

Africa Evidence Network

Closing Remarks

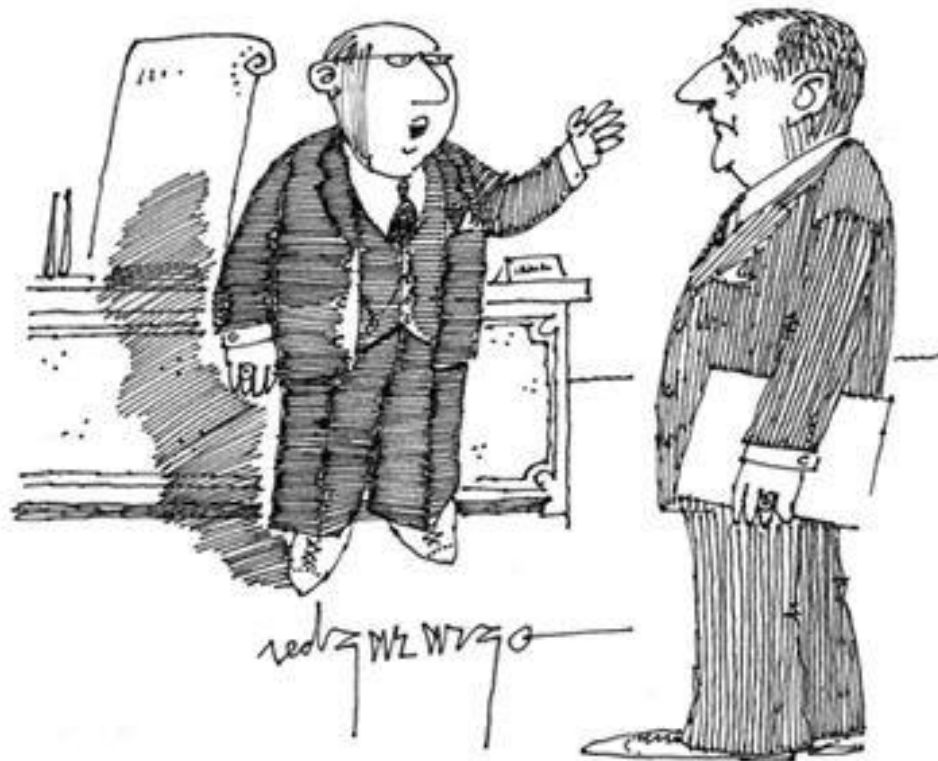
Evidence informed policy making in the public sector: Quo
Vadis

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Content

- Background
- The world of the policymaker
- The world of the researcher
- Some frameworks to consider

"WHILE DOING THE RESEARCH, KEEP IN MIND THERE ARE ONLY TWO KINDS OF FACTS... THOSE THAT SUPPORT MY POSITION... AND INCONCLUSIVE."



Truly competent and effective practitioners base their day-to-day decisions and long-term priorities on solid research findings in their field.

- Leedy & Ormrod, 2010

Few decision makers ignore good information when they can get it. And most accept that there will be times they can't get it and so will have to rely on instinct. Fortunately, the **intellect informs both intuition and analysis**, and research shows that people's instincts are often quite good.

- A Brief History of Decision Making
Leigh Buchanan & Andrew O'Connell
Harvard Business Review, 2006

“People with high levels of personal mastery...cannot afford to choose between reason and intuition, or head and heart, any more than they would choose to walk on one leg or see with one eye.”

- Peter Senge, 1995

What is the Problem Statement?

“There is a shortage of evidence on policy makers’ actual capacity to use research evidence and there is even less evidence on effective strategies to build policy makers’ capacity”

- The use and abuse of research evidence
Posted on 2 April 2013 in Featured, Making
your research accessible by Andrew Clappison

- Huge obstacle flying in the face of this focus on evidence informed policy making (EIPM) - the fact **we live in a socially constructed world, where politics, culture and power shapes peoples behaviour and norms.**
- **Change in these areas is notoriously difficult** and means interventions aiming to facilitate EIPM face a series of ‘wicked’ challenges.

