

Evaluating complexity-aware project governance

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Evaluating the management and governance of DiverIMPACTS

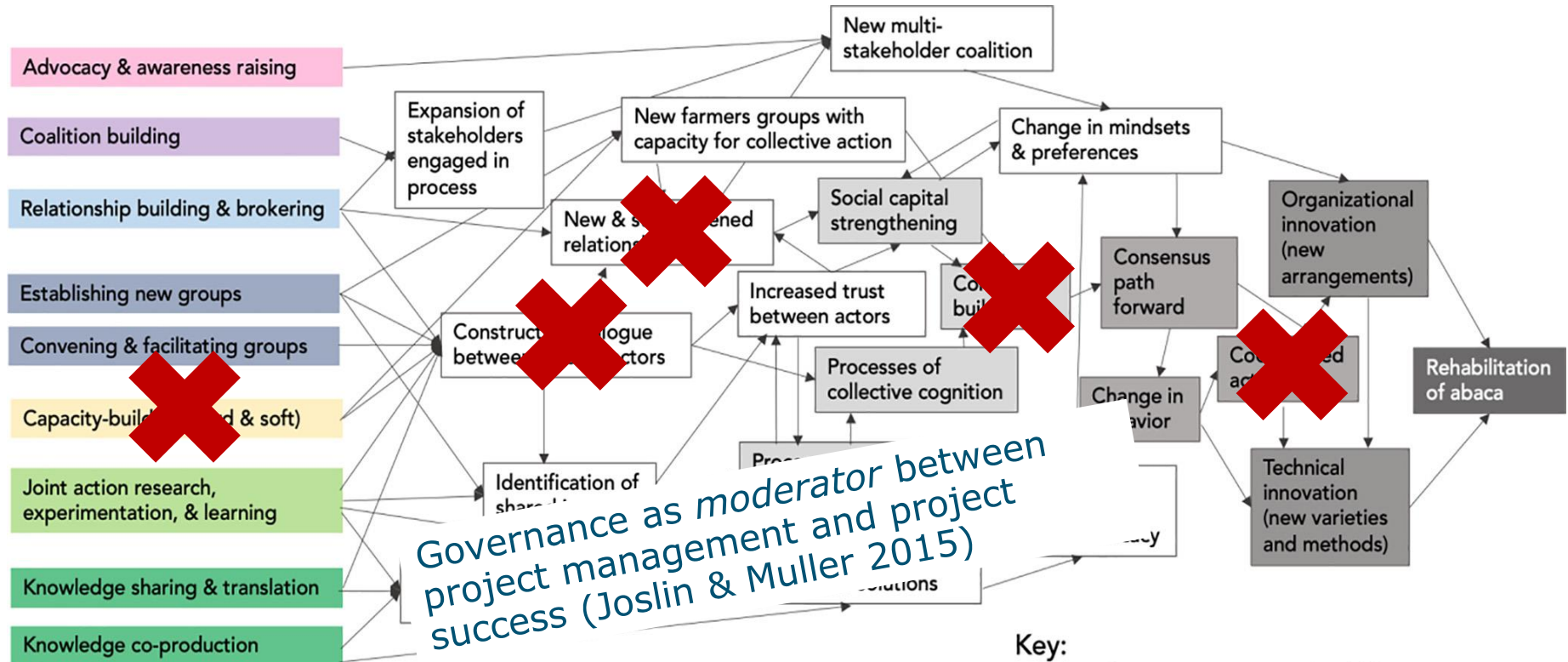
- Governance: reflecting on organisation, management and coordination of projects
- To evaluate, establish:
 - **Impact:** working towards systemic change in the food system - technical, economic, institutional innovation
 - **Outcome:** from scientific knowledge to 'actionable knowledge' – context-specific knowledge assisting actors to achieve their goals
 - > Crop diversification, barriers in the VC, sustainability indicators
- how to evaluate: **linear** (inputs – outputs – outcomes – impact) vs. **complexity-aware**

Complexity-aware evaluation

- Complexity-aware: reflexive of how innovation takes place *within* complex adaptive systems + *project itself* as complex adaptive system – flexibility, variation, adaptive

Upcoming literature:

- Complexity-aware Theory of Change: working within complex systems needs working towards outcomes as well as *building empowerment* to innovate (Douthwaite & Hoffecker 2017)
- Outcome Trajectory Evaluation – a project is only one part of a larger process of change (Douthwaite et al., 2017)
- Realist Evaluation: Context -> Mechanisms (response to program activities) -> Outcomes (Lenn, example next slide) (Pawson & Tilley, 2004)

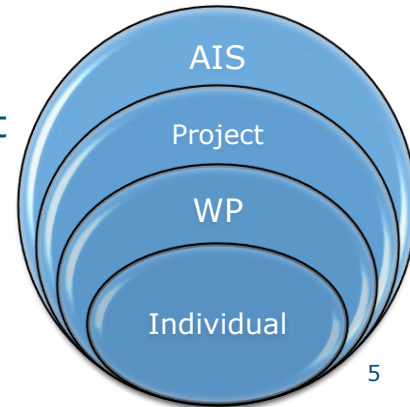


Source: Hoffecker, 2021



How to evaluate complexity-aware governance: **creating space** for crafting actionable knowledge

- Definition of governance: **ensuring and ordering** actors, networks and interactions to bring about the project's aim (Rossing et al., 2021; Schoonhoven-Speijer, 2021)
- Co-innovation as approach for governance: **connecting** co-innovative **design** and **enactment** (Ingram et al., 2020)
- Complexity-aware governance: creating space to be flexible, adaptive, reflexive
 - How was space created and managed? - project design
 - How was space used? - individual and collective capacities
 - What determines 'spatial boundaries'? -> institutional context (several levels! Klerkx et al., 2017)



How to operationalize space:

- Space for co-innovation: the space within which actors can **negotiate** how co-innovation is implemented in practice (Coutts et al., 2017)
- Crafting actionable knowledge: **building capacity** to turn insights into action through collaboration, social learning, training (Clark et al., 2016)
- Bricolage: 'making do' with what is at hand: institutions as a bricolage of **borrowed, adapted, combined** institutions (Cleaver, 2002)
- Links to broader structure vs. agency debate: do people make different decisions within a similar structure?

Questions?

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