The Importance of Researchin Government

SOLANI ISAAC MTHOMBOTHI
Gauteng Department of Community Safety
Address: 25 Pixley Seme Street Johannesburg, 2001
Corresponding Author: Solani Isaac Mthombothi

Abstract: *This article seeks to demonstrate the importance of scientific research to improve governance in the Public Service. The main focus of this article would be on the South African (SA) government's contribution towards research initiatives. Research is defined as the systematic investigation into and study of materials and sources in order to establish facts and reach new conclusions (Oxford Dictionary & Western Sydney University, 2023).It follows a systematic process to gather new concepts, knowledge and understanding are generated (Oxford Dictionary& Western Sydney University, 2023). The article demonstrated the importance of scientific research in improving governance in the public sector. Research plays an important role in informing government policies and decision-making and assists the government to understand complex issues, evaluate the effectiveness of existing programs and policies, and identify new opportunities for addressing social and economic challenges (Quora, 2024). Research can provide the government with the evidence it needs to make informed decisions about key issues (Lindsay, 2024; Quora, 2024 and Universal Teacher, 2024). Additionally, the article explained the processes that government can utilise to conduct research that will inform policy development, programme and project design and implementation (Lindsay, 2024; Quora, 2024 and Universal Teacher, 2024). Research plays an important role in eliminating poor governance and making an impact on service delivery(Lindsay, 2024; Quora, 2024 and Universal Teacher, 2024). It identifies shortcomings that jeopardise well researched programmes by eliminating such impediments for good(Lindsay, 2024; Quora, 2024 and Universal Teacher, 2024). Additionally, this article depicts research as a science that can be utilised by government to develop mandates, adjudicate mandates, develop policies and legislation, harness plans and objectives for adequate service delivery and good governance(Lindsay, 2024; Quora, 2024 and Universal Teacher, 2024). Another reason which prompted this article was to refute the myths (especially by public servants) that everyone can do researchhence research is ascientific discipline that require skills (Quora, 2024). This article or the researcher takes cognisance that most public servants especially implementors, Service Delivery Officers (SDOs) or fieldworkers have a tendency of operating and conducting their programmes and projects without the guidance of research and research recommendations conducted by their internal research units.*

METHODOLOGY*: This article relies heavily on secondary data (qualitative research method) as a method of acquiring useful and important information to achieve its objectives and address the issue statement at the centre of the topic.Desktop research was utilised for gathering information by analysing and synthesising existing data and sources (March 2022).Desktop relies on data that has already been collected and published by others, and its sources include public libraries, websites, reports, surveys, journals, newspapers, magazines, books amongst others (March 2022).The article utilised thematic analysis by coding phrases to make sense of the qualitative data collected (Braun & Clarke, 2006).*

KEYWORDS: Government, research, methodology

I. INTRODUCTION

Governments all over the world invest large sums of public resources into producing knowledge that helps them understand their countries' complex socioeconomic complexities(The Conversation, 2016). This knowledge, in the form of research reports, can be used to formulate potential solutions through public policies and programmes (The Conversation, 2016). These government policies are frequently transformed into programs and projects which measures the economic growth of a country (Alzahrani & Emsley 2013). These government programs and projects are significant to the performance of every government (Alzahrani & Emsley 2013).

The South African (SA) government recognised the need to utilise research to develop policy frameworks and innovation in various fields, especially in science and technology (South African Government, 2002). It recognises the key role of research and innovation in building the human capital that is required for the future economic knowledge (SAG, 2002). The South African National Department of Planning, Monitoring and

Evaluation (DPM&E) through their Research and Knowledge Management Unit produce strategic research assignments outputs (DPM&E, 2024). These outputs are responses to evidence needs of decision-makers and to address knowledge gaps identified in the implementation of the National Development Plan and to implement the deliverables, as per the Medium-Term Strategic Framework (MTSF) 2019-24 (DPM&E, 2024). The commissioned research assignments are outsourced for technical expertise and independent assessments, while in-house research and analyses are undertaken using DPM&E capacity for timely evidence generation (DPM&E, 2024). The DPM&E utilise a coproduction model where researchers, sector experts, information specialists and business intelligence are matched between government and academia in the development of Evidence Maps[1] (EM). The EM enable researchers in DPME to undertake in-house analysis and synthesis in a timely and rigorous manner (DPM&E, 2024). Sometimes the SA government's commissioned research assignments for technical expertise and independent researchers (DPM&E, 2024).

