



planning, monitoring
and evaluation

Department:
Planning, Monitoring and Evaluation
REPUBLIC OF SOUTH AFRICA

Institutional restructuring in South Africa

A case study on the centralization of research to influence policy and practice

HARSHA DAYAL
International conference
Transformation of research in the South: Policies and Outcomes
Paris
13-14 January 2016



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Science & Society

A story of 2 worlds...

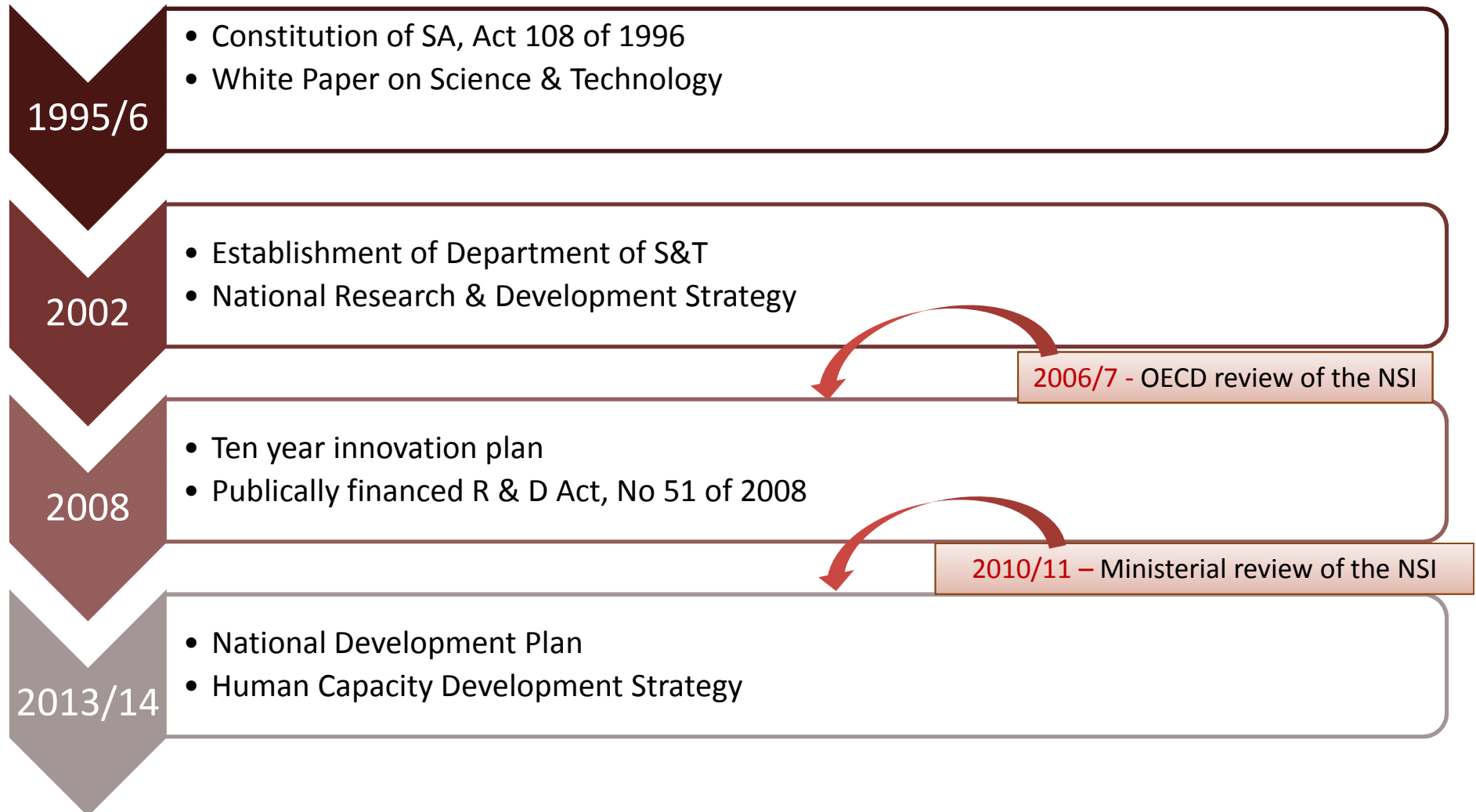


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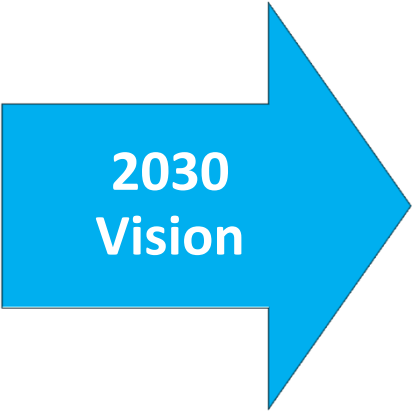
Evolution of research policy in SA