The use and abuse of research evidence
Posted on 2 April 2013 in Featured,
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Organisations are not constructed of bricks and mortar
(or circuit boards and routers)

Rather,

Organisations are socially constructed of interactions
between and among individuals.

It's the people!

- Edwin Nevis, Founder and President of Gestalt International Study
Centre, Organisational and Systems Development Programme, 2008

EIPM Challenges

- First, EIPM **relatively new approach** and no one has had time to get the systems and structures right.
- Second, there is no system strong enough to overcome **socially embedded culture and power dynamics** at the heart of our everyday world.
- Third, **cultural, attitudinal and behavioural change** is required in **every corner of society** in order to see the full horizontal integration of EIPM, and based on current trends society is not ready for this.
- Finally, until achieving EIPM is framed as a **‘governance’ problem** (with its multiple and complex facets) any future intervention will simply be floating around the edges of this wicked issue.

Public Sector Context

On life in the public sector.....

- The public sector is a challenging, turbulent, complex, dynamic and transforming setting. - Vaill, 1996; Kramer, 2008: 297; Newman et al., 2009
- We face a crisis in public leadership - Beinecke and Spencer (2009: 340)
- Managing in the turbulent context of today's public service means immersion into permanent white water. - Kramer (2008: 297)

On policy in the public sector.....

- Reforms in public policies and administrative systems are frequent - Beinecke and Spencer (2009: 340)
- Implementation of public policy is one of the enduring frustrations of government due to the complexities and subtleties of the public sector. - Holzer (2008: 21)
- Policy responsive to interest groups (middle class and formal business sector, organised civil society) - Bruce and Bullen (2011)

Research Community

Challenges in the research community

- Rigour of sources/quality of research outputs
- Terminology/language consistency
- Value other forms of evidence besides research evidence
- Research community not homogeneous: differing theoretical perspectives, ideologies/worldviews, research methods...
- Research rarely conclusive, conflicting evidence, generalizability
- Few researchers and research outputs in low-income countries

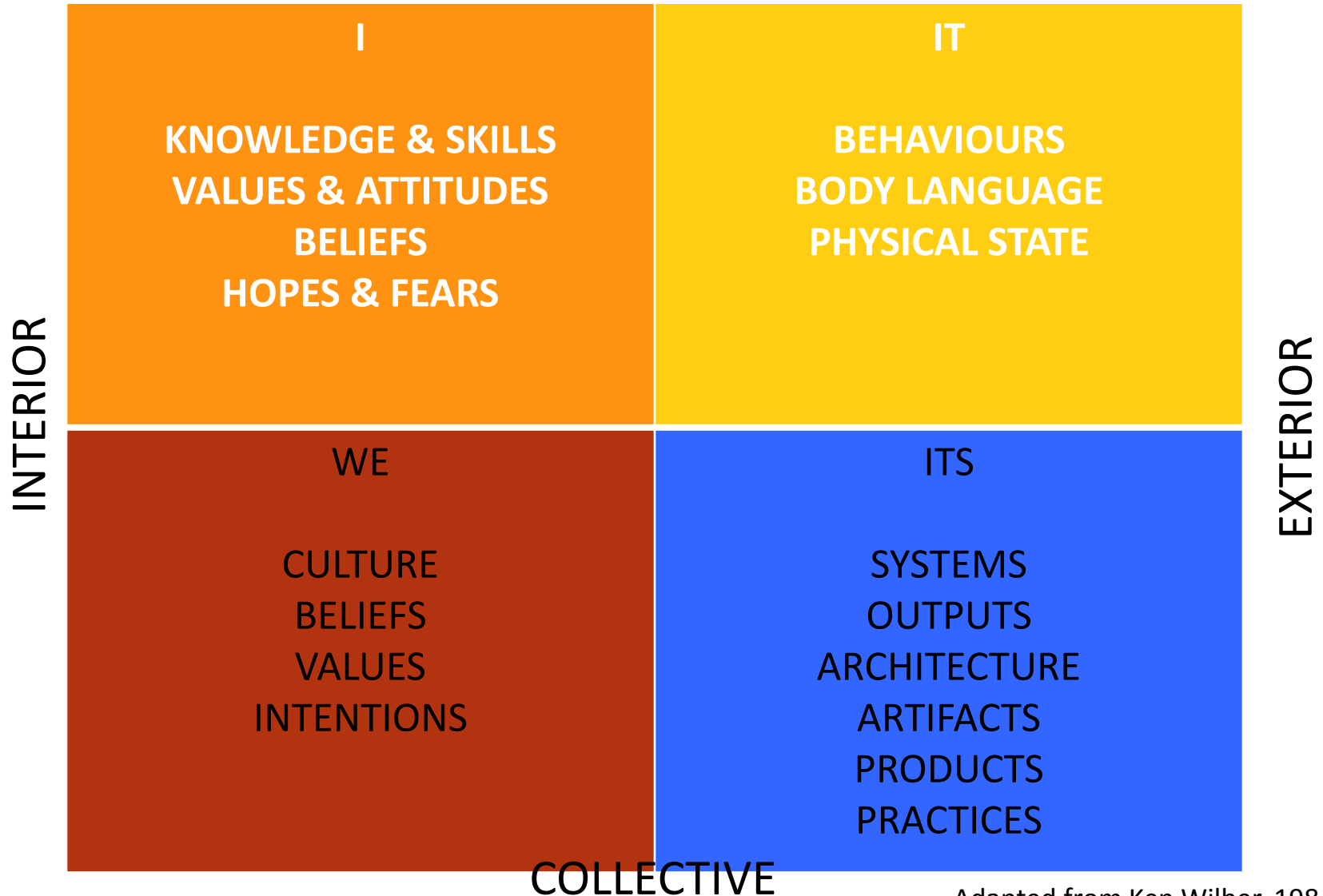
Great potential in EIPM...great deal of learning needed

