

Whose evidence of what progress?

Looking at policy issues with distributed responsibility
for delivery

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Content of the talk

1. The implications of distributed responsibility
2. 'Messy partnerships' and behaviour change
3. The social framework

What we're familiar with: outcomes = f(inputs + activities)

...but...

Internal accountability
& control

(hierarchies, few partners)

External interaction &
influence

(networks of many partners)

Inputs
(ongoing)

Activities
(ongoing)

Outputs

Outcomes
(medium
term)

Impacts
(long
term)

Evidence of progress is owned by those
who can describe and measure 'f'...

Distributing responsibility for delivery of outcomes leads to ‘messy partnerships’

Messy partnerships:

- Resemble an ecosystem rather than an organogram
- Are fluid: new organisations or coalitions may emerge, old ones disappear
- Reflect the changing power dynamics between actors
- Make it difficult to attribute change to any one organisation
- But when they work well they foster organisational learning and institutional transformation

Messy partnerships imply a focus on behaviour change

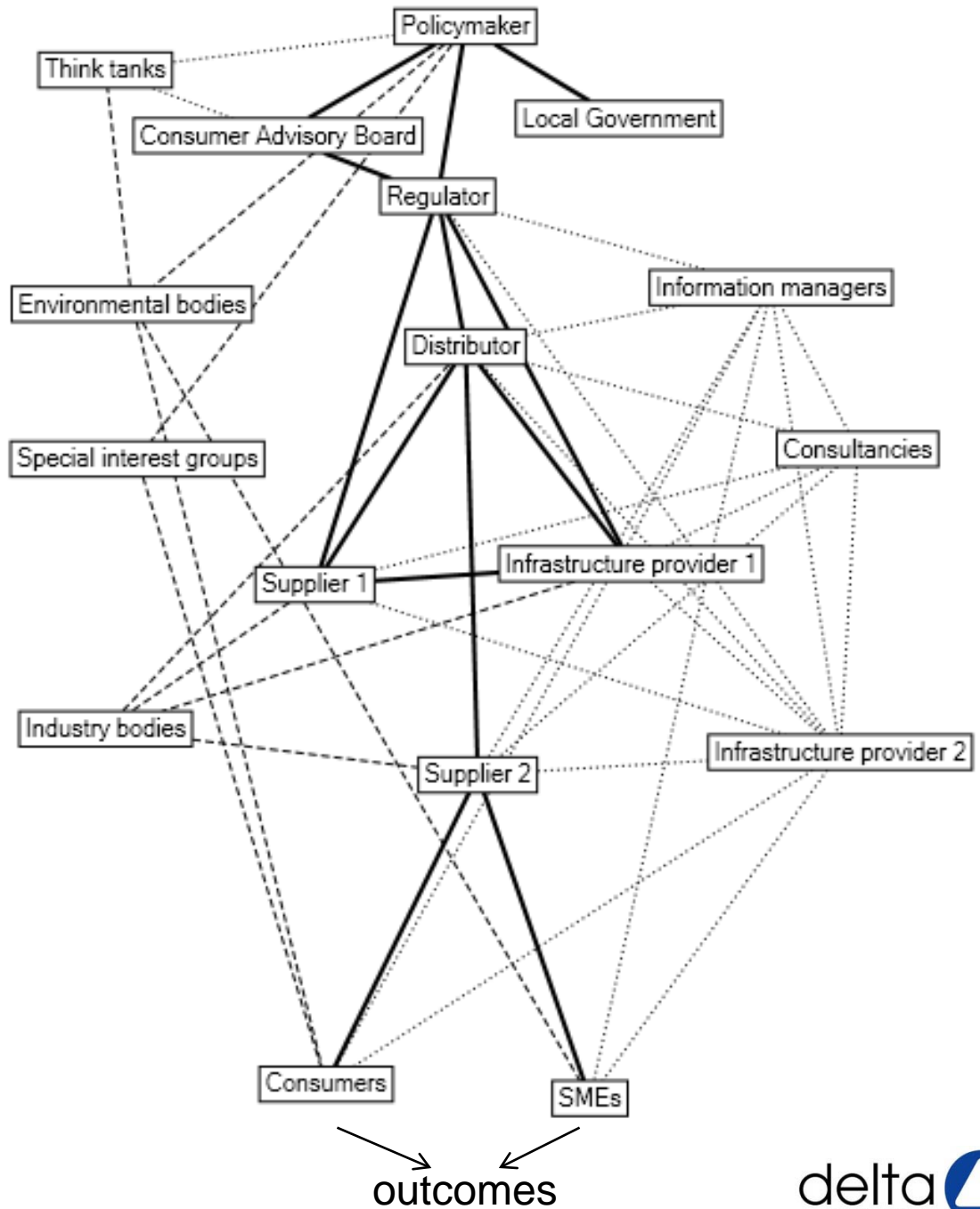
- Social change results from people's and organisations' activities and their relationships
 - *So in looking at outcomes and impacts, behaviour change (at all levels) is the right focus for analysis and intervention*
 - *Not just 'outcome = f(input+activity)'*
- Different types of relationship in messy partnerships
 - *Accountability (and funding)*
 - *Voice (influence and challenge)*
 - *Service provision (data, skills, capacity)*
 - *And different interpretations of those relationships*
- Logic models on their own can't encompass these issues

