

Dayashankar R. Maurya

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EDUCATION

PhD (Public Policy) LKY School of Public Policy, National University of Singapore, 2015

Master in Public Policy, LKY School of Public Policy, National University of Singapore 2009

Post Graduate Diploma in Health & Hospital Management Indian Institute of Health Management & Research 2004.

Bachelor of Homeopathic Medicine & Surgery, University of Mumbai 2000

EMPLOYMENT

Period	Organization	Designation
September 2019-	International University of Japan; Graduate School of International Relations	Assistant Professor (tenured), Public Management & Policy Analysis Program
September 2015- May 2019	T A Pai Management Institute	Assistant Professor & Director of the Master of Healthcare Management Program, and International Relations
May 2008- March 2015	Lee Kuan Yew School of Public Policy, Singapore	Graduate Teaching Assistant / Research Assistant
October 2014 – Feb 2015	MSG Strategic Consultants Pvt Ltd, New Delhi	Policy analysis and health impact assessment specialist
May-July 2008	UN Economic and Social Commission for Asia and the Pacific (UNESCAP), Bangkok	Research Intern (Health and development)
October 2005- June 2007	Population Services International (PSI), Mumbai	Project Manager
October 2004 – September 2005	Population Services International (PSI), Mumbai	Communication Training Specialist
October 2004 – September 2005	Society for Nutrition, Education and Health Action (SNEHA), Mumbai	Consultant
June – September 2004	Society for Nutrition, Education and Health Action (SNEHA), Mumbai	Project Officer
February – May 2004	Population First, Mumbai	Management Trainee
June 2000-May 2002	Sanjivani Hospital	Medical Officer

TEACHING

1. Public Management & Policy Analysis Program, Graduate School of International Relations, International University of Japan (September 2019-till date)

Academic Year	Course	Class Size	Teaching Feedback (out of 10)
2020-21	Case Study Method	18	NA
	Managing Public Organization	45	9.58
2019-2020	Collaborative and Participatory Governance	15	9.71
	Case Study Method	13	9.3
	Collaborative and Participatory Governance	08	9.4
	Managing Public Organization	41	9.5
	Health Policy Response to COVID-19	04	NA

2. T. A Pai Management Institute, Manipal, India (September 2015-May 2019)
Assistant Professor

Academic Year	Course	Class Size	Teaching Feedback (out of 10)
2018-19	Healthcare System and Policy	14	9.4
	Business Environment	420	8.2
	Organization Theory & Design	120	8.4
	Research Methodology (PhD Level)	2	NA
2017-18	Fundamentals of Organizations Theory and Management	180	9.13
	Healthcare System and Policy	13	NA
	Healthcare Industry and Public Health	13	9.36
	Health Insurance	13	9.22
2016-17	Healthcare Finance & Insurance	15	9.04
	Financing and Paying for Healthcare	15	8.78
	Healthcare System and Policy	15	8
	Healthcare Industry and Public Health	15	8.82
	Health Economics	15	8.55
2015-16	Workshop Health Economics and Policy	7	8.97
	Health Insurance and Financing	7	8.96

3. Lee Kuan Yew School of Public Policy, National University of Singapore
Graduate Teaching Assistant

August 2009- May 2011

Academic Year	Course	Credits	Class Size	Teaching Feedback (Out of 5)
2010-11	Introduction to Public Policy Analysis	3	60	2.913

2009-10	Public Management and Leadership	3	60	2.945
2010-11	Policy Research Design & Methodology	3	60	3.04
2011-12	Social Policy	3	60	NA

EXECUTIVE EDUCATION

- Taught session on Public Management for Myanmar Government Officers March 2021
- Taught Course on Public Policy for Central Government Officers at National Institute of Financial Management, Ministry of Finance, and Government of India April- May 2020.
- Conducted Sessions on “Managing Public Policy Process” for Central Government Officers at National Institute of Financial Management, Ministry of Finance, and Government of India February 7 2019.
- Facilitated sessions in Management Development Program on “Financing Healthcare through Health Insurance” Organized by Goa Institute of Management for District Level Consultants of RSBY scheme in Chhattisgarh. 13-15 October 2016.

