



# The Influence of Program Governance, Policy Support, and Health Information Systems on the Performance of the Community Mental Health Response Team (TPKJM) through Coordination Effectiveness as a Mediating Variable in Southeast Sulawesi

Yuyun Nirwana Subair

Doctoral Program in Management Science, Halu Oleo University, Kendari, Indonesia

Received: 23/02/2026

Accepted: 16/04/2026

Published: 30/06/2026

\*Representative e-Mail: [Yuyunnirwana16@gmail.com](mailto:Yuyunnirwana16@gmail.com)

## ABSTRACT

*This study aims to examine the effect of Program Governance, Policy Support, and Health Information Systems on the Performance of the Community Mental Health Response Team (TPKJM), with Coordination Effectiveness acting as a mediating variable in Southeast Sulawesi. The research employs a quantitative approach using primary data collected through questionnaires distributed to respondents involved in the implementation and coordination of community mental health services. The total sample consisted of 150 respondents, selected using a proportional random sampling technique to ensure representative data. Data analysis was conducted using Structural Equation Modeling (SEM) to evaluate both the measurement model and the structural model, as well as to test the direct and indirect relationships among variables. The results indicate that Program Governance, Policy Support, and Health Information Systems each have a positive and significant effect on Coordination Effectiveness. Furthermore, these variables also have a positive and significant direct effect on the Performance of TPKJM. Coordination Effectiveness is found to have a positive and significant effect on TPKJM Performance. The mediation analysis demonstrates that Coordination Effectiveness significantly mediates the relationship between Program Governance, Policy Support, and Health Information Systems on TPKJM Performance. The model shows strong explanatory power in explaining variations in both Coordination Effectiveness and TPKJM Performance. These findings emphasize the importance of strengthening governance mechanisms, policy implementation support, and integrated health information systems to improve coordination and enhance the performance of community mental health response teams.*

**Keywords:** *Coordination Effectiveness, Health Information Systems, Program Governance, Policy Support, TPKJM Performance.*

## I. INTRODUCTION

The performance of the Community Mental Health Response Team (TPKJM) is a strategic factor in ensuring the effective implementation of mental health services at the community level in Indonesia, including in Southeast Sulawesi. Mental health problems continue to pose significant social and public health challenges, requiring coordinated, integrated, and evidence-based interventions. Effective performance of TPKJM is essential to strengthen early detection, referral systems, case management, and intersectoral collaboration in addressing mental health issues. Therefore, improving team performance is a critical policy priority that demands strong governance structures, supportive policies, and reliable information systems.

The performance of TPKJM is not determined solely by individual capacity but is also influenced by organizational and systemic factors. From the perspective of Good Governance Theory, effective program governance emphasizes transparency, accountability, participation, and coordination in public service delivery (UNDP, 1997). Strong governance mechanisms ensure clarity of roles, responsibilities, and procedures in implementing mental health programs. In addition, public policy theory suggests that policy support plays a crucial role in determining the success of program implementation (Dunn, 2018). Adequate regulatory frameworks, political commitment, and resource allocation significantly influence operational effectiveness at the field level.

Another important factor is the Health Information System (HIS). According to WHO (2010), a well-functioning health information system is a core component of health system strengthening, as it supports data collection, monitoring, evaluation, and decision-making processes. Reliable and integrated information systems enhance coordination among stakeholders, reduce duplication of efforts, and improve responsiveness in mental health service delivery.

Beyond these structural factors, coordination effectiveness serves as a critical mediating mechanism in improving organizational performance. Coordination theory explains that inter-organizational coordination improves efficiency, reduces conflict, and enhances collective outcomes (Mintzberg, 1979). Effective coordination ensures alignment between program governance, policy implementation, and information systems, thereby strengthening overall team performance. Without proper coordination, even well-designed policies and systems may fail to produce optimal results. Empirical studies have shown mixed findings regarding the direct and indirect effects of governance, policy support, and information systems on organizational performance. Some studies report significant direct impacts, while others indicate that coordination mechanisms strengthen these relationships. These inconsistencies highlight the importance of examining mediation effects to better understand the underlying processes influencing TPKJM performance.