The SA government Cabinet Minister of Arts, Culture, Science and Technology was instructed to produce a National Research and Development (R&D) Strategy(SAG, 2002). This R&D Strategy is a key enabler of economic growth and is articulated with other strategies, such as the Human Resource Development Strategy, the Integrated Manufacturing Strategy and the Strategic Plan for South African Agriculture (SAG, 2002). Additionally, the SA government departments also consist of Chief Directorates that conduct research to inform policy development and implementation and programme evaluation in their departments (Government Communications, 2024 & GDCS, 2023)The Research and Knowledge Management Unitsof the departments also produce outputs in response to evidence needs of decision-makers and address knowledge gaps identified in the implementation of the National Development Plan 2030 (NDP) (DPM&E, 2024).

Statistics is one of the research processes that is being used by government departments and Agencies such as Statistics South Africa, South African Police Services (SAPS) and the Department of Health and Social Development amongst others. They collect data in communities, hospitals as well as recorded information such as crime and population figures then analyse and interpret the data to help government to make informed decisions, solve problems, improve strategies and logistical scenarios (Coursera, 2023). The reports or statistics emanating from these departments and agencies are being utilised by other departments in all spheres of government and other institutions as part of research as well as policies and strategy development(Coursera, 2023).

Various research institutions such as ResearchGate, Institute for Security Studies (ISS), SaferSpaces, Human Sciences Research Council (HSRC), Council for Scientific and Industrial Research (CSIR) and many are playing an important role by conducting research in the three spheres of government in the different fields(SaferSpaces, 2024). For example, ResearchGate wrote articles seeking to analyse the impact of poor governance on service delivery and propose strategies that can be used to enhance good governance for the prioritization of public service delivery in South Africa (Thusi & Martinus,2023).SaferSpaces is an interactive platform run by the National Secretariat of Police Service, Department of Community Safety, civil society, violence prevention practitioners from government and the research community in South Africa to connect, share knowledge and learn from each other (SaferSpaces, 2024).The portal focuses on preventative approaches as long-term, sustainable solutions to violence and crime (SaferSpaces, 2024). Provincial departments such as the Gauteng Department of Community Safety have a Research unit that is capable of conducting up to five research projects annually (Gauteng Department of Community Safety, 2023). This Research Unit has contributed immensely to evaluating the department's programmes, especially in the Provincial Secretariat Chief Directorate (GDCS, 2023). Furthermore, it established research capability on Safety and Security matters that will result in improving oversight of Law Enforcement Agencies (LEAs)performance in Gauteng province (GDCS, 2023)

There will always be a research problem and question, which can be a statement or inquiry of an issue or area of concern that describes why research is to be conducted (Skidmore, S; Kowalczyk, D & Scalia, S. 2024).

1.1 The aim of this article
This article intends to demonstrate the importance and processes of scientific research in improving governance in the public sector.

1.2 Objectives of this article
- To demonstrate the importance of research in government.
- To explain the research processes that government can utilise to improve governance and service delivery.
- To determine factors that lead to well-researched government programmes failure.

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[1]Evidence Maps (EM) are knowledge management and visualization tools used to scope existing evidence base and identify knowledge gaps on key policy issues.

- To emphasise the research repository and utilisation of Knowledge Management systems in government.

1.3 Research methodology

This article relies heavily on secondary data which is qualitative in nature as a method of acquiring useful and important information to achieve its objectives and address the issue statement at the centre of the topic. Desktop research was utilised for gathering information by analysing and synthesising existing data and sources (March 2022). Desktop relies on data that has already been collected and published by others, and its sources include public libraries, websites, reports, surveys, journals, newspapers, magazines, books amongst others (March 2022). Through the qualitative research method, the article examined the corpus of literature to achieve its objectives. The extensive literature was used as a secondary source to demonstrate the importance of research in government, and how government can rely on research in order to deliver service and achieve its mandates. Furthermore, it demonstrates that research is a science with standards and it is an acquired skill. The researcher utilised thematic analysis to make sense of the qualitative data collected (Braun & Clarke, 2006). Thematic analysis was performed through the process of coding in phrases (among codes, reviewing themes, defining and naming themes) to create established, meaningful patterns and then write a report (Braun & Clarke, 2006).