RESEARCH & PUBLICATIONS

JOURNAL ARTICLES

- Rathore Ashish, Dayashankar Maurya & Amit K Srivastava, (2021). “Do policymakers use social media for policy design? A Twitter analytics approach”. *Australasian Journal of Information Systems*. (Accepted)
- Maurya Dayashankar & Mukul Asher (2021) “Sustainable Health Financing System for India: The Economic Perspective”, *National Medical Journal of India* (Accepted)
- Maurya, D. and Srivastava, A.K. (2020), "Controlling opportunism in partnerships: a process view", *International Journal of Public Sector Management*, Vol. 33 No. 6/7, pp. 751-769.
- Pratap, V., Dayashankar, M., & Biju, S. (2020). “Role of Psychosocial Factors in Effective Design of Solid Waste Management Programmes: Evidence from India”. *Environment and Urbanization ASIA*, 11(2), 266-280.
- Rajasulochana, Subramania Raju, and Dayashankar Maurya. "Lessons from Healthcare PPP's in India." , *International Journal of Rural Management* 16, no. 1 (2020): 7-12.
- Michael Mintrom, Dayashankar Maurya & Alex Jingwei He (2020) “Policy entrepreneurship in Asia: the emerging research agenda”, *Journal of Asian Public Policy* 13, no. 1: 1-17.
- Maurya Dayashankar and Micheal Mintrom (2020) “Policy Entrepreneurs as Catalysts of Broad System Change: The Case of Social Health Insurance Adoption in India”. *Journal of Asian Public Policy*, 13(1), pp.18-34.

- Maurya, D., & Srivastava, A. K. (2019). "Managing partner opportunism in public–private partnerships: the dynamics of governance adaptation", *Public Management Review*, 21(10), 1420-1442.
- Maurya, Dayashankar (2019). "Understanding Public Health Insurance in India: A design perspective", *International Journal of Health Planning and Management*, 34(4), pp.1633-1650.
- Maurya, Dayashankar, and Amit Kumar Srivastava. (2019) "Relationship between governance mechanisms and contract performance.", *International Journal of Productivity and Performance Management* 69, no. 1: 44-60.
- Maurya D, Kedar Joshi, Varsha Khandkar Vidya , Vishwanath Iyer "Making up During Data Analysis in Sakala: Performance Measurement System in Karnataka" *Public Administration Quarterly* (2019); Vol 43 Issue 1; 79-120
- Maurya, D., & Kwan, C. Y. (2019). "Interactive governance and implementation effectiveness in India's National Health Insurance Program"., *Australian Journal of Public Administration*, 78(3), 341-358.
- Maurya, D., & Ramesh, M. (2019). "Program design, implementation and performance: the case of social health insurance in India"., *Health Economics, Policy and Law*, 14(4), 487-508.
- Maurya, Dayashankar. (2018) "Contracting out: making it work." *Policy Design and Practice* (2018): 1-17.
- Rajasulochana S & Maurya D (2018) "108 in Crisis: Complacency and Compromise Undermine Emergency Services' Potential", *Economic and Political Weekly*, Vol 53 Issue No 25.
- Maurya, D., Virani, A., & Rajasulochana, S. (2017). "Horses for Courses: Moving India towards Universal Health Coverage through Targeted Policy Design"., *Applied Health Economics and Health Policy*, 15(6), 733-744.
- Asher, M., Vora, Y., & Maurya, D. (2015). "An analysis of selected pension and health care initiatives for informal sector workers in India"., *Social Policy & Administration*, 49(6), 738-751.