Based on these considerations, this study aims to analyze the influence of Program Governance, Policy Support, and Health Information Systems on the Performance of the Community Mental Health Response Team (TPKJM), with Coordination Effectiveness acting as a mediating variable in Southeast Sulawesi. The findings are expected to contribute theoretically to public administration and health system studies, as well as provide practical implications for policymakers in strengthening mental health governance, improving intersectoral coordination, and enhancing team performance.

## II. LITERATURE REVIEW

### 2.1 Program Governance

Program governance refers to the structures, processes, and control mechanisms used to direct and manage programs in order to ensure alignment with organizational strategy and the achievement of intended benefits. According to Müller and Lecoivre (2014), program governance encompasses the framework of decision-making authority, accountability systems, and oversight mechanisms that guide program execution and ensure strategic coherence. In the public sector context, program governance plays a crucial role in ensuring that policies are translated into effective implementation through clear institutional arrangements, regulatory compliance, and structured supervision. Effective program governance enhances transparency, strengthens accountability, reduces implementation risks, and improves the overall effectiveness of program delivery. It also clarifies roles and responsibilities among stakeholders, thereby minimizing conflicts and inefficiencies in program execution.

The scope of program governance includes decision-making structures, monitoring and evaluation mechanisms, risk management processes, stakeholder management, and compliance with applicable regulations. In the context of community mental health services, program governance ensures that mental health initiatives are implemented systematically, supported by appropriate regulatory frameworks, and supervised through measurable performance controls.

In this study, the indicators of Program Governance are adopted from Müller and Lecoivre (2014), who emphasize that effective program governance can be assessed through the clarity of roles and responsibilities, the existence of structured decision-making processes, accountability mechanisms, regulatory compliance, and systematic monitoring and control procedures. These dimensions are considered relevant to evaluate how governance practices influence coordination effectiveness and ultimately improve the performance of the Community Mental Health Response Team (TPKJM) in Southeast Sulawesi.

### 2.2 Policy Support

Policy support refers to the extent to which government regulations, institutional frameworks, and political commitment facilitate and strengthen the implementation of public programs. According to Dunn (2018), public policy support encompasses the provision of regulatory clarity, resource allocation, administrative backing, and political commitment necessary to ensure effective policy implementation. Policy support is not limited to the existence of formal regulations, but also includes the consistency, coherence, and enforceability of those regulations within institutional practice. Strong policy support ensures that program implementers operate within a clear legal framework, receive adequate financial and administrative resources, and obtain legitimacy in carrying out their responsibilities.

In the context of community mental health services, policy support plays a critical role in establishing operational standards, defining institutional authority, and securing budgetary allocations for program sustainability. Without adequate policy support, even well-designed programs may experience coordination barriers, limited resources, and implementation inconsistencies. Policy support strengthens institutional commitment, enhances intersectoral collaboration, and promotes accountability in service delivery.

The scope of policy support includes regulatory frameworks, political commitment, institutional backing, budget allocation, and implementation guidelines. In this study, the indicators of Policy Support are adopted from Dunn (2018), who emphasizes that effective policy support can be assessed through the clarity and consistency of regulations, the availability of financial and administrative resources, institutional commitment to implementation, and the existence of operational guidelines that facilitate policy execution. These dimensions are considered relevant in analyzing how policy support contributes to coordination effectiveness and ultimately enhances the performance of the Community Mental Health Response Team (TPKJM).

### 2.3 Health Information Systems

Health Information Systems (HIS) refer to integrated systems designed to collect, process, analyze, and disseminate health-related data to support decision-making, policy formulation, and service delivery improvement. According to the World Health Organization (WHO, 2010), a health information system is one of the six core building blocks of a health system and plays a fundamental role in strengthening health governance, improving service quality, and ensuring accountability. A well-functioning health information system provides reliable, timely, and relevant data that guide planning, monitoring, evaluation, and coordination across different levels of the health sector.