II. LITERATURE REVIEW

This section defines the concept of research and outlines the process as well as the application of research as a scientific discipline. Additionally, it outlines how researchcan be utilised by governments to achieve their mandates and provide adequate tools for service delivery.

2.1 The definition of research

According to the Oxford Dictionary and Western Sydney University (2023), research is the systematic investigation into and study of materials and sources in order to establish facts and reach new conclusions. Research applies a process to investigate systematically, is the creation of new knowledge and/or the use of existing knowledge in a new and creative way so as to generate new concepts, methodologies and understandings (Oxford Dictionary and Western Sydney University,2023). This could include synthesis and analysis of previous research to the extent that it leads to new and creative outcomes (Western Sydney University, 2023). This definition of research encompasses pure and strategic basic research, applied research and experimental development (Western Sydney University, 2023).

Research is basically an act of studying something carefully and thoroughly so as to obtain deep knowledge of the same (Universal Teacher, 2024). To be successful, research needs to be organized, summarized and recorded correctly (Universal Teacher, 2024). Research is not just a process that is restricted to the field of science, it can also appeal to people and scholars from artistic, historic or any other field where a person would prefer to do extensive study to obtain relevant information (Universal Teacher, 2024).In the simplest of terms, the research definition is a process of seeking out knowledge (Study. Com, 2024). This knowledge can be new, or it can support an already known fact (Study. Com, 2024). The purpose of research is to inform and is based on collected and analysed data(Study. Com, 2024). This exploration occurs systematically, where it is either tested or investigated to add to a body of knowledge (Study. Com, 2024). Research is intended to support a purpose and occurs across many disciplines such as psychological (mind and behaviour), scientific (chemical reactions), educational (human development), medical (drugs and drug trials), animalistic (animal behaviour), humanistic (social), and technological (software/security) (Study. Com, 2024).

The following key elements (research purpose, objectives and standards) are the processes that researchers undertake and are very necessary when conducting research.

The objective of research: The research objectives essentially drive the direction of the study. From these objectives, the researcher forms a hypothesis (Skidmore, S; Kowalczyk, D & Scalia, S. 2024). The hypothesis is the assumption or prediction that is tested by the research. The rest of the research is conducted to either support or debunk the hypothesis.

The purpose of research: The purpose of research is to inform and is based on collected and analysed data (Study.com. 2024). It explores, describes or shows causation and this exploration occurs systematically, where it is either tested or investigated to add to a body of knowledge (Study.com, 2024).

Research standards: Research standards are ethical guidelines that researchers are expected to follow in the course of conducting and reporting research (World Health Organisation, 2024 and Editage Insights, 2019). They are moral principles that guide researchers on how to carry out research activities ethically, without causing harm to the integrity of science and to human or animal life (WHO, 2024 and Editage Insights, 2019).Research standards at academic institutions include guidelines related to honesty, integrity, and responsibility while conducting research (WHO, 2024 and Editage Insights, 2019). They also include principles regarding acknowledging people for their work and refraining from activities that amount to plagiarism(Editage

Insights, 2019). Following relevant research standards is necessary in order to establish the credibility of your research work(WHO, 2024 and Editage Insights, 2019). You can check the research standards followed by your institution or ethics committee to know more about how you can comply with them (WHO, 2024 and Editage Insights, 2019).