BOOKS

- Mintrom M, Maurya D and He Jingwei H. (Edited). (2020) "Policy Entrepreneurship An Asian Perspective" London, Routledge

BOOK CHAPTERS

- Maurya D & M Ramesh (2019) "Contracting Out as a Governance Mechanisms: The Case of National Health Insurance in India" in Kekez A; Howlett M & Ramesh M (edited) *Collaboration and Public Service Delivery: Promise and Pitfalls*, Edward Elgar
- Maurya D & Mukul Asher (2018) "India's Rashtriya Swasthya Bima Yojana: Enhancing Policy and Organizational Capacities for Better Outcomes" in Mehta N & Arya A. (edited) "Role of Public Policy in Development Process: Emerging Socio-Economic Scenario in the Indian Economy" Academic Foundation New Delhi.
- Maurya, D. & Lai Allen (2013). "Challenges in use of Public Private Partnership as a Policy Tool in Healthcare"., In M. Popejoy, *Global Health Policy*. Hauppauge, NY: Nova Science Publishers.

TEACHING CASES

- Maurya D, Amit Srivastava & Sulagana M “RSBY: Delivering Health Insurance through Public-Private Contracting” Emerald Emerging Market Case Studies 2020. Vol. 10 No. 4. <https://doi.org/10.1108/EEMCS-05-2020-0136>
- Amit Srivastava, Vidya Pratap and Dayashankar Maurya “Decision Dilemma of a Public Manager” Case Centre 2020 Reference no. 220-0034-1

NEWS PAPERS \ MAGAZINES

- Maurya D & Raj Kaushik “How COVID-19 is pushing pending healthcare reforms in India” Express Healthcare September 17th 2020.
- Maurya D (2020)” Need for a standardized hospital treatment package for COVID-19” Express Healthcare May 26, 2020
- Maurya D (2018) “Paucity of Disease Data and Fragmented Financing are barriers to Innovation in Indian Healthcare” Chronicle Pharma-Biz 13th November 2018.
- Maurya D (2018) “Designing NHPS: Lessons from the Past” Deccan Herald 12th September 2018.
- Maurya D (2017) “Reforms that are Needed to Revolutionize Healthcare” Chronicle Pharma-Biz December 21, 2017 23-24.
- Maurya D & Asher M “Sustainable Health Financing System for India: The Economic Perspective” Healthcare Sabha 2017 Outcomes Report, 9-12.
- Maurya D & Asher M “India’s march towards universal health coverage: Lesson’s from RSBY” Express Healthcare Vol 10 October 2016.
- Asher M. & Maurya D (2014); “Restructuring of Employees State Insurance Corporation”, Pragati, The Indian National Interest Review
- Maurya D & Asher M “Case for Recast of employee insurance scheme gets stronger”, DNA July 21, 2010

INTERNATIONAL CONFERENCES AND WORKSHOPS

- “Designing and Managing Health Insurance Programs in Constrained Environments” India Public Policy Network Conference New Delhi February 4-6, 2019
- “Governance of Knowledge Creation in Technology based Incubation” Journal of the Academy of Marketing Science India Conference ISB Hyderabad April 26-28, 2018.
- “Network Effectiveness: Governance of Dependency Relationships” Indian Public Policy Network Workshop at KIIT University Bhubaneswar 28-1 March 2018
- “Mass with Mix: The Journey of Governance Adaptations” AMJ and IIMB Idea and Paper Development Workshop , IIM Bangalore , India 17-18 February 2018.
- “Conditions that Make Contract Effective” International Workshop on The Governance of Collaboration: Co-Production, Contracting, Commissioning and Certification Dubrovnik 21-22 August 2017.
- “Designing a Performance Measurement System in case of Time Bound Service Delivery Act (SAKALA) in Karnataka” presented at International Conference on Public Policy, National University of Singapore June 2017
- “Determinants of Contract Performance in Social Services: Linking Implementation Governance to Institutional

Design” presented at International Conference on Public Policy, National University of Singapore June 2017