- Challenges for researchers:
 - Low use of research evidence by policymakers.
 - Gap between researchers and policymakers
 - **How** to improve demand for data and knowledge – burning question for researchers at colloquium
 - Need to understand **why** poor uptake of evidence
- Consider leadership behaviours, organisational culture, public sector realities – the world of the policymaker
- Building relationships, trust, bridges

Useful Frameworks

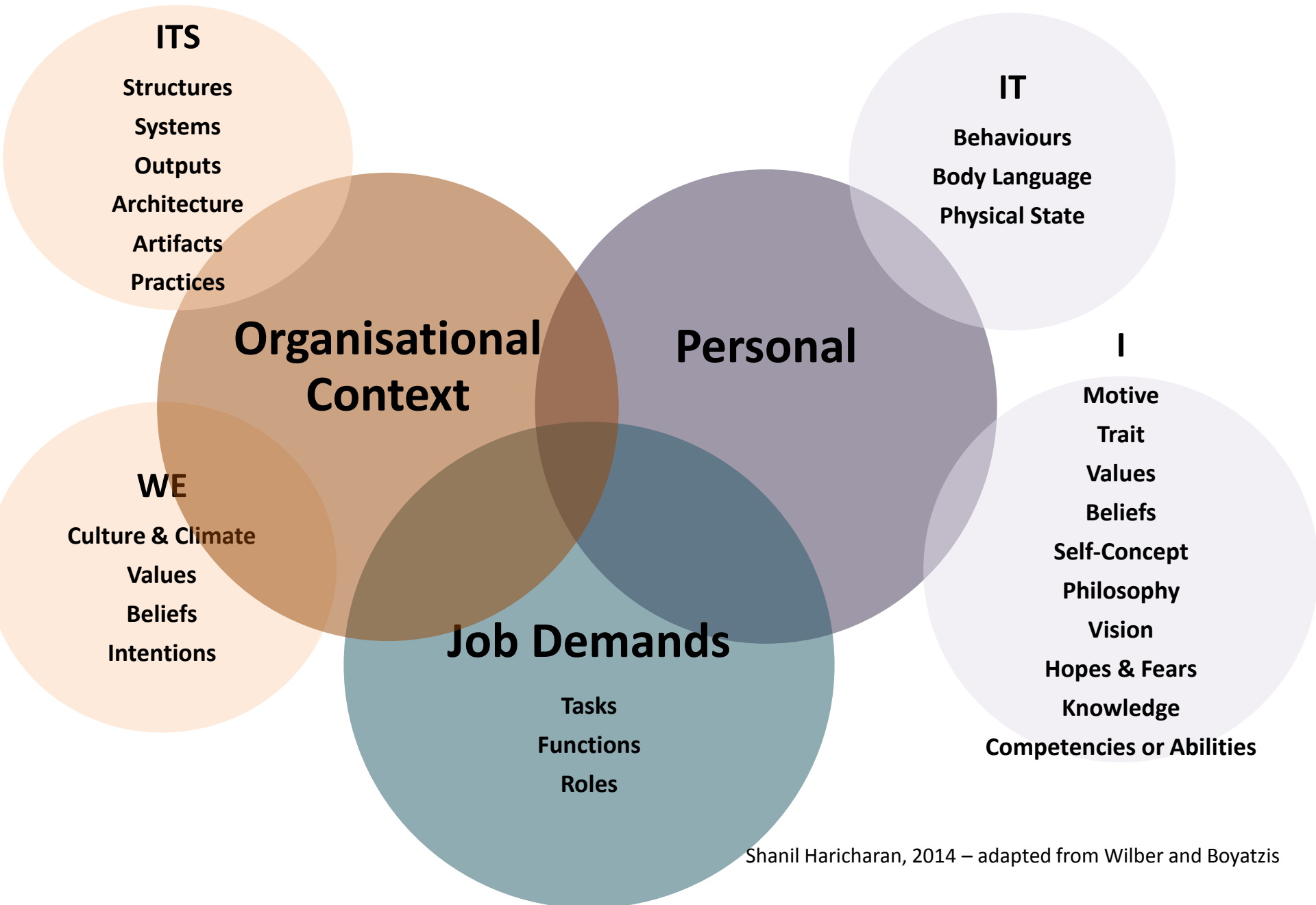
INTEGRAL THEORY

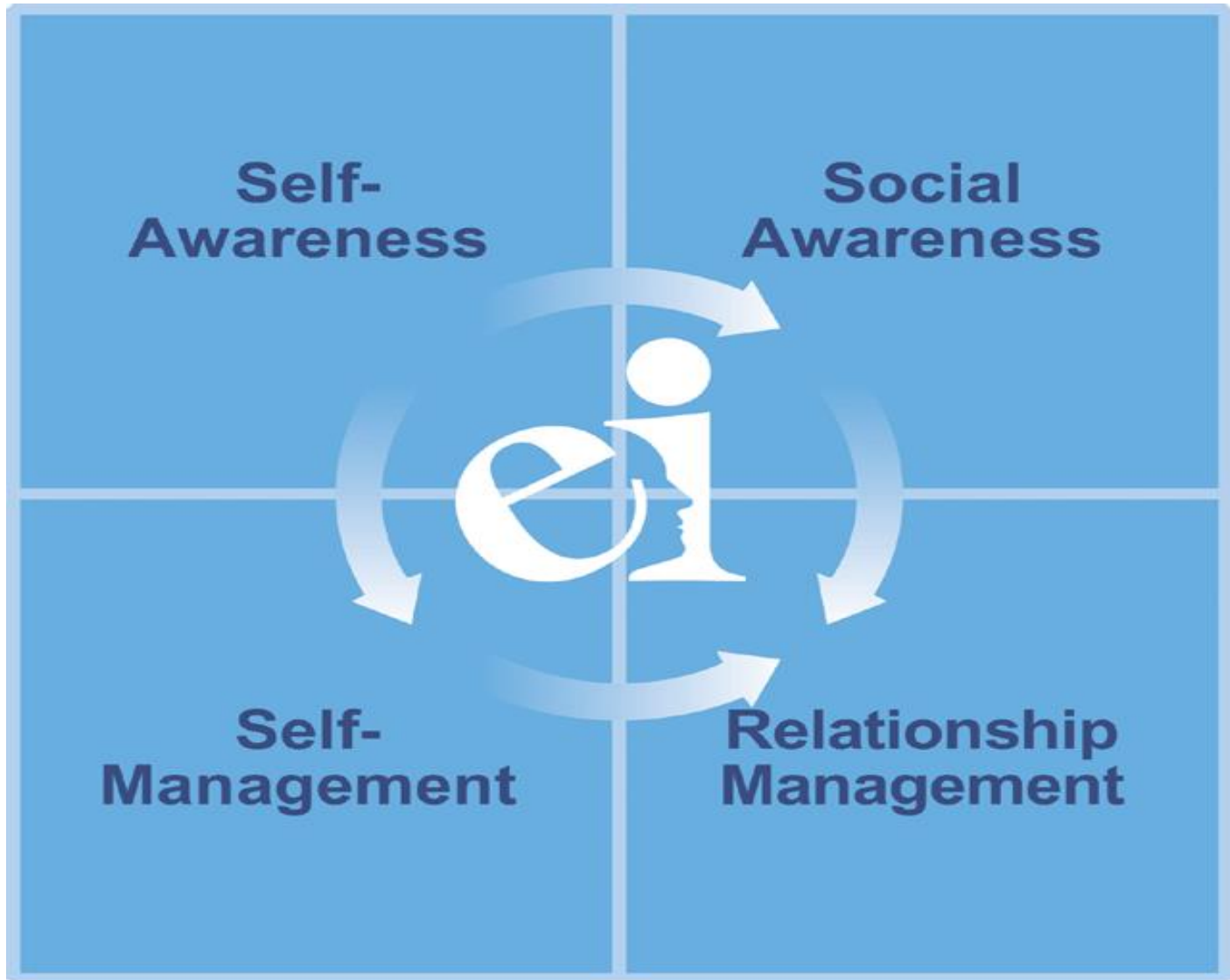
INDIVIDUAL



	INTERIOR	EXTERIOR
INDIVIDUAL	<p>Intentional Motivation Theories Psychoanalytical Organization Theory Managerial Theories Strategic Negotiation School</p>	<p>Behavioral Behaviorist School Organizational Development Theory Theory of Economic Behavior Radical Theory</p>
COLLECTIVE	<p>Cultural Cultural Theory Anthropological Theory Quality Management Postmodernism Power Theory Business Ethics Corporate Social Responsibility Knowledge Management Excellence