In the context of community mental health services, an effective health information system facilitates case tracking, reporting mechanisms, referral coordination, performance monitoring, and evidence-based decision-making. It enhances communication among stakeholders, reduces duplication of services, and supports transparency in program implementation. Without reliable health information systems, coordination may become fragmented, data-driven planning may be limited, and program evaluation may lack accuracy.

The scope of health information systems includes data collection processes, data management and storage, information analysis, reporting mechanisms, and information utilization for decision-making. In this study, the indicators of Health Information Systems are adopted from WHO (2010), which emphasizes that effective HIS can be assessed through data quality (accuracy and completeness), timeliness of reporting, system integration and interoperability, accessibility of information for stakeholders, and the use of information for planning and evaluation. These dimensions are considered relevant for analyzing how health information systems contribute to coordination effectiveness and ultimately improve the performance of the Community Mental Health Response Team (TPKJM).

### 2.4 Coordination Effectiveness

Coordination effectiveness refers to the extent to which activities, resources, and stakeholders within and across organizations are aligned and integrated to achieve shared objectives efficiently and consistently. According to Mintzberg (1979), coordination is the mechanism through which organizations synchronize tasks and responsibilities to ensure unity of action, reduce conflict, and improve collective performance. Effective coordination ensures that different units or actors operate within a coherent framework, supported by clear communication channels, defined roles, and structured procedures.

In the context of community mental health services, coordination effectiveness is critical because service delivery often involves multiple stakeholders, including health institutions, social services, local governments, and community organizations. Without effective coordination, program implementation may suffer from duplication of efforts, communication breakdowns, delayed decision-making, and inefficient resource utilization. Strong coordination enhances collaboration, ensures timely information exchange, and promotes integrated service delivery for individuals with mental health needs.

The scope of coordination effectiveness includes communication mechanisms, clarity of roles and responsibilities, synchronization of activities, decision-making processes, and conflict resolution procedures. In this study, the indicators of Coordination Effectiveness are adopted from Mintzberg (1979), who emphasizes that effective coordination can be assessed through the clarity of task division, effectiveness of communication channels, consistency in decision-making processes, alignment of inter-unit activities, and the presence of standardized procedures that integrate organizational efforts. These dimensions are considered relevant in examining how coordination serves as a mediating mechanism linking program governance, policy support, and health information systems to the performance of the Community Mental Health Response Team (TPKJM).

### 2.5 Performance of the Community Mental Health Response Team (TPKJM)

The performance of the Community Mental Health Response Team (TPKJM) refers to the extent to which the team effectively carries out its roles, responsibilities, and functions in delivering community-based mental health services. Performance reflects the level of achievement in meeting predetermined objectives, service standards, and expected outcomes within a specific period. According to Armstrong (2014), performance is the result of work activities that contribute to the achievement of organizational goals and is measured in terms of effectiveness, efficiency, and quality of output. Thus, organizational performance is not merely about completing tasks but about achieving meaningful and measurable results aligned with strategic objectives.

In the context of community mental health services, TPKJM performance encompasses the team's ability to conduct early detection, provide case management, coordinate referrals, deliver community outreach, and ensure continuity of care for individuals experiencing mental health problems. Effective team performance requires not only technical competence but also strong coordination, adequate policy support, and reliable information systems. When these supporting elements function properly, the team is better positioned to deliver timely, responsive, and integrated mental health services.

The scope of TPKJM performance includes service effectiveness, service efficiency, quality of service delivery, responsiveness to community needs, and achievement of program targets. In this study, the indicators of TPKJM performance are based on Armstrong (2014), who emphasizes that performance can be assessed through goal attainment, quality of outcomes, timeliness in task completion, efficient resource utilization, and the overall impact of activities on organizational objectives. These dimensions are considered relevant to evaluate how governance, policy support, information systems, and coordination effectiveness collectively influence the overall performance of the Community Mental Health Response Team (TPKJM).