- “Reducing Transaction cost in Healthcare: “An Assessment of the Role of New Healthcare Ventures in India” at Positive Disruptions in Healthcare and Income Security in India” conference organized by T. A Pai Management Institute. November 10-11 2016
- “RSBY: Improving Coherence & Effectiveness” paper presented at National Seminar on the *Role of Public Policy in Development Process*, Ahmedabad, January 3-4, 2016
- “It takes Two to Tango: Role of Inter-organizational Relations in Policy Implementation” Tenth International Conference on Public Policy and Management Indian Institute of Management Bangalore, August 12th – 15th, 2015.
- “Control or Collaboration: What Determines Performance of Public Contracting “at 6th Doctoral Colloquium at Indian Institute of Management, Ahmadabad, 7th – 9th Jan 2013
- “The Paradox of Regulating Healthcare in India: PPPs as the Way Forward” Paper presented at the 2nd Global Symposium on Health Systems Research Beijing China 29th November – 3rd December 2012
- “Political Economy of Public Private Partnership in India” Presented paper at 62nd Political Studies Association Annual; International Conference “In Defence of Politics “Belfast 3rd – 5th April 2012
- “Economic Decentralization and Regulation in Social Sectors –Resolving the Paradox of Social Regulation?” Paper presented at International Conference on Decentralization and its Discontents: Recalibrating Public Service Delivery in Asia Honk King Institute of Education Hongkong 17th – 18th November 2011
- “Resolving the Paradox of Social Regulation”, Presented paper at Fifth International Conference on Public Policy and Management Indian Institute of Management Bangalore , August 8th – 11th , 2009

WORK UNDER PROGRESS/REVIEW

- “Governance of Dependency Relationships” International Journal of Public Administration, Taylor & Francis
- “Effective Knowledge Governance at Technology Business Incubators: A Process View” Knowledge and Process Management, Wiley
- “Collaboration and Implementation Performance: An Empirical Analysis” Public Works Management and Policy. SAGE
- "Social Insurance in Global South: A Case of India" Research Handbook on Social Welfare Law Edward Elgar
- “Policy Education in India: Reconciling Mismatches in Strategy and Purpose” Journal of Asian Public Policy

ON-GOING RESEARCH PROJECTS

- “Governance of Healthcare Provider Frauds and Abuse in Health Insurance: An Inter-Organizational Perspective” Principle Investigator, Funded by Japan Society for Promotion of Scientific Research.
- “Implementation Governance in National Rurban Mission India” Principle Investigator, Funded by IUJ Research Grant & T A Pai Management Institute Research Grant
- “Smart with a Heart: A Policy Design Perspective on Environmental Sustainability and Public Health Programs in Second-Tier Smart Cities in India” Co-PI Funded by LKC Fellowship

GRANTS

- KAKENHI Grant for Scientific Research, Japan Society for Promotion of Science -390000 JPY (2021-2024)
- International University of Japan Research Grant- 150000 JPY (2020-21)
- Research Grants (Research Incentives) equal to USD 40000 from T A Pai Management Institute (2018-19)
- Research Grants (Research Incentives) equal to USD 2000 from T A Pai Management Institute (2017-18)
- TAPMI Research Grant for the Research Project Implementation Governance in National Rurban Mission (USD 2300 2017-18)
- Travel Grant to attend “International Workshop on Collaborative Governance” Dubrovnik Croatia 21-22nd August 2017.
- Travel Grant to attend 3rd World Congress on Health Economics, International Health Economics Association Boston University July 2017.
- Travel Grant to attend 62nd Political Studies Association Annual International Conference ‘In Defence of Politics’ Belfast 3rd – 5th April 2012.
- Travel Grant to attend 2nd Global Symposium on Health Systems Research, Beijing, China 29th November – 3rd December 2012

AWARDS

- Director's Commendation for Significant Contributions towards Research 2017-18 at T A Pai Management Institute Manipal.
- Best Research Paper Award for paper ‘Control or Collaboration: What Determines Performance of Public Contracting’ at 6th Doctoral Colloquium at Indian Institute of Management, Ahmadabad, 7th - 9th Jan 2013
- Harwin Award for Academic Excellence, Masters in Public Policy, National University of Singapore 2008-09
- Dean’s List, Masters in Public Policy, National University of Singapore 2008 – 09
- Research Scholarship for doctoral study in NUS, Singapore (2009-2013)
- Lee Kuan Yew Graduate Scholarship National University of Singapore 2007 – 09

SELECTED RESEARCH AND POLICY CONSULTING ASSIGNMENTS

- “*India Strategy for Women’s’ Children’s’ and Adolescent’s Health (2018-30)*”, For Ministry of Health and Family Welfare Government of India. (Team Member)
- “*Urban Health Scenario in India: An analysis from Health Systems Perspective*” Report for WHO India Office. (March - July 2017). (Team Member).