....Key highlights





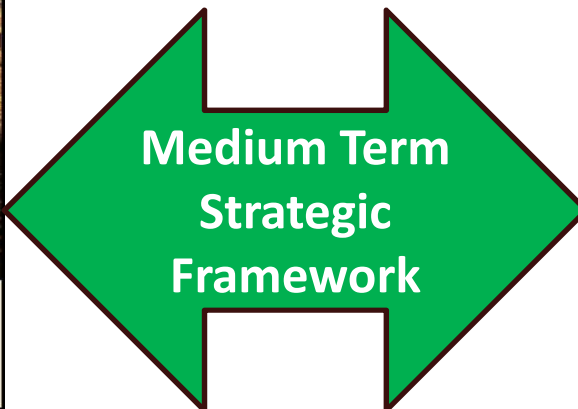
20 Years of
democracy



2030
Vision



TWENTY YEAR REVIEW
SOUTH AFRICA
1994 - 2014



Medium Term
Strategic
Framework



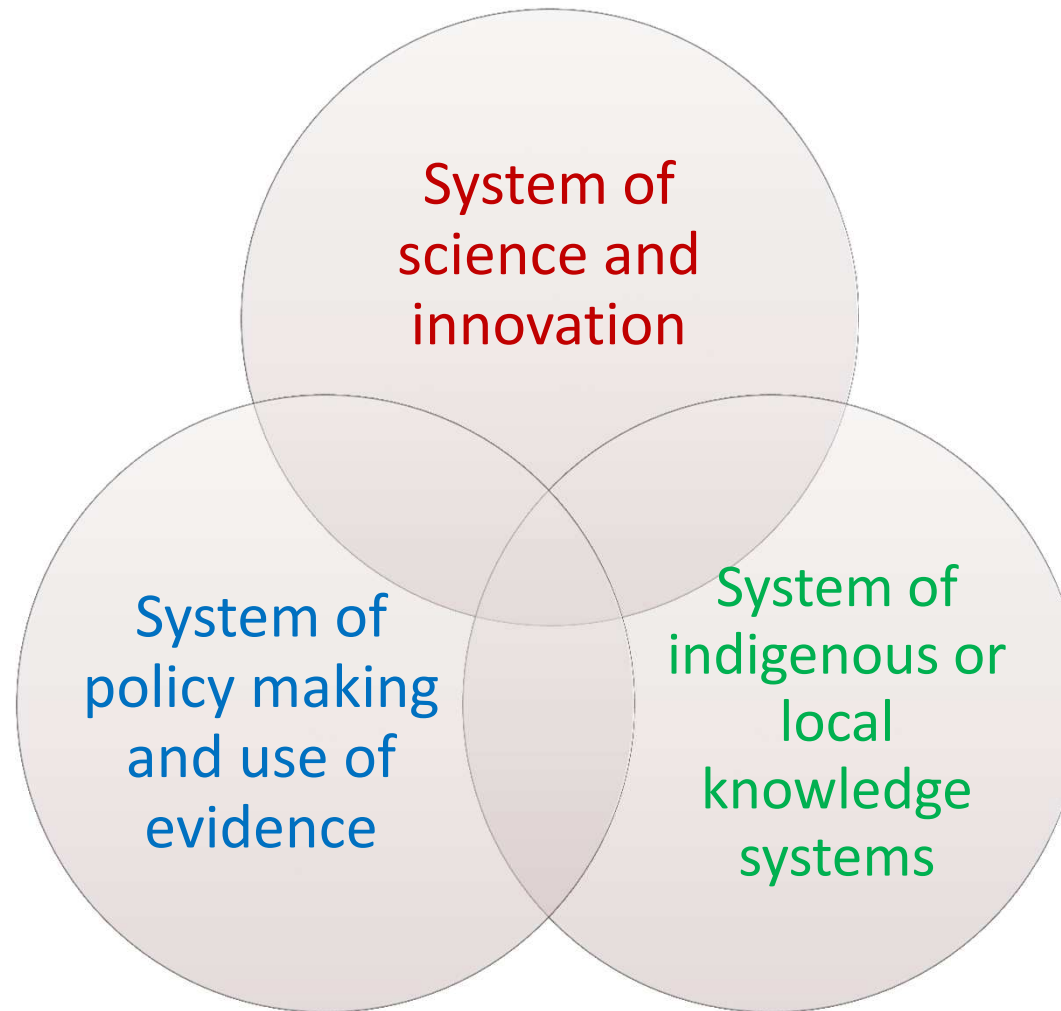
NATIONAL PLANNING COMMISSION

Our future -
make it work

NATIONAL
DEVELOPMENT
PLAN
2030

OUR
FUTURE

Interacting systems within the knowledge economy



Structure of the National System of Innovation and research in SA

Policy making level

DST, Parliament; Cabinet

Advisory

NACI; CHE; Assaf

Research and
Innovation
agencies

5 Government
departments
directly
involved:

DST; DTI; DEA;
DAFF; DHET

8 Science
Councils

23 Universities
/ Higher
Education
Institutions

4 Main public
research
funding
agencies:

NRF; MRC;
WRC; TIA

Private sector
that contribute
to R & D



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Centre of Government

CoG refers to the institution or group of institutions that provide direct support to a country's chief executive (*Alessandro, Lafuente, Santiso, 2013*)

Location within the structure of the executive branch

Functions performed

Informed by evidence – government think-tanks

1. Political coordination
2. Strategic planning
3. Coordination of policy design and implementation
4. Performance monitoring
5. Communication and accountability

Restructuring at CoG

