

## **Collaborative Governance**

### **-Final Paper Guideline: Policy Brief-**

Students will write a policy brief paper as the final paper assignment. A policy brief is a concise summary of a particular issue, the policy options to deal with it, and some recommendations on the best option. In general, it aims to target a non-specialized audience such as policy-makers, NGO staff, journalists, and the general audience. But, for this class assignment, you are expected to select one specific public organization such as the Ministry of Education, Culture and Science, Municipality of the Hague, and provide evidence-based management advice for successful collaboration based on scientific knowledge and evidence. Your policy brief readers are senior public managers in the public organization you choose, who need strategic advice for successful collaboration with public organizations, private organizations, or citizens based on scientific knowledge and evidence. Your job is to provide evidence-based management advice for collaboration, distilling technical and scientific knowledge and information into understandable messages and stories for policy makers. Assume that your readers do not have detailed knowledge about the topic/issue you explore. They are also not scientists or experts in the area of your choice. Assume that the policy-makers are busy, and they need to quickly understand your arguments.

#### **-Goal of your policy brief**

There are two types of policy brief. One is an **advocacy brief**, which argues in favor of a particular course of action. The other is an **objective brief**, which gives balanced information for the policy maker to make up his/her decision. Students should select one of these types.

#### **-Collaborative activity and research topic**

First of all, you need to find out what kind of collaborative activity is taking place within the public institution of your choice. Among them, choose one specific collaborative activity that interests you the most - for example, collaboration with residents in community crime prevention activities, outsourcing of welfare services for the elderly to the private sector, or firefighting activities in collaboration with other local governments. After selecting a collaborative activity, consider which research topic you focus on. For example, do you want to focus on how co-production can increase resident service satisfaction, or how can municipalities involve more residents in the co-production process? Do you want to focus on increasing residents' satisfaction through outsourcing, or focus on making outsourcing more efficient? Do you want to focus on how outsourcing of public services can increase residents' satisfaction? Alternatively, do you want to focus on how to make outsourcing more efficient? Students should consult their choice of topic with the instructor. It is a great idea if students want to take advantage of this opportunity to develop their master thesis ideas.

#### **-Findings and evidence from previous studies**

Then, you need to introduce and explain findings and evidence from previous studies to public managers along the line with the collaborative activity you selected. For example, if you are interested in effective co-production in the area of crime-prevention, you may want to explain what previous studies find regarding what makes co-production affective. If you are interested in increasing both the efficiency of outsourcing of welfare services for senior citizens and user satisfaction, you should explain what prior research finds about it. You are expected to use **at least ten peer-reviewed scientific papers, including three or four class readings** either from the required or recommended readings.

You need to synthesize knowledge, findings, and evidence in the previous studies rather than just summarizing each study. Instead of summarizing the main points of each paper one by one, students need to put together the ideas and findings of multiple sources in order to make an overall point. You need to make connections between your sources and your own thoughts and ideas.

### **-Policy/management advice**

You will provide senior public managers with advice based on scientific evidence and knowledge to ensure the success of your chosen collaborative activity. For example, in order to increase both resident satisfaction and fiscal efficiency, what should public managers know when the public organization outsources public services to private companies? How can your selected municipality collaborate with other municipalities for efficient and effective crime prevention activities? What advice can you offer from theoretical and empirical studies?

### **-References, policy brief length, and styling**

Your policy brief should **not exceed 4,000 words, including foot/endnotes, but excluding references**. You are expected to design your policy brief with your readers in mind. Remember that the policy-makers are busy people, and you need to let them quickly catch the points you raised and understand your argument. You should consider using graphics such as graphs, diagrams, maps, charts, and tables which help your readers understand your argument quickly and effectively. Also consider using bold or italicized fonts, color, bullets, and other styling tools.

### **-Organization of your policy brief**

For this assignment, your policy brief should include the following components:

- Title: you should clearly communicate your topic or your position
- Key messages: a very brief summary of your policy brief
- A brief introduction: Introduce and summarize your argument
- A brief explanation of the public organization of your choice and collaborative activity
- A brief description of the topic: Clarify the research topic your policy brief focuses on
- Findings: Present findings from your readings. You need to synthesize scientific knowledge, concepts, and findings from previous studies, and explain them to public officials.
- Conclusions and recommendations: Conclusions of your policy brief and specific and actionable recommendations that you want your readers to adopt (in case of **advocacy paper**) or a summary of findings that public managers should know
- Bibliography: You should provide the full bibliographic citations at the end of your policy brief so that the instructor and your readers can find these documents.