- *A retrospective analysis of implementation of Sakala Act (Right to Service Delivery) in Karnataka* For District Administration, Government of Karnataka (January 2016- June 2016). (Team Member)
- *Policy Analysis and Economic Impact Assessment of Alcohol on risk of non-communicable disease* (September 2016-October 2016) For WHO, India Office. (Team Member)
- *Policy analysis and health impact assessment of policies of non-health ministries'* (Ministry of Finance, Labor, Agriculture and Consumer affairs) on risk of Non communicable diseases (October-2014- March 2015) for WHO India office (Team Member)

RESEARCH SUPERVISION

- Guided seven Master's Thesis (M.A. in Public Management & Policy Analysis) at International University of Japan
- Several Management students in Summer Internship at T. A Pai Management Institute
- Master's thesis for Masters of Public Health Student at Prasanna School of Public Health Manipal University

SERVICE-RESEARCH

- Co-convener for round table on "Public Policy Education in India" Indian Public Policy Network Conference (2021) Indian School of Business Mohali 26th-27th March 2021.
- Guest Editor for special Issue on "Inter-Organizational Governance Flexibility" –Global Flexible System Management, Springer 2021.
- Guest Editor for special Issue on "Collaborative Governance in Rural Contexts: Organizational and Institutional Dynamics" "Journal of Rural Studies, Elsevier 2021
- Guest Editor for special Issue on "Policy Entrepreneurship in developing Countries" –Journal of Asian Public Policy, Taylor and Francis.
- Convener Healthcare Conference and Conclave "Positive Disruptions in Healthcare and Income Security in India" 11TH -12TH November 2016 at T.A. Pai Management Institute.
- Panelist at "National Health Policy 2017" Panel Discussion Organised by Department of Public Health Central University of Kerala Kasargoad 13th July 2017.
- Moderator, Panel discussion on "Role of Institutions and Policies on Entrepreneurship" MANEESHI 2017 Organized by T A Pai Management Institute.
- Member International Public Policy Association
- Member Indian Public Policy Network
- Reviewer for – Asian Journal of Public Policy, South Asian Journal of Management, Finance Research Letters; Asia Pacific Journal of Health Management, Asian Journal of Public Policy.

SERVICE-INSTITUTION

- Member, Steering Committee International University of Japan Research Institute, 2020-21
- Member, Faculty Recruitment Committee, Graduate School of International Relations, International University of Japan 2020.
- Director: Post Graduate Diploma in Management (Healthcare Management) T A Pai Management Institute (December 2015- May 2019)
- Director International Relations T A Pai Management Institute (December 2016- May 2019)
- Co-chair Post Graduate Program Committee T A Pai Management Institute (December 2015- May 2019)
- Member Placement Committee T A Pai Management Institute (December 2015- May 2019)
- Member MIP Committee T A Pai Management Institute (December 2015- May 2019)
- Member Curriculum Committee T A Pai Management Institute (December 2015- May 2019)
- External Examiner, Master's in Public Health Program Central University of Kerala Kasargod.

SERVICE-POLICY COMMUNITY/INDUSTRY

- Invited Speaker “Government sponsored schemes: Meant for poor, but beyond their reach” Healthcare Sabha-2017, 9-12 February 2017 organized by Indian Express Group.
- Moderator, Panel Discussion on “Sustainable Health Financing in India” Healthcare Sabha 2017 organized by Indian Express Group 9-12 February 2017.
- Trustee, ARMAAN India <http://www.armman.org/>
- Resource Person (Health) Global Village Foundation

PROFESSIONAL EXPERIENCE

1. Population Services International (PSI), Mumbai

Project Manager October 2005-June 2007

- Worked in the Washington D.C. based leading social marketing organization , implementing national social franchising program, for Sexually Transmitted Infection (STI) implemented in 100 towns of India.
- Overall in-charge for demand creation for 100 network clinics in the Mumbai-Thane district including operations, media planning and communication, research and human resource management, managing a team of 50 employees.