Theories</p>	<p>Social Industrial Economics Theory of Economic Behavior Theory of the Firm Managerial Theories Organizational Economics Agency Theory Transaction Cost Theory Evolutionary Economics Theory Theory of Resources and Capacities Structural Theories School of Administrative Process: Fayolism Bureaucratic School The Classical Theory of Public Administration Neoclassical and Empirical Theory Quantitative Theory Behaviorist School Social Systems School Organizational Development Theory Systems Theory Sociotechnical Theories Contingency Theories Excellence Theories Population Ecology Chaos Theory Resource Dependency Theory Interorganizational Analysis Theories Psychosocial School and School of Human Relations Organizational Learning Institutional Theories Organizational Ambiguity Theories Quality Management Strategy Schools Organizational Configuration Theory Organizational Change Theory Network Analysis and the Theory of Cooperation Knowledge Management</p>

Table 1. The main organizational theories mapped to the quadrants of the AQAL model.





Source: Hay Group, 2011

Emotional Intelligence Cluster (I)	<ul style="list-style-type: none"> • Self-Awareness: Emotional Self-Awareness 	<ul style="list-style-type: none"> • Self-Management Achievement Orientation Adaptability Emotional Self-Control Positive Outlook
Social Intelligence Cluster (We)	<ul style="list-style-type: none"> • Social Awareness Empathy Organisational Awareness 	<ul style="list-style-type: none"> • Relationship Management Conflict Management Coach and Mentor Influence Inspirational Leadership Teamwork

Questions to ponder...

- What is the researcher's understanding of the policymaking context, processes, governance, drivers, etc. in the public service?
- What is the policymaker's understanding of the research context, processes, governance, drivers, etc. within the research community?
- What are the critical success factors for transparent, relevant, authentic, context-based EIPM?

Thank You!

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