Since democracy	Political coordination	Strategic Planning	Policy coordination	Performance monitoring	Communication and accountability
Early phase	Cabinet Presidency	Department of Finance	RDP office Presidency		GCIS
Post constitution phase	Cabinet President's Office Council of provinces	Department of Finance	Policy Coordination & Advisory Services (PCAS), Clusters		GCIS
Intermediate phase	Cabinet Presidents Office IMC's Council of provinces	National Planning Commission <i>(long term)</i> National Treasury <i>(medium term)</i>	Dept of Performance Monitoring & Evaluation, National Treasury, FOSAD, Clusters	Dept of Performance Monitoring & Evaluation	GCIS
Current phase	Cabinet Presidents Office IMC's Council of provinces	Dept of Planning, Monitoring & Evaluation, Dept of Public Service & Admin	Dept of Planning, Monitoring & Evaluation Clusters FOSAD	Dept of Planning, Monitoring & Evaluation	GC



Outcomes

1. Academic performance
2. Performance of the NSI
3. System of Government

Review findings

OECD, 2007 and Ministerial, 2010/12 findings:

“The concept of a national system of innovation had as yet gained limited currency, both in the extent to which it was understood as something wider than the sum of traditional research and development (R&D activities), and the extent to which it had been fully absorbed into the strategies of key actors (including government departments and higher education institutions).”