2.2 The research methodology: how government can collect research data and information
Literature in section 2.1 outlined or defined the concept of research. It further indicates that it is an investigation undertaken to acquire new knowledge while the objectives are client-driven (Western Sydney University, 2023). Developing research methods is an integral part of a research designwhile research methodology is a way of explaining how a researcher intends to carry out their research, it is specific procedures for collecting and analysing data (Textbookedu solutions, 2022). A methodology details a researcher's approach to the research to ensure reliable, valid results that address their aims and objectives (Indeed, 2024 and Textbookedu. solutions, 2013). When conducting research for government, research methodology will provide research legitimacy and provides scientifically sound findings (Indeed, 2024 and Sreekumar, 2023). It will also provide a detailed plan that helps to keep researchers on track, making the process smooth, effective and manageable (Sreekumar, 2023). A researcher's methodology allows the reader to understand the approach and methods used to reach conclusions (Indeed, 2024 and Sreekumar, 2023).

2.3 The advantages of a good research methodology
Having a good research methodology in place has advantages such as helping other researchers who may want to replicate your research; the explanations will be of benefit to them (Voxco, 2023). The researcher with good research methodology can easily answer any questions about their research if they arise at a later stage (Voxco, 2023). A research methodology provides a framework and guidelines for researchers to clearly define research questions, hypotheses, and objectives (Voxco, 2023). Furthermore, a good research methodology helps researchers identify the most appropriate research design, sampling technique and data collection and analysis methods (Voxco, 2023).

2.4 The distinction between research methodology and research methods
It is significant for this article to articulate the distinction between research methodology and research methods to enable readers to understand how research can be used to gather (guided by research standards) data that can be utilised during government programme, project planningand policy development(Scribbr, 2024 and Goundar, 2012). These two concepts are used in the field of research; however, they refer to different aspects of the research process (Scribbr, 2024 and Goundar, 2012).

Research methodology is the overall strategy or approach used by researchers to conduct research. It encompasses the theoretical and philosophical underpinnings of the research, the research design, data collection methods, data analysis techniques, and the overall framework within which the research is conducted (Scribbr, 2024 and Goundar, 2012). Methodology of research provides a framework for how research is planned, conducted and analysed and it guides researchers in making decisions about the most appropriate methods to use in their research (Scribbr, 2024 and Goundar, 2012). On the other hand, **research methods** refer to the specific techniques, procedures or tools that researchers use to collect, analyse and interpret data. Research methods can be quantitative, involving numerical data or qualitative, involving non-numerical data (Scribbr, 2024 and Goundar, 2012).
Examples of research methods include surveys, interviews, experiments, observations, content analysis, and statistical analysis, among others(Scribbr, 2024 and Goundar, 2012). Research methods are selected and employed by researchers based on their research question, research design, and the type of data they want to collect (Scribbr, 2024 and Goundar, 2012). To be precise, research methodology is the overall strategy or approach used in research, while research methods are the specific techniques or tools used to collect, analyse and interpret data within that overall strategy(Scribbr, 2024 and Goundar, 2012). It guides the entire research process, while research methods are the practical steps taken by researchers to collect research data (Scribbr, 2024 and Goundar, 2012).

2.5 The appropriate processes of collating date
Other crucial part of research is utilising the appropriate methods to gather research data, following the prescripts of the research standards to be able to justify every piece of information gathered during the research processes(ResearchGate, 2019 and Olsen, 2012. The utilisation of research books or literature that explains these methodologies (qualitative and quantitative), as well as the advantages and disadvantages of these methodologies, will enable any research to follow the appropriate standards (Olsen, 2012). The same will also apply to the research methods on how to collect qualitative and quantitative data, how to analyse this data,

sampling techniques - how to choose your sampling strategy to guarantee relevant results (ResearchGate, 2019 andOlsen, 2012). The other significant part of research is the ethical considerations(Scribbr, 2024). **Ethical considerations** in research are a set of principles that guide your research design and practices(Scribbr, 2024). These principles include voluntary participation, informed consent, anonymity, confidentiality, potential for harm, and results communication (Scribbr, 2024). Lastly, is the **report writing**: the University of Melbourne (2024) and other literature explains common elements of reports such as the Title, Abstract, Introduction, Literature Review, Methodology (Materials and Methods), Results, Discussion, Conclusion, Reference List / Bibliography and Appendices. Research reports are recorded data prepared by researchers or statisticians after analysing the information gathered by conducting organized research (University of Melbourne, 2024). How the report needs to be structured is also important to give the readers consistent information(University of Melbourne, 2024).