Communication Training Specialist- October 2004–September 2005

- Organized & conducted a series of trainings of the network physicians as a facilitator on enhanced clinical management of male sexually transmitted infections and HIV prevention & care, based on the training module developed by the national project.

2. Society for Nutrition Education and Health Action (SNEHA), Mumbai
Consultant (part-time) October 2004–September 2005

- Led data analysis and report writing of healthcare facility survey of Municipal Corporation of Greater Mumbai (MCGM) & facilitated design of monitoring and evaluation system.

Project Officer: June – September 2004

- Working on project for improving quality of maternal and child care in public hospitals in Mumbai. Liaised with the policy makers, administrators and managers of public hospitals.
- Facilitated workshops and implemented baseline assessment of facilities.

FACULTY DEVELOPMENT PROGRAM PARTICIPATION

- Case Method Teaching Seminar Feb- 12-13 2016, Harvard Business School & IIM Ahmedabad
- Summer School Course in Qualitative Comparative Analysis 2013 National University of Singapore
- Doctoral Workshop on Research Methodology, Indian Institute of Management, Ahmedabad 7th January 2013
- Equity Analysis in Health Systems, 2nd Global Symposium on Health Systems Research Beijing China 30th Nov'12
- Summer School Course in Econometric Analysis 2012 National University of Singapore
- Workshop on the Lancet Series on Health in Southeast Asia, Lee Kuan Yew School of Public Policy, National university of Singapore, Singapore in 2011
- NIHA Research Workshop, Global Asia Institute, National University of Singapore, Singapore in 2011

Do policymakers use social media for policy design? A Twitter Analytics Approach

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T A Pai Management Institute, India

Abstract

Social media has been widely used for communicating information, awareness, and promote public policies by government agencies. However, limited attention has been paid to the use of social media in improving the design of public policies. This paper explores to what extent citizens' opinions and responses expressed on social media platforms contribute to policy design. The paper analyzes discussion about the 'Ayushman Bharat' scheme on Twitter through social media analytics techniques such as content analytics and then traces the change in policy design over two years. To validate findings from Twitter data, and assess the evolution in policy design, we conducted in-depth interviews with experts and extensive document analysis. The paper reveals that consistently similar issues were raised by experts in the past as well as by citizens in the current scheme. However, over time policy design has not changed significantly. Therefore, despite a strong social media presence, its optimum use to improve policy effectiveness is yet to be achieved. The paper contributes by exploring the role social media can play in the public policy process and policy design in developing countries' contexts and identifies gaps in existing social media strategies of public agencies.

Keywords: Social Media, Twitter Analytics, Public Policy, Policy Co-Design, Policy Responsiveness

1. Introduction

Policy design is considered to be the core of effective public policy (Peters, 2015; Howlett, 2019). In developing country context, poor policy designs have been common due to the high incidence of bargaining, corruption of clientelism, log rolling, electoral opportunism, and capacity constraints (Boubakri et al., 2008; Bali & Ramesh, 2015). Limited policy monitoring and the use of data remain crucial constraints in improving policy design in developing countries (Khawaja, 2011; Holvoet & Inberg, 2014). The emergence of Social Media (SM) platforms has made it easy and cost-efficient to capture citizens' reactions and opinions on a public policy or scheme (Eze et al., 2016; Miah et al., 2017; Morgan et al., 2018; Aswani et al., 2018b). In recent years, SM has emerged as a powerful tool to engage various stakeholders in the knowledge exchange process (Corcoran & Duane, 2018; Morgan et al., 2018; Lim et al., 2019), and government agencies are also actively using SM for various purposes (Chun & Luna-Reyes, 2012; Linders, 2012; Malsbender et al., 2014; Hacker et al., 2017; Eom et al., 2018; Hedestig et al., 2018). However, little is known about the use of Social Media Analytics (SMA) in policy co-design, which requires policy designers and citizens to come together to design solutions to problems critical to improving the effectiveness of policy design.