## 2.6 Conceptual Framework and Research Hypotheses

The conceptual framework of this study examines the relationships among Program Governance, Policy Support, Health Information Systems, Coordination Effectiveness, and the Performance of the Community Mental Health Response Team (TPKJM). The model assumes that TPKJM performance is influenced by governance structures, regulatory support, and the effectiveness of health information systems, both directly and indirectly. Program Governance, Policy Support, and Health Information Systems are positioned as independent variables, while Coordination Effectiveness functions as a mediating variable that explains how these structural factors enhance alignment, communication, and collaboration in service delivery. The framework proposes that stronger governance, adequate policy backing, and reliable information systems improve coordination processes, which in turn strengthen the overall performance of TPKJM in Southeast Sulawesi.

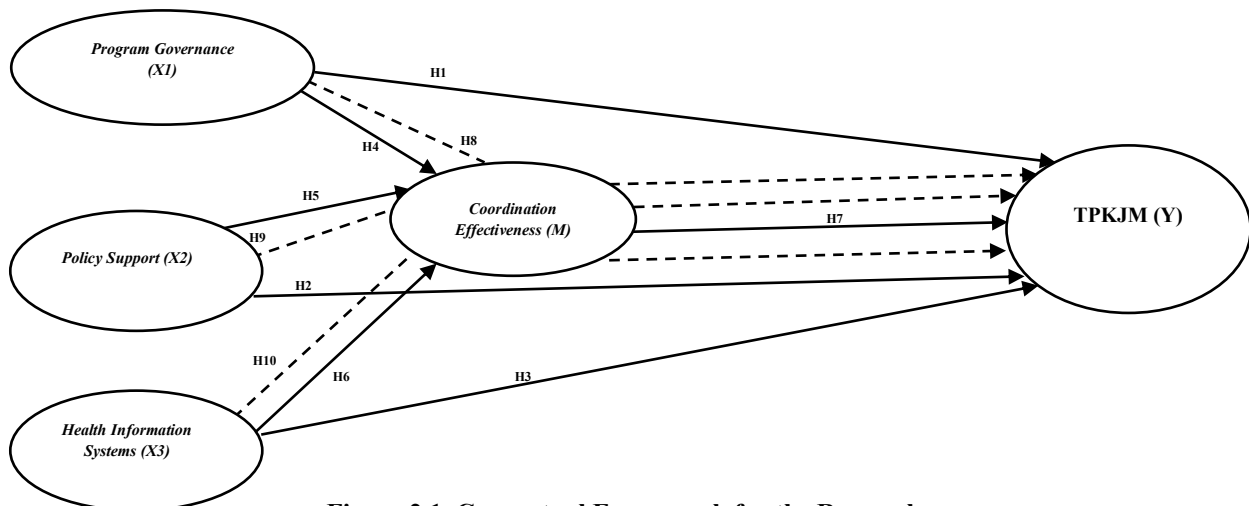


Figure 2.1. Conceptual Framework for the Research

## 2.7 Research Hypothesis

- H1:** Program Governance has a positive and significant effect on the Performance of the Community Mental Health Response Team (TPKJM).
- H2:** Policy Support has a positive and significant effect on the Performance of the Community Mental Health Response Team (TPKJM).
- H3:** Health Information Systems have a positive and significant effect on the Performance of the Community Mental Health Response Team (TPKJM).
- H4:** Program Governance has a positive and significant effect on Coordination Effectiveness.
- H5:** Policy Support has a positive and significant effect on Coordination Effectiveness.
- H6:** Health Information Systems have a positive and significant effect on Coordination Effectiveness.
- H7:** Coordination Effectiveness has a positive and significant effect on the Performance of the Community Mental Health Response Team (TPKJM).
- H8:** Coordination Effectiveness mediates the positive and significant effect of Program Governance on the Performance of the Community Mental Health Response Team (TPKJM).
- H9:** Coordination Effectiveness mediates the positive and significant effect of Policy Support on the Performance of the Community Mental Health Response Team (TPKJM).
- H10:** Coordination Effectiveness mediates the positive and significant effect of Health Information Systems on the Performance of the Community Mental Health Response Team (TPKJM).