2.6 What is research governance?

The government, as well as the research institutions, establish rules and procedures on atime-to-time basis on how research is planned, monitored and managed. All these frameworks together, constitute research governance(Oxford Brooks University, 2024 and University of Cambridge, 2024). It is a system that ensures that research is conducted ethically and with rigour and that the results are reliable (Oxford Brooks University, 2024 and University of Cambridge, 2024).

Good research governance protects both the researcher and the participant while also ensuring that research is of the highest quality (Oxford Brooks University, 2024 and University of Cambridge, 2024). With the growing funding support available not just from the government but also from non-profit organisations for conducting research activities and research being conducted on such a massive scale around the world, the need for governance is greater than it has ever been (Omnistar Research, 2022).

2.7 The importance of good research governance

Research carries a significant impact on people's lives(Omnistar Research, 2022). The Research Governance framework includes a set of principles and practices that guide and manage the conduct of research(Omnistar Research, 2022). It ensures that research is conducted ethically and with integrity (Omnistar Research, 2022). Good research governance is important for several reasons (Omnistar Research, 2022). According to the Universal Teacher (2024), research is basically an act of studying something carefully and thoroughly so as to obtain deep knowledge in the same. To be successful, research needs to be organized, summarized and recorded correctly (Universal Teacher, 2024). Research is not just a process which is restricted to the field of science(Universal Teacher, 2024). It can also appeal to people and scholars from artistic, historic or any other field where a person would prefer to do extensive study to obtain relevant information (Universal Teacher, 2024).

Since Omnistar Research (2022) indicated that there is research governance, it is imperative to realise the activities that support the conduct of research. These activities support the conduct of research and therefore meet the definition of research(Omnistar Research, 2022). These activities include professional, technical, administrative or clerical support staff directly engaged in activities essential to the conduct of research management of staff (Western Sydney University, 2023 and Universal Teacher (2024). Management of staff who are either directly engaged in the conduct of research or are providing professional, technical, administrative or clerical support or assistance to those staff, the activities and training and new operating systems (Western Sydney University, 2023 and Universal Teacher (2024). It must be noted that researchers need to avoid activities that do not support the conduct of good research (Western Sydney University, 2023 and Universal Teacher (2024).

2.8 The importance of scientific research in improving governance in public sector

Even if government (leaders and managers) think they know everything there is to know about a subject, there is always more to learn (Omnistar Research, 2022). Research allows government to expand on any prior knowledge of the subject (Omnistar Research, 2022). Research in government provides a firm basis for the development of ideas and beliefs (Sophia, 2001 and Omnistar Research, 2022). When research is done properly before embarking on government programmes and policies, the process and results become flawless or with limited flaws (Sophia, 2001 and Omnistar Research, 2022). Although it is critical to double-check the accuracy of the research's source (Omnistar Research, 2022). The most unique and/or important themes that can improve government performance and accountability can be identified through research (Sophia, 2001 and Omnistar Research, 2022). Research aids in the creation of strategies and plans, determine what differentiates good governance and poor service delivery and it helps to consider new (innovative) ideas by giving a fresh perspective on things (Sophia, 2001 and Omnistar Research, 2022). Research carries a significant impact on

people's lives, good research governance is important for several reasons (Sophia, 2001 and Omnistar Research, 2022).

Research plays an important role in informing government policies and decision-making and helps the government understand complex issues, evaluate the effectiveness of existing programs and policies, and identify new opportunities for addressing social and economic challenges (Government Businesses, 2024 and Quora, 2024). Research offers the foundation for almost all government policies, in our economic system (Universal Teacher, 2024). For instance, governments' budgets rest in part on an analysis of the requirements of people and on the availability of revenues to fulfil those requirements (Universal Teacher, 2024). Research can provide the government with the evidence it needs to make informed decisions about key issues such as healthcare, education, the environment, socioeconomic, and national security amongst other issues (Government Businesses, 2024 and Quora, 2024). It can also help the government to identify and address emerging issues, such as new technologies and demographic changes (Government Businesses, 2024 and Quora, 2024). Research can also help the government to monitor the performance of its programs, policies, and services, this is important for ensuring that they are meeting their intended goals and delivering the desired outcomes (Government Businesses, 2024 and Quora, 2024). Research can also help the government to identify cost-effective and efficient solutions to problems (Government Businesses, 2024 and Quora, 2024). Governments often have limited resources and need to make difficult choices about how to allocate them, research can help identify the most cost-effective ways of addressing social and economic issues (Quora, 2024).