Controlling opportunism in partnerships: a process view

Dayashankar Maurya

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Controlling
partner
opportunism
in PPP

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Abstract

Purpose – Controlling partner opportunism in public-private partnership (PPP) requires effective adaptation of governance mechanisms over life-cycle. This paper proposes a process framework of effective governance adaptation for controlling partner opportunism in case of PPP.

Design/methodology/approach – Using in-depth interview data and extensive secondary data, a comparative case analysis of governance adaptation for controlling partner opportunism in two provinces in the “National Health Insurance Program” in India was conducted. The study uses contextual analysis and critical incident technique to identify the opportunistic behaviors and use processing tracing to map the adaptation of governance mechanisms for effective control of partner opportunism.

Findings – The paper makes several propositions and proposes a three-stage framework for effective governance adaptation for controlling partner opportunism. The study proposes that governance adaptation begins with the iterative process of discovering governance needs, followed by the dynamic interaction between governance mechanisms shaping the adaptation process. The process ends with two-dimensional alignment—alignment of partner’s goal and alignment of governance mix with governance needs resulting in effective governance.

Research limitations/implications – The paper contributes to the existing debates on governance mix and its effectiveness in PPP by proposing two-dimensional alignment for optimal governance adaptation leading to effective PPP governance.

Originality/value – Existing research presents contradictory findings about the effectiveness of governance mechanisms to control partner opportunism. The proposed process-view of governance adaptations tries to address this conundrum to some extent.

Keywords Contract governance, Governance adaptation, Public-private partnership, Partner opportunism, Public health

Paper type Research paper

1. Introduction

New public management reforms that championed market-based principles and retreat of the state in the form of privatization, contracting and public-private partnerships (PPP) are argued to have weakened in recent years, especially in west with recognition of in-efficiency accountability failures (Manning, 2001; Brinkerhoff and Brinkerhoff, 2015) and capacity constraints (Brown and Potoski, 2003; Farazmand, 2009). On the other hand, they are argued to persist as well as deliver even in a developing country context, provided reform items are selected carefully and given enough consideration (Dan and Pollitt, 2015; Aoki, 2019; Elias Sarkar, 2006).

One of the common models of NPM reforms, PPP are widely adopted in emerging economies; however, significant issues in the governance of these arrangements have been observed (Ping *et al.*, 2015; Hodge *et al.*, 2018). Research on governance of inter-organizational arrangements including PPPs has thrived in recent times with streams of the literature examining categorization of governance mechanisms, the interaction between them,



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RESEARCH ARTICLE

WILEY

Understanding public health insurance in India: A design perspective

Dayashankar Maurya 

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Present address: Dayashankar Maurya,
Graduate School of International Relations,
International University of Japan, Minami
Uonuma-shi, Japan.

Summary

It is broadly accepted that health policy is crucially affected by contextual conditions. Yet, little is known about how the context limits the effectiveness of public health insurance (PHI) programs and the extent to which these limitations could be overcome. The objective of the paper is to address these issues on the basis of the examination of 17 PHI schemes introduced by federal and state governments in India since independence. Faced with the challenge of simultaneously expanding insurance coverage while containing costs, governments have overwhelmingly favored the latter. At the same time, governments have lacked the capacity to monitor performance, which has led providers to compromise quality in return for low payment rates. While there have been modest improvements in recent years, reform efforts have been hindered by contextual conditions that constrain the use of measures to control profiteering by for-profit agencies. The paper argues that system-wide data on the quality of providers (system-level operational capacity) and the ability of public agencies to monitor quality and link it with payment (organizational-level operational capacity) critically determined the program effectiveness. We demonstrate the interaction between contextual variables, program design elements, and policy capacity linking to performance, arguing for a broader approach to understand PHI performance. We extend the present frameworks on PHI effectiveness that have narrowly focused on the design of health financing functions

Present address: Dayashankar Maurya, Graduate School of International Relations, International University of Japan, Minami Uonuma-shi, Japan.

