



Global Network for Health in All Policies

Second meeting

Building and maintaining intersectoral relationships and trust

Nicole Valentine and Carmel Williams

Quebec, Canada
7-9 October 2019



Overview of morning


- 15:45 - Short presentation to stimulate discussion
- 16:00 - Groupwork, to discuss experiences in building trust across the HiAP Framework Components
- 16:40 - Prepare for Plenary report back (for tomorrow)
- 16:45 – Rejoin for Workshop II



Trust

- An important enabling factor
- Based on the paper:

The role of trust in joined-up government activities: Experiences from Health in All Policies in South Australia

Toni Delany-Crowe¹  | Jennie Popay² | Angela Lawless³ | Fran Baum¹ |
Colin MacDougall¹ | Helen van Eyk¹ | Carmel Williams⁴



Trust concepts

- Relational
- Individuals/groups forming bonds and assessing vulnerability to risk and betrayal
- Bonds mediating risk
- Conditional
- Attached to expectations
- Judgements inspire action and beliefs on positive motives



How does trust work?

- Organizational typologies
 - Mechanisms for development (exchange process, characteristic based, institutionally based)
 - Different relational levels (individuals, groups, systems)
 - Quality and strength of trust (fragile to strong)



How does trust work?

- Sociological perspectives – trust as fluid (Giddens 1991)
 - Traditional societies with more rules versus globalisation and disembedding of trust
 - Re-embedding and change requires belief in abstract expert systems in order to take action
 - Trust develops once contact points become known and from indicators of competence, integrity
 - Ebb of trust/mistrust (not binary)



Applied to intersectoral governance?

- The rules for cross-sectoral relationships are not as well established as they are in traditional, vertical ways of working.
- As such, a joined-up government approach to the creation of public policy disembeds traditional work from the confines of sectoral boundaries.



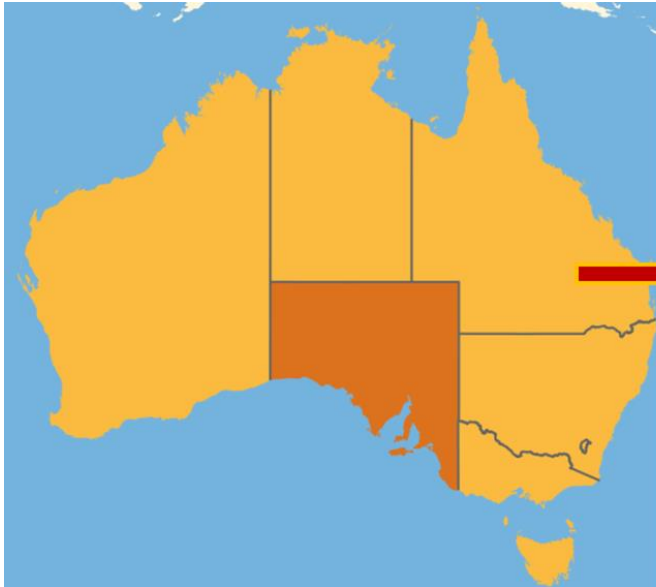
Related concepts

- The rules for cross-sectoral relationships are not as well established as they are in traditional, vertical ways of working.
- As such, a joined-up government approach to the creation of public policy disembeds traditional work from the confines of sectoral boundaries.



Survey study methods

- South Australia public servants online surveys on HiAP



- 2013 (52 questions); 2015 (67 questions)
- 2013 (373 public servants eligible, 128 from 14 depts participated and answered all questions)
- 2015 (339 eligible, 92 from 13 depts)



Study questions

- How is trust created within joined-up government relationships?
- How is trust maintained within joined-up government relationships?
- How can trust be lost and what happens when trust is lost?



Study results

- Trust created
 - Technical competency of individuals
 - Trust in process
 - Trust in individuals compensate for systems failure
- Maintained trust
 - Understanding of other sector perspectives
 - Reciprocal exchange of time
 - Regular presentations
- Trust lost
 - Bureaucratic restructuring
 - Staff cuts, delays, neglected commitments

Dynamics of Trust in Joined-Up Government Relationships

Builds trust

- Confidence in the skills and capacities of individuals.
- Faith in the power of governance systems.
- Demonstrated or envisaged co-benefits.
- Transparency of approach.
- Own or others' positive experiences.

Nurturing

Maintains trust to preserve resilient relationships

- Regular communication.
- Sharing of credit and power.
- Empathy.
- Flexibility.
- Achieving goals.