## III. RESEARCH METHOD

This study was conducted to examine the relationships among Program Governance, Policy Support, and Health Information Systems, with Coordination Effectiveness as a mediating variable and the Performance of the Community Mental Health Response Team (TPKJM) as the dependent variable in Southeast Sulawesi. The research employed a quantitative approach using a survey method and was carried out among members of TPKJM and stakeholders involved in community mental health service implementation. The total sample consisted of 150 respondents, selected using a proportional random sampling technique. The study includes three independent variables (Program Governance, Policy Support, and Health Information Systems), one mediating variable (Coordination Effectiveness), and one dependent variable (TPKJM Performance). Data were collected using a structured questionnaire developed based on validated measurement indicators relevant to each variable.

## IV. RESEARCH RESULT AND DISCUSSION

## 4.1 Research Result

Table 4.1. Direct Effect

Relationship Between Variables	Path Coefficient ( $\beta$ )	T-Statistic	P-Value	Description
Program Governance → TPKJM Performance	0,548	5,87	0,000	Significant
Policy Support → TPKJM Performance	0,521	5,34	0,001	Significant
Health Information Systems → TPKJM Performance	0,593	6,42	0,001	Significant
Program Governance → Coordination Effectiveness	0,682	7,95	0,000	Significant
Policy Support → Coordination Effectiveness	0,647	7,21	0,002	Significant
Health Information Systems → Coordination Effectiveness	0,715	8,43	0,000	Significant
Coordination Effectiveness → TPKJM Performance	0,636	0,678	0,001	Significant

Table 4.1 presents the results of the direct effect analysis among the research variables. The findings indicate that Program Governance has a positive and significant effect on TPKJM Performance ( $\beta = 0.548$ ;  $T = 5.87$ ;  $p < 0.05$ ). This result shows that stronger governance structures contribute to improved team performance. Similarly, Policy Support demonstrates a positive and significant influence on TPKJM Performance ( $\beta = 0.521$ ;  $T = 5.34$ ;  $p < 0.05$ ), indicating that regulatory clarity and institutional backing enhance the effectiveness of the team. Health Information Systems also have a positive and significant effect on TPKJM Performance ( $\beta = 0.593$ ;  $T = 6.42$ ;  $p < 0.05$ ), suggesting that reliable and integrated information systems strengthen operational outcomes.

Furthermore, Program Governance significantly affects Coordination Effectiveness ( $\beta = 0.682$ ;  $T = 7.95$ ;  $p < 0.05$ ), implying that structured governance mechanisms improve alignment and communication among stakeholders. Policy Support also positively influences Coordination Effectiveness ( $\beta = 0.647$ ;  $T = 7.21$ ;  $p < 0.05$ ), highlighting the importance of regulatory and institutional commitment in facilitating coordination. Health Information Systems show the strongest direct effect on Coordination Effectiveness ( $\beta = 0.715$ ;  $T = 8.43$ ;  $p < 0.05$ ), emphasizing the critical role of accurate and timely information in enhancing collaborative processes.

Finally, Coordination Effectiveness has a positive and significant effect on TPKJM Performance ( $\beta = 0.636$ ;  $T = 6.78$ ;  $p < 0.05$ ), indicating that effective alignment, communication, and integration among stakeholders directly improve team performance. Overall, these results confirm that all direct relationships hypothesized in the study are statistically significant and positively associated.