Behaviour change demands social, not logical frameworks

- Begin by constructing a simple social network map
 - *We used NodeXL*
- Describe the different relationships between actors
- Pull out the priority pathway for monitoring
- Seek indicators of behaviour change for all actors along the pathway
 - Immediate (start to see)
 - Desired (like to see)
 - Hoped-for (love to see)
- Put them together in a results chain

A social network map

- Accountability
- - - Voice
- · · Service provision



A social framework

(in this case for the accountability relationship)

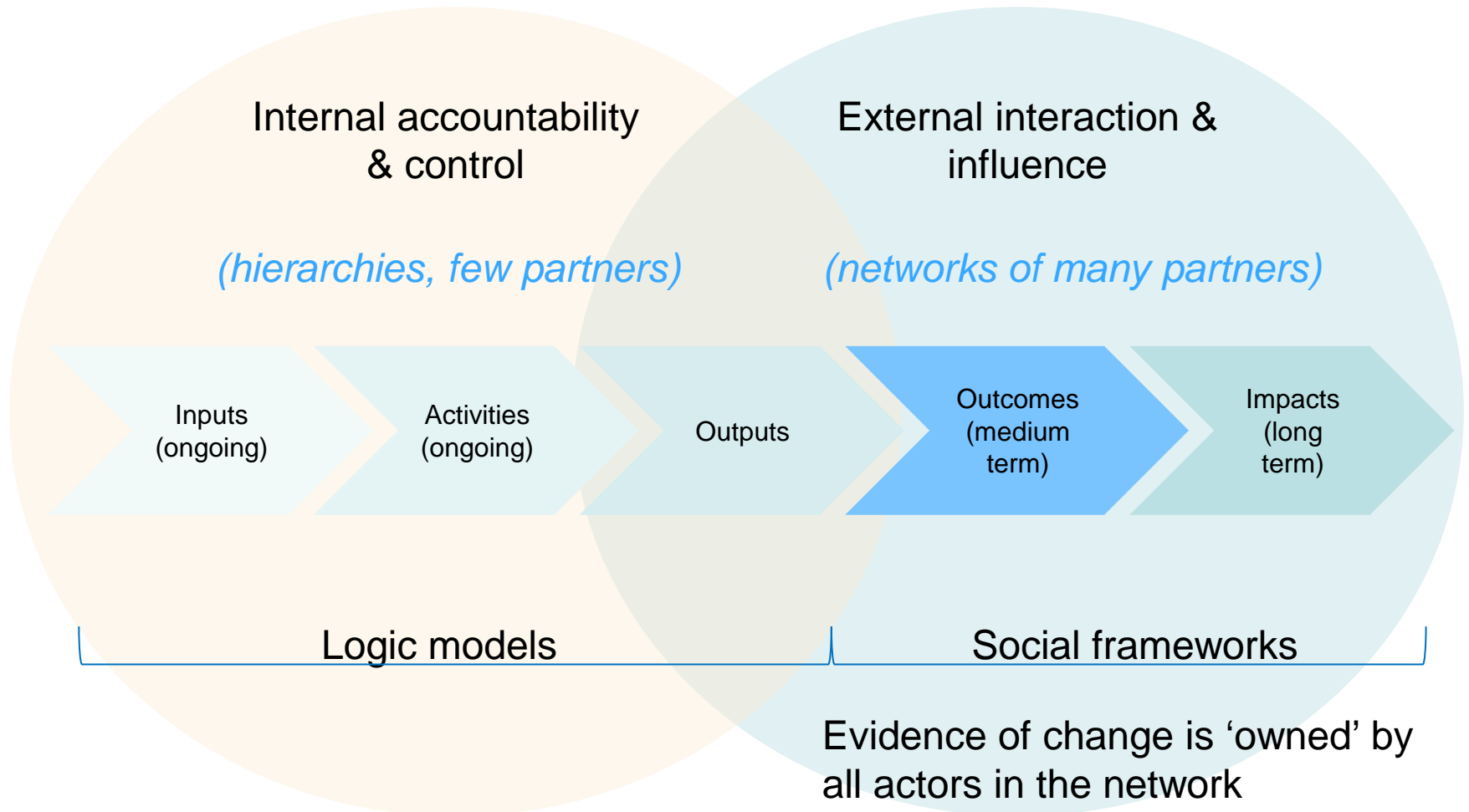
Outcome challenges by actor	Progress markers	Means of verification	Assumptions and risks
Consumers and SMEs will change their behaviours but only...			...if these things happen...
...and if suppliers act in a certain way...	etc		
Which means infrastructure provider 1 <i>will have to</i> ...			
...and at the same time the distributor <i>will need to</i> ...			
So the consumer advisory board <i>must ensure</i> that..			
Which means the regulator <i>must</i> ...			
And so the policymaker <i>will have to</i> ...			

Look for indicators of behaviour change at each level: identify the evidence that needs to be collected to monitor progress along the causal chain

How do the service provision and voice relationships affect behaviour change along the chain?

What are the external risks to delivering the outcome?

What we're familiar with (redux)



Implications and conclusions

- It's less of a science policy nexus, more of a science policy pathway
 - *Think ecosystems rather than organograms*
- Consider the *types* of relationship between all actors, not just the current hierarchical structure
 - *Accountability is only one type of relationship*
- Focus on behaviour change at all levels
 - *Look for social change, not disembodied change*
- Use social frameworks as an engagement tool
 - *Allow all actors to 'own' evidence of change will encourage them to make sustainable decisions about their own behaviour*