Continual monitoring and repair
Informs judgements about current and future collaboration.

Threats to trust

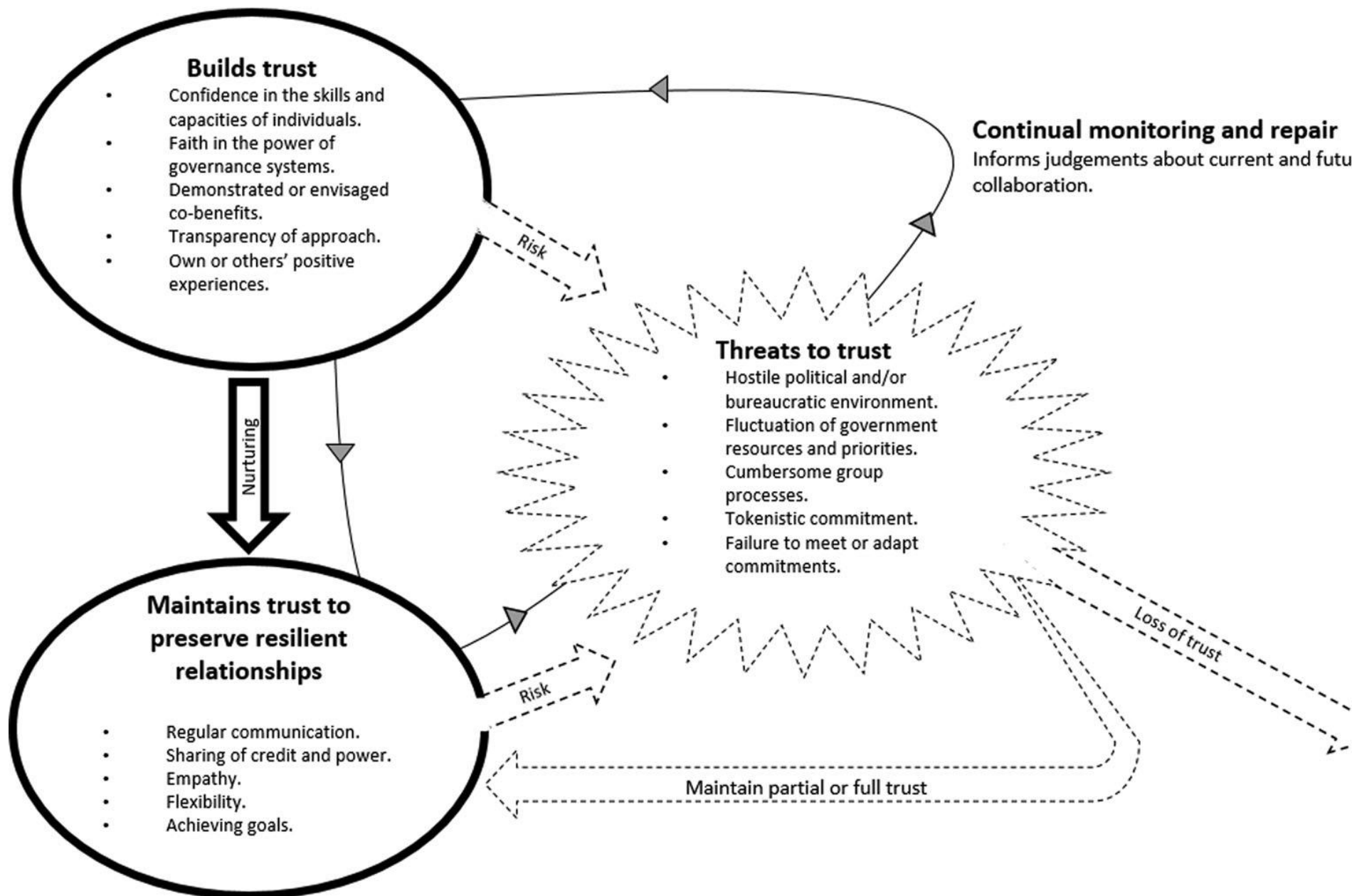
- Hostile political and/or bureaucratic environment.
- Fluctuation of government resources and priorities.
- Cumbersome group processes.
- Tokenistic commitment.
- Failure to meet or adapt commitments.