Final papers should be submitted via Brightspace. **Deadline: 12:00, October 25.**

## Research synthesis

<https://library.defiance.edu/synthesis>

[https://www.youtube.com/watch?v=eVt2mMG\\_gwE](https://www.youtube.com/watch?v=eVt2mMG_gwE)

## Research synthesis examples

- Christensen, Robert K, et al. 2017. "Public service motivation research: Lessons for practice." *Public Administration Review* 77 (4):529-542.
- Fernandez, Sergio, et al. 2015. "Assessing the past and promise of the Federal Employee Viewpoint Survey for public management research: A research synthesis." *Public Administration Review* 75 (3):382-394.
- Resh, William, et al. 2021. "Reversing the lens: Assessing the use of federal employee viewpoint survey in public administration research." *Review of Public Personnel Administration* 41 (1):132-162.
- Perry, James L, et al. 2010. "Revisiting the motivational bases of public service: Twenty years of research and an agenda for the future." *Public administration review* 70 (5):681-690.

## Science of public management and evidence-based public management

- Simon, Herbert A. 1946. "The Proverbs of Administration." *Public Administration Review* 6 (1):53-67.
- Meier, Kenneth J. 2015. "Proverbs and the evolution of public administration." *Public Administration Review* 75 (1):15-24.
- Perry, James L. 2012. "How can we improve our science to generate more usable knowledge for public professionals?" *Public Administration Review* 72 (4):479-482.
- Dahl, Robert A. 1947. "The Science of Public Administration: Three Problems." *Public Administration Review* 7 (1):1-11.
- Wright, Bradley E. 2015. "The science of public administration: Problems, presumptions, progress, and possibilities." *Public Administration Review* 75 (6):795-805.
- Meier, Kenneth J, and Laurence J O'Toole Jr. 2009. "The proverbs of new public management: Lessons from an evidence-based research agenda." *The American review of Public administration* 39 (1):4-22.

## Useful websites for policy brief writing

FAO-Preparing policy briefs

<http://www.fao.org/3/i2195e/i2195e03.pdf>

IDRC-How to write a policy brief

<https://www.idrc.ca/sites/default/files/idrcpolicybrieftoolkit.pdf>

International Center for Policy Advocacy-An essential guide to writing policy briefs

[https://www.icpolicyadvocacy.org/sites/icpa/files/downloads/icpa\\_policy\\_briefs\\_essential\\_guide.pdf](https://www.icpolicyadvocacy.org/sites/icpa/files/downloads/icpa_policy_briefs_essential_guide.pdf)

Examples of policy brief paper

United Nations Economic Commission for Africa

<https://www.uneca.org/publication->

[list?field\\_publication\\_type\\_value=Policy+Briefs&field\\_publication\\_theme\\_category\\_tid=All&field\\_publication\\_year\\_value%5Bvalue%5D%5Byear%5D=&title=](#)

Basel Institute on Governance

<https://www.baselgovernance.org/taxonomy/term/257>

Center for Strategic & International Studies

[https://www.csis.org/analysis?&type=publication&field\\_publication\\_type%5B1%5D=781&field\\_categories\\_field\\_tags%5B2%5D=1379](https://www.csis.org/analysis?&type=publication&field_publication_type%5B1%5D=781&field_categories_field_tags%5B2%5D=1379)

## Grading Rubric

|  | Excellent<br>(10-8.5) | Good<br>(8.5-7.0) | Acceptable<br>(7-5.5) | Unacceptable<br>(5.5>) |  |
|--|-----------------------|-------------------|-----------------------|------------------------|--|
| <b>Use of class materials</b><br>Effectively and successfully uses relevant class materials.   |                       |                   |                       |                        | No use or no understanding of class material                     |
| <b>Justification</b><br>Selects an interesting and important collaborative activity and topic  |                       |                   |                       |                        | Select irrelevant topic without any reasons                      |
| <b>Findings</b><br>Provide evidence and knowledge from previous studies in a clear and convincing way for the research topic selected. Research findings are synthesized well. Appropriate consideration of a link between selected prior studies and a selected topic |                       |                   |                       |                        | No clear and convincing findings                                 |
| <b>Style</b><br>Exceptionally clear expression, academic prose, persuasive writing style, correct grammar and spelling.  |                       |                   |                       |                        | Unclear, muddled, presentation. Grammatical and spelling errors. |
| <b>Reader friendliness</b><br>Written in a very reader-friendly way with effective use of graph, table, title, subtitle, different font size, space, etc. Use of understandable language for non-expert.   |                       |                   |                       |                        | Written in a very reader-unfriendly way, and it is hard to read. |
| <b>Reference</b><br>Accurate, consistent, citations, references, and bibliography.   |                       |                   |                       |                        | No citation, or significant errors and/or omissions.             |