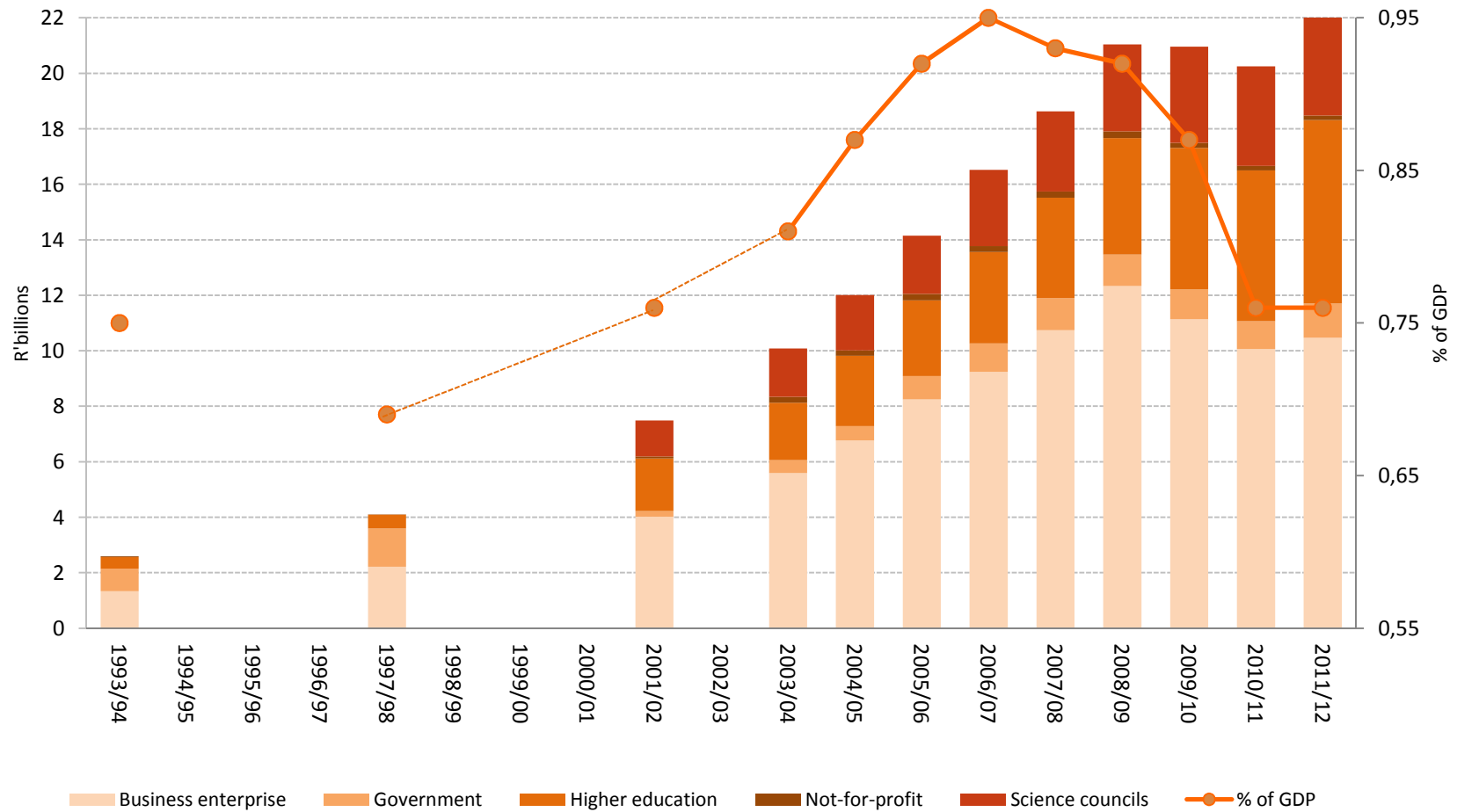
Review findings

“The NSI was making an inadequate contribution to poverty reduction and wider inclusion in the mainstream economy.”