Research can also help government to be more accountable, transparent and responsive to citizens and their needs (Institution University, 2024 and Quora, 2024). In addition, research can also play a role in supporting economic development and innovation by providing businesses and entrepreneurs with the knowledge and technologies they need to create new products and services (Institution University, 2024 and Quora, 2024). Overall, research is an important tool for the government to ensure that its policies, programs and services are based on sound evidence and that they are meeting the needs of citizens efficiently and cost-effectively (Institution University, 2024 and Quora, 2024).

Research aids government in allocation of National Resources (Quora, 2024 and Universal Teacher, 2024). The government has to prepare programmes for coping with all elements of the country's existence and most of these will be associated directly or indirectly to economic conditions (Quora, 2024 and Universal Teacher, 2024). The plight of cultivators, the difficulties faced by big and small enterprises and industry, working conditions, crime and fighting crime, trade union activities, the challenge of distribution, even the size and character of defence services are issues which require research (Quora, 2024 and Universal Teacher, 2024). Thus, research is mandatory with regard to the allocation of the nation's resources (Quora, 2024 and Universal Teacher, 2024).

Research is essential for accumulating data on the economic and social structure of the country. This type of information reveals what exactly is going on in the economy and what adjustments are taking place (Universal Teacher, 2024). Gathering such statistical data involves a number of research problems (Universal Teacher, 2024).

Garrett Ward Richards (2017) indicated that government can benefit from research–policy partnerships. Richards (2017), argues that forging partnerships between research organizations and policy agencies can result in various benefits for government. These potential benefits are a more intuitive initial basis for partnership, and genuine influences on policymaking (Richards, 2017). Government through partnership may gain greater access to academic sources and interpretation (Richards, 2017). Much contemporary research that might be relevant to a given policy issue is published in academic journals that require expensive subscriptions, to which smaller governments e.g., those at the municipal level may not have access (Richards, 2027). A government may be able to retrieve the key ideas in these sources through its relationship with a university unit (Richards, 2017).

Government needs to explore opportunities and risks before undertaking research (Education and Training Unit, 2024). However, asking relevant questions before embarking on a research programme is essential (Education and Training Unit, 2024). Sometimes, a body of evidence is available that will assist in finding some of these questions whilst others may require research (Education and Training Unit, 2024). For example, the Department of Community Safety (DCS) seeks to reduce crime in communities so that every resident always feels safe. It may ask questions such as (i) What are the real causes of crime? (ii) What are the opportunities of crime? (iii) What can the department and the police do to make every resident feel safe? (iv) What are the most effective ways of combating crime amongst other relevant questions (GDCS, 2023 and Education and Training Unit, 2024). Once a decision is made that research is required, the DCS will decide on the research methodology and methods of research process that will be used to answer research questions (Education and Training Unit, 2024).

2.9What causes the failures of government's well-researched work?

The above sections indicated the significance of research in the public service when developing policies, strategies, programmes implementations and assessment. It is imperative for this article to determine factors that cause most governments to ignore the work of research. Many government policies fail because of incompetence, corruption, lack of resources, and/or bad governance(Muller, 2020). Some governments utilised policies and programmes that have failed somewhere because there was no thorough research (Muller, 2020). Duvenage(2023), indicated that most of the government leaders choose to turn a blind eye to the key issues plaguing the economy, development, social life and other important issues. They disregard the well-researched policies and programmes whether at a national or local level (Heffernan, 2012). For example, South Africa has significant oversight mechanisms and powers vested in national and provincial governments to address the continuous demise in all the spheres of government, however, these oversight bodies are woefully underutilized (Duvenage, 2023). Political will is conspicuously absent at these higher levels, allowing interference, incompetence, and **corrupt agendas** to persist, in favour of those in power (Heffernan, 2012). The most common factor that undermined most of the developmental government programmes is corruption (Merten, 2019). Money is a necessary component of any democracy: it enables political participation and representation(Merten, 2019). However, if not effectively regulated, it can undermine the integrity of political processes and institutions and jeopardize the quality of democracy (Merten, 2019).