Risk

Risk

Maintain partial or full trust

Loss of trust





Groupwork

(20 min)

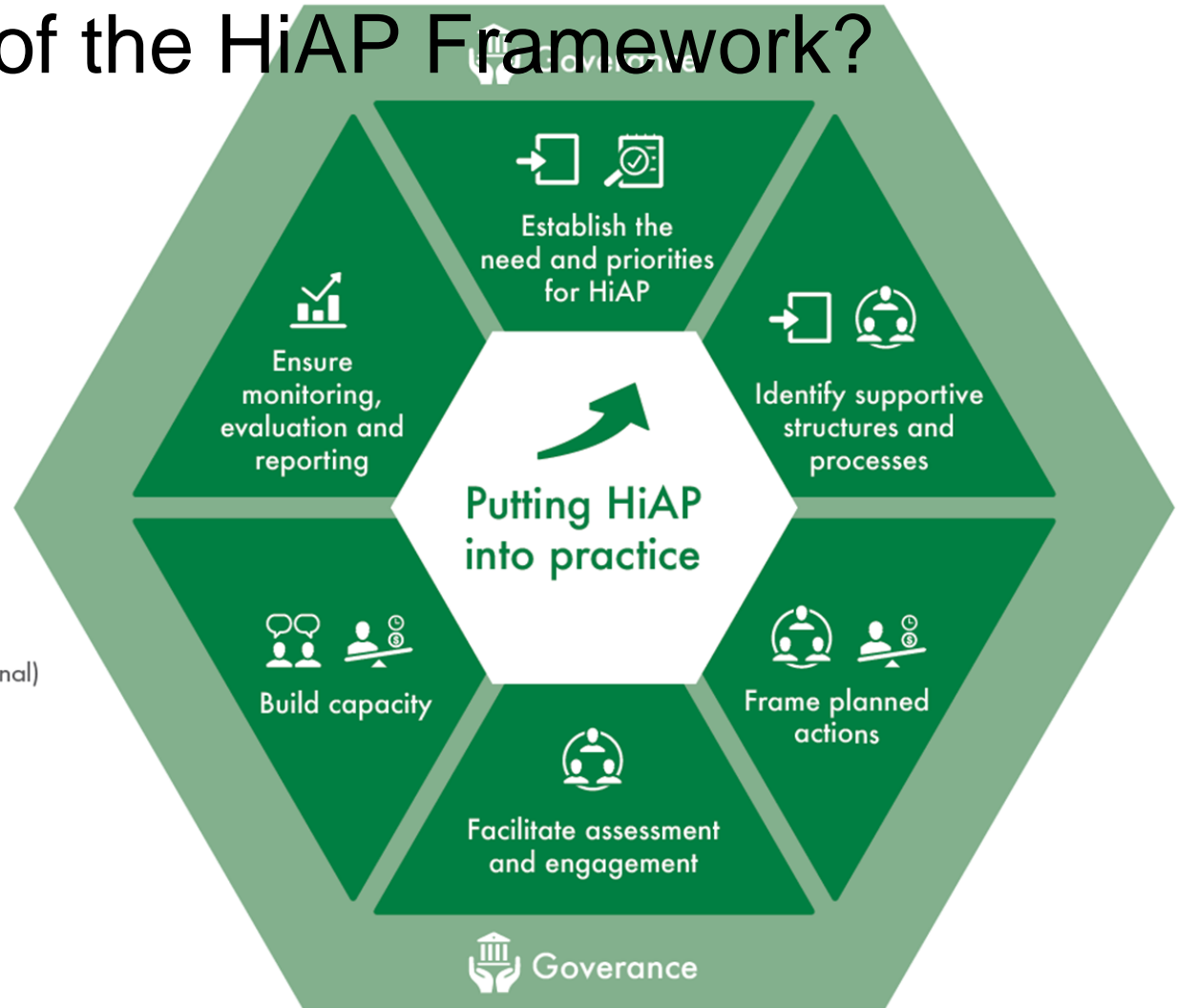
1. What has been your experience of creating, sustaining or rebuilding trust within joined-up government relationships? (30 min)
 - What were key success factors in the way you worked or within your organizational context?
 - What were hinderances and how did you overcome them?

Groupwork continued (15 min)

2. Can you draw out how practices that generate trust may differ in **differ** across different parts of the HiAP Framework?

FIGURE | 5

Advancing the HiAP model





GNHiAP

Groupwork reportback Day II

Spend a little time preparing your report back to the plenary (5 min)

- What are key experiences you want to share?
- What are key observations regarding practices for building, maintaining or repairing trust and the HiAP Framework.