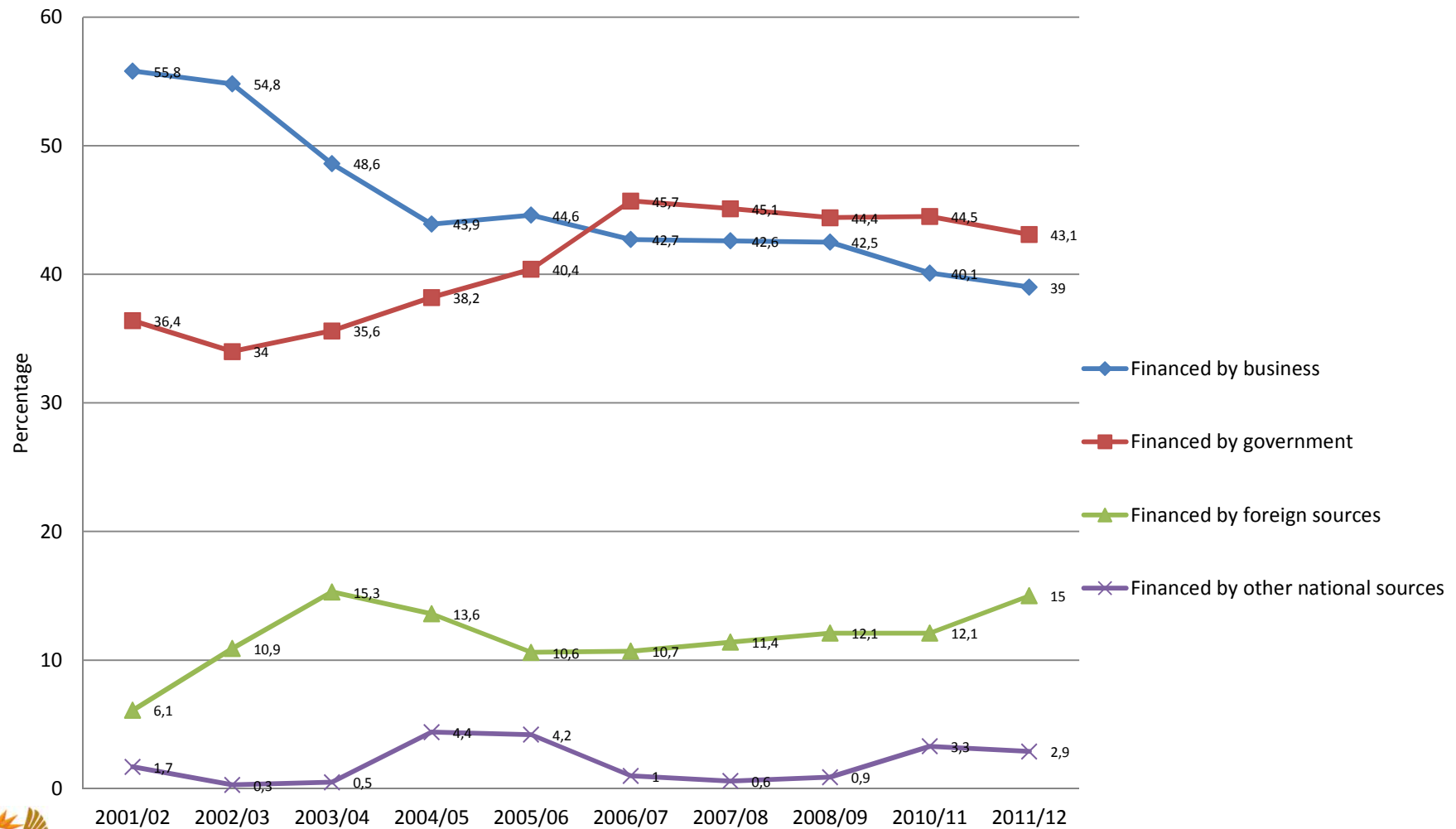
Expenditure on R & D as % of GDP

Source: Development Indicators, 2014

Expenditure on R&D



Gross domestic Expenditure on Research & Development %, 2001-2011



Knowledge-based Economy Index

	1995	2007	2008	2009	2012
Estonia	29	25	21	21	19
Hungary	31	28	28	27	27
Lithuania	44	31	30	31	32
Latvia	43	33	32	32	37
Poland	37	35	36	37	38
Slovakia	34	36	37	36	33
Chile	36	39	40	42	40
Malaysia	48	40	48	48	48
Romania	57	48	43	47	44
South Africa	49	50	55	65	67
Mexico	55	59	59	67	72
Brazil	64	54	54	54	60
Mauritius	62	64	64	64	62
Botswana	78	84	85	95	85