Program design, implementation and performance: the case of social health insurance in India

DAYASHANKAR MAURYA*

Chairperson Healthcare Management, T.A. Pai Management Institute, Karnataka, India

M. RAMESH

UNESCO Chair on Social Policy Design in Asia, Lee Kuan Yew School of Public Policy, National University of Singapore, Bukit Timah, Singapore

Abstract: Published works on health insurance tend to focus on program design and its impact, neglecting the implementation process that links the two and affects outcomes. This paper examines the National Health Insurance [Rashtriya Swasthya Bima Yojana (RSBY)] in India with the objective of assessing the role of implementation structures and processes in shaping performance. The central question that the paper addresses is: why does the performance of RSBY vary across states despite similar program design? Using a comparative case study approach analyzing the program's functioning in three states, it finds the answer in the differences in governance of implementation. The unavoidable gaps in design of health care program allow abundant scope for opportunistic behavior on the part of different stakeholders. The study finds that the performance of the program, as a result, depends on the extent to which the governance mechanism is able to contain and channel opportunistic behavior during implementation. By opening up the black box of implementation, the paper contributes to improving the performance of national health insurance in India and elsewhere.

Submitted 4 November 2017; revised 4 April 2018; accepted 24 April 2018

Summary at glance

- The literature on health insurance tends to focus on its design and impact rather than on the structures and process of implementation that may have a larger effect on the performance of the program.
- For a health insurance program to be effective, implementation structures and processes need to be aligned with the program's design.

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Managing partner opportunism in public–private partnerships: the dynamics of governance adaptation

Daya Shankar Maurya  and Amit Kumar Srivastava 

T.A. Pai Management Institute

ABSTRACT

Controlling partner opportunism in public–private partnership (PPP) is still controversial despite its extensive adoption. We demonstrate that partner opportunism gets controlled by the extent to which deployed governance mechanisms are aligned with the governance needs of the transaction. As unique constraint, the institutional voids limit this alignment. If not aligned with governance needs, governance adaptation cycle continues, resulting in extensive or minimally acceptable partner opportunism. The organizations tolerate opportunism as long as they derive some economic value. In the context of institutional voids, the risk of exploitation of incomplete contracts is high but if governed effectively PPPs could still deliver value.

KEYWORDS Public–private partnership; governance adaptation; partner opportunism; emerging economies; health sector

Introduction

Controlling partner opportunism has been one of the central goals of governance of inter-organizational relationships (Williamson 1985; Nooteboom 1996; Wathne and Heide 2000; Das 2006; Das and Kumar 2011; Wang et al. 2013). The literature on business and inter-organizational alliances has debated on the right combination of governance mechanisms to control partner opportunism, with contradictory evidence. Governance mechanisms may both reduce and increase partner opportunism when used in isolation (Poppo and Zenger 2002), as well as when used in combination (Caniëls and Gelderman 2010). Controlling partner opportunism is more critical as well as complex in the context of public–private partnerships (PPPs) in emerging economies (Luo 2002; Ping Ho et al. 2015). This study examines the dynamics of governance adaptation that helps partner organizations achieve a required governance mix to control partner opportunism effectively, especially in PPP alliances.

PPPs have emerged as an important form of inter-organizational relationship to deliver public value. PPPs are growing in leaps and bounds in emerging economies despite their high failure rate (Ping Ho et al. 2015; Luo 2006) and limited evidence on their effectiveness (Leitão, de Moraes Sarmiento, and Aleluia 2017; Hodge, Greve, and Bigautane 2018). Partner opportunism has been identified as one of the key reasons for the failure of PPPs (Garvin 2009; Cheung and Chan 2010; Ahmadjian and Collura 2012). However, only a few studies explore the ways to manage partner opportunism in PPP