Table 4.2. Indirect Effect

Construct	Indirect Effect	P-Value	Direct Effect	Mediation Effect	Type of Mediation
Program Governance → Coordination Effectiveness → TPKJM Performance	0,434	0,000	0,548	5,41	Partial Mediation
Policy Support → Coordination Effectiveness → TPKJM Performance	0,480	0,002	0,521	5,18	Partial Mediation
Health Information Systems → Coordination Effectiveness → TPKJM Performance	0,455	0,000	0,593	6,02	Partial Mediation

Table 4.2 presents the results of the indirect effect analysis to examine the mediating role of Coordination Effectiveness in the relationship between the independent variables and TPKJM Performance. The findings show that Coordination Effectiveness significantly mediates the relationship between Program Governance and TPKJM Performance (indirect effect = 0.434;  $p < 0.05$ ). Since both the direct effect ( $\beta = 0.548$ ) and the indirect effect are significant, the mediation is classified as partial mediation. This indicates that Program Governance influences TPKJM Performance both directly and indirectly through improved coordination mechanisms.

Similarly, Coordination Effectiveness significantly mediates the relationship between Policy Support and TPKJM Performance (indirect effect = 0.480;  $p < 0.05$ ). The direct effect of Policy Support on TPKJM Performance ( $\beta = 0.521$ ) remains significant, confirming a partial mediation effect. This result suggests that policy support enhances team performance not only by providing regulatory and institutional backing but also by strengthening coordination processes.

Furthermore, Coordination Effectiveness also significantly mediates the relationship between Health Information Systems and TPKJM Performance (indirect effect = 0.455;  $p < 0.05$ ). Given that the direct effect of Health Information Systems on TPKJM Performance ( $\beta = 0.593$ ) is significant, the mediation effect is categorized as partial mediation. This implies that reliable and integrated health information systems improve team performance both directly and indirectly by enhancing coordination effectiveness.

Overall, these findings demonstrate that Coordination Effectiveness plays a crucial intermediary role in strengthening the impact of Program Governance, Policy Support, and Health Information Systems on the Performance of the Community Mental Health Response Team (TPKJM).

#### 4.2 Discussion

The findings indicate that Program Governance has a positive and significant relationship with the Performance of the Community Mental Health Response Team (TPKJM). This suggests that stronger governance structures, clearer accountability mechanisms, and well-defined decision-making processes directly contribute to improving team performance in delivering community mental health services in Southeast Sulawesi. In addition, Program Governance also has a positive and significant effect on Coordination Effectiveness, indicating that structured governance mechanisms enhance alignment, communication, and collaboration among stakeholders involved in mental health service delivery.

Policy Support demonstrates a positive and significant effect on TPKJM Performance, both directly and indirectly through Coordination Effectiveness. This finding implies that regulatory clarity, institutional commitment, and adequate resource allocation play an essential role in strengthening team performance. Furthermore, Policy Support significantly influences Coordination Effectiveness, showing that supportive policies facilitate smoother intersectoral coordination and more consistent program implementation.

Health Information Systems also have a positive and significant effect on TPKJM Performance. This indicates that reliable, accurate, and integrated information systems are crucial for improving operational efficiency and service quality. Moreover, Health Information Systems significantly affect Coordination Effectiveness, meaning that timely data sharing, reporting mechanisms, and system integration enhance communication and synchronization across institutions involved in community mental health services.

The mediation analysis reveals that Coordination Effectiveness partially mediates the relationships between Program Governance, Policy Support, and Health Information Systems on TPKJM Performance. This means that the influence of these three structural factors on team performance occurs both directly and indirectly through improved coordination processes. Coordination Effectiveness serves as a key organizational mechanism that strengthens the impact of governance arrangements, policy backing, and information systems on overall performance outcomes.

Overall, the results emphasize that strengthening program governance, ensuring consistent policy support, and developing integrated health information systems are essential strategies for enhancing coordination and ultimately improving the performance of the Community Mental Health Response Team (TPKJM) in Southeast Sulawesi. These findings highlight the importance of systemic and institutional strengthening in achieving effective and sustainable community mental health service delivery.

