

Activiteiten

C - Acties

C1 - Operationele acties

C2 - Procesmanagement

Actie arena

D - Actoren

D1 - Hulpbronnen

D2 - Positie in het netwerk

D3 - Relaties

D4 - Motieven

D5 - Verwachtingen

E - Doelen

E1 - Initiële doelen van de organisatie zelf

E2 - Initiële doelen van het project

E3 -

F - Interacties

F0 - Vertrouwen

F1 - Structuur en omvang van het netwerk

F2 - Samenwerkingsbereidheid

F3 - Conflicten

F4 - Doelcongruentie

F5 - Duidelijkheid m.b.t. rolverdeling

F6 - Hulpbronafhankelijkheid

Omgeving

H - Regels/Netwerkstructurering

Interview

Vraag 1

Vanaf wanneer is uw organisatie betrokken geweest bij het project "Supporter van Elkaar"?

Vraag 2

Hoe is uw organisatie in aanraking gekomen met het project en/of vice versa?

Vraag 3

Werd het idee om deel te nemen aan het project door andere personen binnen uw organisatie gedeeld? (D4, D5)

De volgende vragen gaan over de situatie aan het begin van het project.

Vraag 4

Wat waren volgens u de doelstellingen van het project zelf? (F5)

Vraag 5

Waarom heeft uw organisatie in eerste instantie besloten om deel te nemen aan dit project? (D4)

Vraag 6

In welke mate komen, in de optiek van uw organisatie, de doelen van de onderstaande deelnemende organisaties overeen met de doelen van het project? Geef antwoord op een schaal van 1 tot 10. (F4)

○ Gemeente Enschede	1	2	3	4	5	6	7	8	9	10
○ GGD Twente	1	2	3	4	5	6	7	8	9	10
○ Tactus	1	2	3	4	5	6	7	8	9	10
○ Universiteit Twente	1	2	3	4	5	6	7	8	9	10
○ FC Twente	1	2	3	4	5	6	7	8	9	10
○ Scoren in de Wijk	1	2	3	4	5	6	7	8	9	10
○ ROC van Twente	1	2	3	4	5	6	7	8	9	10
○ Saxion	1	2	3	4	5	6	7	8	9	10
○ Bonhoeffer College	1	2	3	4	5	6	7	8	9	10
○ Domijn	1	2	3	4	5	6	7	8	9	10

Vraag 7

In welke mate verwachtte u aan het begin van het project dat de doelstellingen van het project behaald zouden worden? Geef antwoord op een schaal van 1 tot 10. (D5)

Vraag 8

Verwachtte u aan het begin van het project dat de samenwerking met de andere organisaties soepel zou verlopen? (D5)

Vraag 9

Op een schaal van 1 tot 10, in hoeverre denkt u dat uw eigen organisatie bereid was tot samenwerking met de andere organisaties binnen het project? (F2)

Vraag 10

Op een schaal van 1 tot 10, in hoeverre denkt u dat de andere organisaties bereid waren tot samenwerking binnen het project? (F2)

De volgende vragen gaan over de uitvoering van activiteiten in het project.

Vraag 11

Was voor uw organisatie vanaf het begin duidelijk wat het plan voor de uitvoering van het project was? (F5)

Vraag 12

Welke rol speelde uw organisatie in de uitvoering van de activiteiten met de gezinnen? (C1)

Vraag 13

Zijn er tijdens de uitvoering van het project wel eens spanningen of conflicten opgetreden tussen één of meerdere organisaties binnen het project? (F3)

Vraag 14

Bent u tevreden met de rol die uw organisatie in de uitvoering van het project speelt?

De volgende vragen gaan over de coördinatie binnen het project.

Vraag 15

Welke organisatie(s) waren betrokken bij de coördinatie van het project? (C2)

Vraag 16

Welke rol speelde uw organisatie bij het coördineren van het project? (C2)

Vraag 17

Bent u tevreden met de rol die uw organisatie speelt in de coördinerende activiteiten

Vraag 18

Is het voor u duidelijk wat de rollen van de andere deelnemende organisaties zijn? (F5)

De volgende vragen gaan over de hulpbronnen die zijn ingezet tijdens het project. De hulpbronnen die worden onderscheiden zijn: geld, personeel, goederen, expertise en bevoegdheden.

