

Integrating scientific outcomes into effective mechanisms to get change

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Change – the big picture

Dynamic Change Environment

- Continuity and conservation require work
- Inbuilt inertia or resistance to change means once something exists it can be hard to get rid of
- Change does not necessarily lead to improvement
- Success is in the eye of the beholder
- The outcomes of any attempt to influence change are unpredictable

Change – role of research

Kinds of change relevant for research impact

- Making change happen, by contributing to incremental or transformational...
 - Quest of on-going improvement
 - Combatting practices or behaviours that have negative outcomes for individuals or society
- Responding to particular proposed or on-going change, by contributing to incremental or transformational...
 - Adaptation
 - Mitigation
 - Passive resistance
 - Active resistance

Targets for change

- Government, business, civil society
- Policy or practice
- Structures (who to target) and processes (when, how and where to target)
- Theory can be useful, albeit partial.

How research provides support:

- Inform, trigger, drive

Working with stakeholders

- Stakeholder assessment
 - Alignment, interest and influence matrix
- Stakeholder engagement
 - Research-modified IAP2 (International Association for Public Participation) Spectrum (see overleaf)
- Stakeholder role in tackling complex problems

Complex problems have:	Stakeholders can:
No clearly defined limits	Help identify systems interconnections
Contested definitions	Provide different perspectives, esp on values
Real-world constraints on understanding and action	Help identify context-based constraints
Multiple unknowns	Help identify important unknowns and avoid unintended consequences
Imperfection, so that solutions can only ever be partial and temporary.	Help explain why imperfection is inevitable.

Resilience and persistence

References

Change

- Bammer, G., (ed) 2015 *Change! Combining analytic approaches with street wisdom*. ANU Press, <http://dx.doi.org/10.22459/CCAASW.07.2015>.
- Bammer, G. 2015 'Improving research impact by better understanding change: A case study of multidisciplinary synthesis' In Bammer, G. (ed) *Change! Combining analytic approaches with street wisdom*. ANU Press, 289-323; <http://press-files.anu.edu.au/downloads/press/p319221/pdf/ch20.pdf>.

Alignment, Interest and Influence Matrix

- Mendizabal, E. (2010). *The Alignment, Interest and Influence Matrix (AIIM) Toolkit*. Research and Policy in Development (RAPID), Overseas Development Institute (ODI): London, UK. URL: <https://www.odi.org/publications/5288-stakeholder-engagement-stakeholder-analysis-aiim-alignment-interest-influence-matrix-roma>

International Association for Public Participation spectrum and research-modified IAP2 spectrum

- Information about the IAP2 (International Association for Public Participation) Spectrum: <https://www.iap2.org/?page=pillars>
- Bammer, G. (2019). 'Key issues in co-creation with stakeholders when research problems are complex' *Evidence and Policy*, **15: 3**, 423-435. (Online open access) (DOI): <https://doi.org/10.1332/174426419X15532579188099>.

INCREASING STAKEHOLDER INFLUENCE ON THE RESEARCH 					
	INFORM	CONSULT	INVOLVE	COLLABORATE	EMPOWER
STAKEHOLDER PARTICIPATION GOAL	Researchers provide stakeholders with balanced and objective information to assist them in understanding the research process.	Researchers obtain stakeholder feedback on the research process.	Researchers work directly with stakeholders to ensure that stakeholder concerns and aspirations are consistently understood and considered in the research process.	Researchers partner with stakeholders for salient aspects of the research process.	Researchers assist stakeholders in conducting their own research.
PROMISE MADE TO STAKEHOLDERS BY RESEARCHERS	We will keep you informed.	We will keep you informed, listen to and acknowledge your concerns and aspirations and provide feedback on how your input influenced the research process.	We will work with you to ensure your concerns and aspirations are directly reflected in the research process and we will provide feedback on how your input influenced the research.	We will look to you for advice and innovation in designing and conducting the research process and incorporate your advice and recommendations to the maximum extent possible.	We will provide advice and assistance as requested in line with your decisions for designing and conducting your research, as well as for implementing the findings.

Integration and Implementation Sciences (i2S)

i2S resources: <http://i2s.anu.edu.au>

Integration and Implementation Insights blog: <http://i2Insights.org>

Global Network for Research Integration and Implementation: <http://www.linkedin.com/groups/Global-Network-Research-Integration-Implementation-4888295>

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