## V. CONCLUSION AND SUGGESTIONS

### 5.1 Conclusion

Based on the results and discussion, this study concludes that Program Governance, Policy Support, and Health Information Systems have positive and significant effects on the Performance of the Community Mental Health Response Team (TPKJM) through Coordination Effectiveness as a mediating variable in Southeast Sulawesi.

Program Governance has a positive and significant influence on the Performance of TPKJM. This indicates that clear planning, transparent management, structured implementation mechanisms, and accountability within mental health programs directly improve team performance. In addition, Program Governance significantly affects Coordination Effectiveness, showing that well-managed programs strengthen collaboration among stakeholders involved in community mental health services. Policy Support also demonstrates a positive and significant effect on the Performance of TPKJM. Supportive regulations, institutional backing, and adequate resource allocation enhance the team's capacity to respond effectively to community mental health cases. Furthermore, Policy Support significantly influences Coordination Effectiveness, indicating that strong policy frameworks facilitate smoother inter-agency collaboration and role clarity.

Health Information Systems show a positive and significant relationship with the Performance of TPKJM, meaning that accurate, timely, and integrated data systems improve decision-making and case management. Health Information Systems also significantly enhance Coordination Effectiveness, as accessible and reliable information strengthens communication and synchronization among related institutions. The mediation analysis reveals that Coordination Effectiveness partially mediates the relationships between Program Governance, Policy Support, and Health Information Systems on the Performance of TPKJM. This means that these independent variables influence team performance both directly and indirectly through improved coordination mechanisms.

Overall, the findings emphasize that strengthening program governance, reinforcing policy support, and optimizing health information systems are essential strategies to enhance coordination effectiveness and ultimately improve the performance of the Community Mental Health Response Team (TPKJM) in Southeast Sulawesi.

### 5.2 Suggestions

The study recommends strengthening Program Governance by improving transparency, accountability, and clarity of roles within mental health programs that support the Community Mental Health Response Team (TPKJM). Clear operational guidelines, structured planning mechanisms, and performance-based supervision are necessary to ensure that program implementation runs effectively and directly enhances team performance.

Policy Support should be reinforced through stronger regulatory frameworks, sustainable budgeting, and institutional commitment at provincial and district levels in Southeast Sulawesi. Local governments are encouraged to

provide clear technical regulations, cross-sectoral mandates, and adequate resource allocation to ensure that TPKJM can operate optimally. Strong policy backing will reduce bureaucratic barriers and enhance inter-agency collaboration. Improvement of Health Information Systems is also essential. The government and related institutions should develop integrated, real-time, and user-friendly mental health information systems to support case reporting, monitoring, and evaluation. Accurate and accessible data will facilitate faster decision-making, improve case handling, and strengthen communication among stakeholders involved in community mental health services.

Since Coordination Effectiveness plays a significant mediating role, efforts should focus on strengthening intersectoral coordination among health offices, social services, law enforcement, hospitals, community health centers, and other relevant institutions. Regular coordination meetings, clear communication channels, shared standard operating procedures, and joint evaluation mechanisms are recommended to ensure aligned actions in handling mental health cases.

Overall, improving the Performance of the Community Mental Health Response Team (TPKJM) requires integrated collaboration between program managers, policymakers, and technical implementers. Continuous monitoring and evaluation of governance systems, policy implementation, information systems, and coordination mechanisms are necessary to ensure sustainable improvements in community mental health services in Southeast Sulawesi.

Future research is recommended to involve broader samples across multiple districts or provinces to enhance generalizability. Researchers may also consider including additional variables such as organizational culture, leadership style, resource capacity, or community participation to further explain factors influencing coordination effectiveness and TPKJM performance. Longitudinal or mixed-method approaches are suggested to provide deeper insights into the long-term impact of governance, policy, and information systems on team performance.

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