Vraag 19

Over welke van de onderstaande hulpbronnen beschikt uw organisatie? (D1)

- ☐ geld
- ☐ personeel
- ☐ goederen
- ☐ expertise
- ☐ bevoegdheden

Vraag 20

Welke van deze hulpbronnen worden/werden daadwerkelijk ingezet in het project ten behoeve van de uitvoering van het project? (C1)

- ☐ geld
- ☐ personeel
- ☐ goederen
- ☐ expertise
- ☐ bevoegdheden

Vraag 21

Welke van deze hulpbronnen worden/werden daadwerkelijk ingezet ten behoeve van de coördinerende activiteiten in het project? (C2)

- ☐ geld
- ☐ personeel
- ☐ goederen
- ☐ expertise
- ☐ bevoegdheden

Vraag 22

Welke hulpbronnen worden door de andere deelnemende organisaties ingebracht? (C1)

- ☐ geld
- ☐ personeel
- ☐ goederen
- ☐ expertise
- ☐ bevoegdheden

Vraag 23

In welke mate is uw organisatie bij het uitvoeren van het project afhankelijk van de hulpbronnen van de andere deelnemende organisaties? (F7) Geef antwoord op een schaal van 1 tot 10

Vraag 24

In welke mate zijn de andere deelnemende organisaties afhankelijk van de hulpbronnen die uw eigen organisatie inbrengt? (F7) Geef antwoord op een schaal van 1 tot 10

Vraag 25

Welke van de onderstaande organisaties is/zijn volgens u onmisbaar in het project, en waarom? (F7)

- ☐ **Gemeente Enschede**
- ☐ **GGD Twente**
- ☐ **Tactus**
- ☐ **Universiteit Twente**
- ☐ **F.C. Twente**
- ☐ **Scoren in de Wijk**
- ☐ **ROC van Twente**
- ☐ **Saxion**
- ☐ **Bonhoeffer College**
- ☐ **Domijn**

Vraag 26

Zijn er organisaties die niet hebben deelgenomen aan het project, maar die volgens u wel van toegevoegde waarde zouden kunnen zijn? (D2)

De volgende vragen gaan over de tevredenheid over verschillende aspecten van het project

Vraag 27

Bent u van mening dat uw organisatie meer kan betekenen in de uitvoerende activiteiten met de gezinnen? (C1)

Vraag 28

Bent u van mening dat uw organisatie een grotere rol zou moeten spelen in de coördinatie van het project? (C2)

Vraag 29

Welke van de onderstaande betrokken organisaties zouden in uw optiek een prominentere of minder prominente rol moeten vervullen in de uitvoering van het project? (C1) zie hieronder

Vraag 30

Welke van de onderstaande betrokken organisaties zouden in uw optiek een prominentere rol of minder prominente rol moeten vervullen in het coördineren van het project? (C2) zie hieronder

Gemeente Enschede	---	--	-	0	+	++	+++
GGD Twente	---	--	-	0	+	++	+++
Tactus	---	--	-	0	+	++	+++
Universiteit Twente	---	--	-	0	+	++	+++
F.C. Twente	---	--	-	0	+	++	+++
Scoren in de Wijk	---	--	-	0	+	++	+++
ROC van Twente	---	--	-	0	+	++	+++
Saxion	---	--	-	0	+	++	+++
Bonhoeffer College	---	--	-	0	+	++	+++
Domijn	---	--	-	0	+	++	+++

Vraag 31

In hoeverre bent u, op een schaal van 1 tot 10, van mening dat de coördinatie van het project "Supporter van Elkaar" goed verloopt/is verlopen? (C2)

Vraag 32

Op een schaal van 1 tot 10; in hoeverre bent u tevreden over de uitkomsten die de individuele gezinnen hebben bereikt met betrekking tot de volgende aspecten? (B1)

o lichaamsfuncties	1	2	3	4	5	6	7	8	9	10
o mentale functies en -beleving	1	2	3	4	5	6	7	8	9	10
o spirituele/existentiele dimensie	1	2	3	4	5	6	7	8	9	10
o kwaliteit van leven	1	2	3	4	5	6	7	8	9	10
o sociaal maatschappelijke participatie	1	2	3	4	5	6	7	8	9	10

Vraag 33

Op een schaal van 1 tot 10; in hoeverre bent u tevreden met de uitkomsten voor uw eigen organisatie? (B3)

Vraag 34

Kunt u, op een schaal van 1 tot 10, aangeven in hoeverre er tijdens het project in de samenwerking met de andere organisaties onvoldoende of voldoende sprake was van een situatie waarin men (F0):

o zich hield aan gemaakte afspraken	1	2	3	4	5	6	7	8	9	10
o open was in het onderling overleg	1	2	3	4	5	6	7	8	9	10
o overlegde op basis van argumenten	1	2	3	4	5	6	7	8	9	10
o oog had voor het gezamenlijk belang	1	2	3	4	5	6	7	8	9	10
o elkaar wederzijds vertrouwde	1	2	3	4	5	6	7	8	9	10
o oog had voor elkaars belangen	1	2	3	4	5	6	7	8	9	10