Data source: KAM report 2012, World Bank

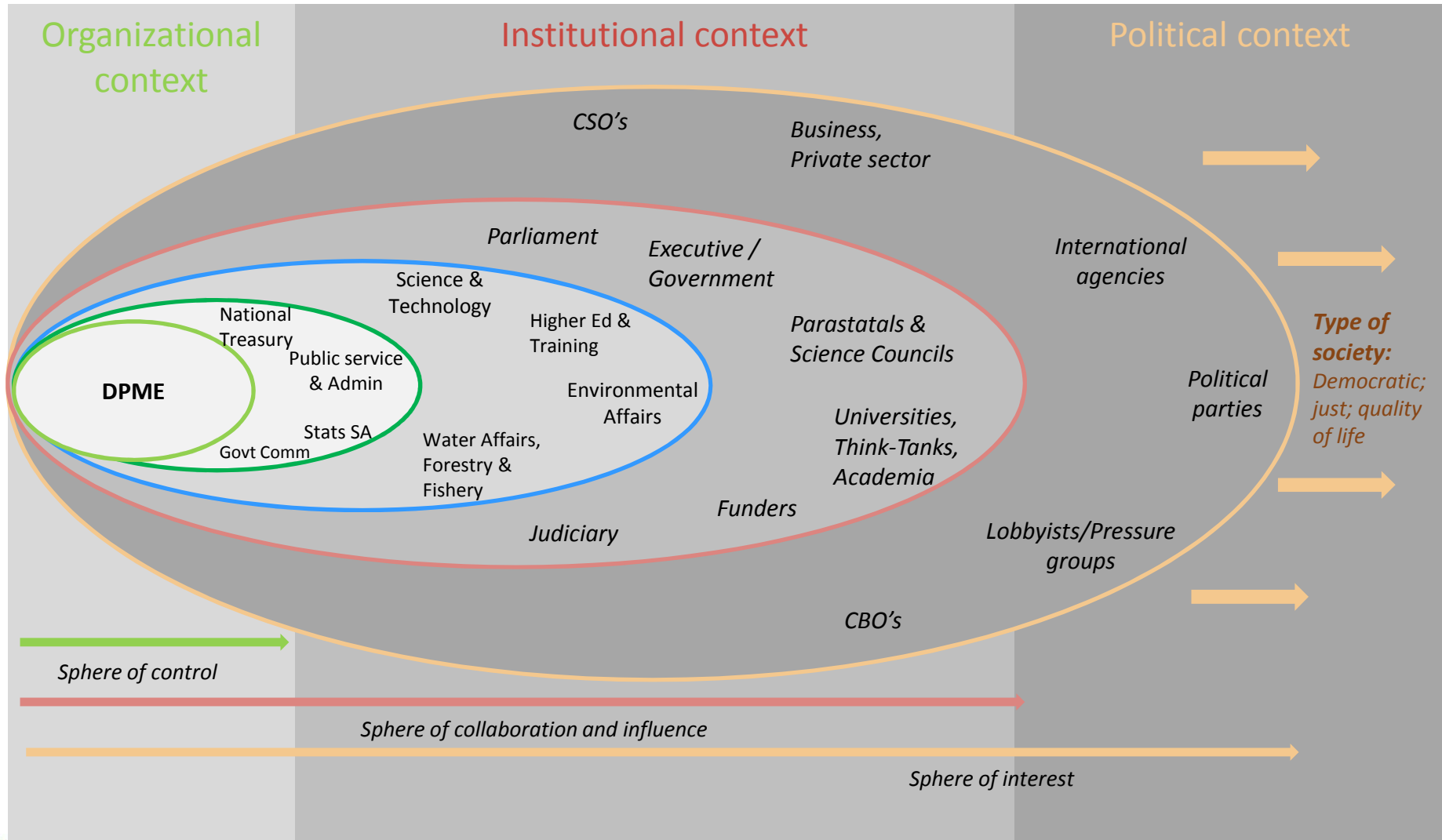


Challenges in meeting developmental objectives

1. Functional shifts, roles undefined and management practices post restructuring
2. Weak knowledge management systems to influence evidence uptake
3. Inadequate performance measures to adequately capture social innovation
4. Weak supply of policy relevant research

A case for the centralization of public sector research management...

Wider system of research in SA



Centralized roles identified

Role	Function
Research agenda setting, networks and partnerships	<ul style="list-style-type: none">• Questions arising from NDP/MTSF• Research plans per outcome• Strategic and long term planning
Capacity building	<ul style="list-style-type: none">• Build capacity at 3 levels:<ul style="list-style-type: none">• Individual: absorptive capacity, analytical and communication skills• Organizations: Policies; standard setting; management, skills, resources, finances• Systems: government-wide, institutionalization of research, planning, monitoring & evaluation



Translating roles into functions and responsibilities – informing the research strategy

Role	Function
Knowledge management and brokering	<ul style="list-style-type: none">• Evidence platform for access to relevant research outputs and data sets around outcomes• Research standards• Management of publically funded research
Champion	<ul style="list-style-type: none">• Generating and using policy relevant research• Innovation in policy research and new methodologies e.g. evidence maps and research synthesis• Advocate for policy change• Promote value for money on publically funded research





MERCI

Ngiyabonga	Ke a leboga	Ndiyabulela	Dankie	Ke a leboha	Thank you
Ngiyathokoza	Ngiyabonga	Ke ya leboga	Ngiyabonga	Inkomu	Ndi khou livhuha