Appendix III – Informed consent form

INFORMED CONSENT FORMULIER

Naam van het onderzoeksproject

Samenwerking binnen het netwerk van het project "Supporter van Elkaar"

Doel van het onderzoek

Dit onderzoek wordt geleid door Jens Otten. U bent van harte uitgenodigd om deel te nemen aan dit onderzoek. Het doel van dit onderzoek is om in kaart te brengen hoe succesvol de samenwerking tussen verschillende deelnemende organisaties is verlopen en hoe het in de toekomst verbeterd kan worden.

Gang van zaken tijdens het onderzoek

U neemt deel aan een interview waarin aan u vragen zullen worden gesteld over verschillende aspecten van het netwerk, het verloop van de samenwerking, de tevredenheid hierover, . Een voorbeeld van een typische vraag die u zal worden gesteld: "Vanaf wanneer is uw organisatie betrokken geweest bij het project "Supporter van Elkaar?"".

U dient tenminste 16 jaar te zijn om deel te nemen aan dit onderzoek.

Tijdens het interview zal, aan de hand van een topic list, dieper worden ingegaan op verschillende aspecten van de implementatie van het project. Van het interview zal een audio-opname worden gemaakt, zodat het gesprek later ad-verbatim (woord voor woord) kan worden uitgewerkt.

Dit transcript wordt vervolgens gebruikt in het verdere onderzoek.

Potentiële risico's en ongemakken

- Er zijn geen fysieke, juridische of economische risico's verbonden aan uw deelname aan deze studie. U hoeft geen vragen te beantwoorden die u niet wilt beantwoorden. Uw deelname is vrijwillig en u kunt uw deelname op elk gewenst moment stoppen.

- Er is enig ongemak verbonden aan uw deelname aan deze studie, vanwege de gevoelige aard van het onderwerp. U hoeft geen vragen te beantwoorden die u niet wilt beantwoorden. Uw deelname is vrijwillig en u kunt uw deelname op elk gewenst moment stoppen.

Vergoeding

U ontvangt voor deelname aan dit onderzoek geen vergoeding . Door deel te nemen aan dit onderzoek zult u meer inzicht krijgen in het succes van samenwerken binnen het project "Supporter van Elkaar.

Vertrouwelijkheid van gegevens

Uw privacy is en blijft maximaal beschermd. Er wordt op geen enkele wijze vertrouwelijke informatie of persoonsgegevens van of over u naar buiten gebracht, waardoor iemand u zal kunnen herkennen.

Voordat onze onderzoeksgegevens naar buiten gebracht worden, worden uw gegevens **anoniem** gemaakt :geanonimiseerd. Enkele eenvoudige voorbeelden hiervan:

- uw naam wordt vervangen door anonieme, op zichzelf betekenisloze combinatie van getallen.
- uw leeftijd zelf wordt niet verwerkt, maar in een categorie geplaatst. Bijvoorbeeld: leeftijd: tussen

18-25 jaar / tussen 25-35 jaar etc.

- uw woonplaats wordt niet gebruikt, maar de provincie waarin u woont.

Bij de start van ons onderzoek krijgt uw naam direct een **pseudoniem**; uw naam wordt gepseudonimiseerd ofwel 'versleuteld'. Op deze manier kan wel worden onderzocht wat u in het gesprek aangeeft, maar weten de getrainde onderzoekers niet dat u het bent. De onderzoeksleider is zelf verantwoordelijk voor dit pseudoniem en de sleutel en zal uw gegevens niet delen met anderen. Als u bijvoorbeeld het onderzoek heeft afgerond zal de onderzoeksleider daarvan op de hoogte moeten kunnen zijn, om u de afgesproken vergoeding te geven.

In een publicatie of presentatie zullen of anonieme gegevens of pseudoniemen worden gebruikt. De audio-opnamen, formulieren en andere documenten die in het kader van deze studie worden gemaakt of verzameld, worden opgeslagen op een beveiligde locatie bij de Universiteit Twente en op de beveiligde (versleutelde) computers van de onderzoekers.

Vrijwilligheid

Deelname aan dit onderzoek is geheel vrijwillig. Je kunt als deelnemer jouw medewerking aan het onderzoek te allen tijde stoppen, of weigeren dat jouw gegevens voor het onderzoek mogen worden gebruikt, zonder opgaaf van redenen.

Dit betekent dat als je voorafgaand aan het onderzoek besluit om af te zien van deelname aan dit onderzoek, dat dit op geen enkele wijze gevolgen voor jou zal hebben. Tevens kun je tot 7 werkdagen (bedenktijd) na het interview alsnog de toestemming intrekken die je hebt gegeven om gebruik te maken van jouw gegevens.

In deze gevallen zullen jouw gegevens uit onze bestanden worden verwijderd en vernietigd. Als je tijdens het onderzoek, na de bedenktijd van 7 werkdagen, besluit om jouw medewerking te staken, zal dat eveneens op geen enkele wijze gevolgen voor je hebben. Echter: de gegevens die u hebt verstrekt tot aan het moment waarop uw deelname stopt, zal in het onderzoek gebruikt worden, inclusief de bescherming van uw privacy zoals hierboven beschreven. Er worden uiteraard geen nieuwe gegevens verzameld of gebruikt.

Als u besluit om te stoppen met deelname aan het onderzoek, of als u vragen of klachten heeft, of uw bezorgdheid kenbaar wilt maken, of een vorm van schade of ongemak vanwege het onderzoek, neemt u dan aub contact op met de onderzoeksleider: **Jens Otten, jenso_24@hotmail.com, tel. 0631919952**

Toestemmings-verklaring

Met uw ondertekening van dit document geeft aan dat u minstens 16 jaar oud bent; dat u goed bent geïnformeerd over het onderzoek, de manier waarop de onderzoeksgegevens worden verzameld, gebruikt en behandeld en welke eventuele risico's u zou kunnen lopen door te participeren in dit onderzoek

Indien u vragen had, geeft u bij ondertekening aan dat u deze vragen heeft kunnen stellen en dat deze vragen helder en duidelijk zijn beantwoord. U geeft aan dat u vrijwillig akkoord gaat met uw deelname aan dit onderzoek. U ontvangt een kopie van dit ondertekende toestemmingsformulier.

Ik ga akkoord met deelname aan een onderzoeksproject geleid door Jens Otten. Het doel van dit document is om de voorwaarden van mijn deelname aan het project vast te leggen.

1. Ik kreeg voldoende informatie over dit onderzoeksproject. Het doel van mijn deelname als een geïnterviewde in dit project is voor mij helder uitgelegd en ik weet wat dit voor mij betekent.
2. Mijn deelname als geïnterviewde in dit project is vrijwillig. Er is geen expliciete of impliciete dwang voor mij om aan dit onderzoek deel te nemen.
3. Mijn deelname houdt in dat ik word geïnterviewd door (a) onderzoeker (s) van de Universiteit Twente. Het interview zal ongeveer 50 á 60 minuten duren. Ik geef de onderzoeker (s) toestemming om tijdens het interview opnames (geluid / beeld) te maken en schriftelijke notities te nemen. Het is mij duidelijk dat, als ik toch bezwaar heb met een of meer punten zoals hierboven benoemd, ik op elk moment mijn deelname, zonder opgaaf van reden, kan stoppen.
4. Ik heb het recht om vragen niet te beantwoorden. Als ik me tijdens het interview ongemakkelijk voel, heb ik het recht om mijn deelname aan het interview te stoppen.
5. Ik heb van de onderzoeksleider de uitdrukkelijke garantie gekregen dat de onderzoeksleider er zorg voor draagt dat ik niet ben te identificeren in door het onderzoek naar buiten gebrachte gegevens, rapporten of artikelen. Mijn privacy is gewaarborgd als deelnemer aan dit onderzoek.
6. Ik heb de garantie gekregen dat dit onderzoeksproject is beoordeeld en goedgekeurd door de ethische commissie van de BMS Ethics Committee. Voor bezwaren met betrekking tot de opzet en of uitvoering van het onderzoek kan ik me wenden tot de Secretaris van de Ethische Commissie van de faculteit Behavioural, Management and Social Sciences op de Universiteit Twente via ethicscommittee-bms@utwente.nl.
7. Ik heb dit formulier gelezen en begrepen. Al mijn vragen zijn naar mijn tevredenheid beantwoord en ik ben vrijwillig akkoord met deelname aan dit onderzoek.
8. Ik heb een kopie ontvangen van dit toestemmingsformulier dat ook ondertekend is door de interviewer.

Naam deelnemer

Handtekening

Datum

Naam Onderzoeker

Handtekening

Datum