Political interference ruins well researched government programs and projects (Duvenage, 2023)**.** According to Freedman and McGavock 2015; Goodman and Love (1980); Alzahrani and Emsley (2013), government programmes and policies are overseen by political heads of states and the cabinet ministries. For example, in South Africa, ministers of each government department, Member of Executive Council (MEC) of every provincial government and Municipal Mayors and MMCs of local government are political appointees where skills and qualifications are not even considered (Eyewitness News, 2024; Thorne, 2024 and Uwizeyimana, 2024). Government programs, and project performance are key to the performance of every government(Uwizeyimana,2024). Therefore, the role of government isto develop and provide service delivery, political heads cannot underrateresearch and allow uninformed policies and programmes plus corruption to reign (Uwizeyimana, 2024).

The economic growth led by private companies and capitalists that has been witnessed by many countries was initiated and regulated by various governments through programs and projects(Akwei, Damoah and Amankwah-Amoah, 2020). However, most of these service delivery programmes in Africa fail or are being abandoneddue to ignoring research or lack of thorough investigation (Uwizeyimana, 2024 and Akwei, Damoah& Amankwah-Amoah, 2020). On the other hand, project abandonment in developing countries is very rare because of well-researched government programmes and policies (Uwizeyimana, 2024). Even though corruption exists in developing countries, service delivery is efficient (Uwizeyimana, 2024 and Akwei, Damoah& Amankwah-Amoah, 2020). Regardless how research has contributed to the development of government programmes, partisanship and political interference in the implementing of government programs has contributed to program abandonment (Uwizeyimana, 2024 and Akwei, Damoah& Amankwah-Amoah, 2020).

Another factor that undermined well researched government programmes is political clientelism (Mauller, 2018 and Akwei, Damoah& Amankwah-Amoah, 2020). Political clientelism refers to the practice of providing personal favours for jobs, contracts and tenders, welfare support, money, and so forth in exchange for electoral support (Berenschot 2018; Mauller, 2018 and Akwei, Damoah&Amankwah-Amoah, 2020). Thus, clientelism involves an exchange between the individual politicians/political party seeking election victory and individuals or a group citizenry (Akwei, Damoah and Amankwah-Amoah, 2020).

According to the Universal Teacher (2024), the research conducted by government can eliminate the possibilities of programmes and policies not failing. The communal issues whether they are related to riots, crime, the inaccuracies of social and racial issues, etc. are outcomes of ignorance. With the help of research governments and organisations are able to do away with all these wrong notions (Universal Teacher, 2024 and Freedman & McGavock 2015). Research is useful in the welfare and progress of humanity and the society (Universal Teacher, 2024).Muller (2020) also indicated that failed government policies and programmes elsewhere can be done betteror improved by others. Research can be utilised to improve failed policies and programmes(Muller, 2020). What is a failure to one person might be a success to another, as different people have different policy preferences and policies often lead to winners (Muller, 2020)

2.10How government can utilise Lessons learntfrom research

Lessons learned (American English) or lessons learnt (British English) are experiences distilled from past activities that should be actively taken into account in future actions and behaviours(Secchi, 1999). Therefore, the lesson learned, seeks to understand the broader forces impacting the research topic in order to ask the appropriate questions(Secchi, 1999). Research has assisted many developing countries to learn from the

developed countries (Taylor, no date). A lesson learned is a knowledge or understanding gained by experience (Secchi, 1999). Governments can utilisethe knowledge and experience of documented successful policies and programmes to enhance their own(The Organisation for Economic Co-operation and Development, 2002).Successes are also considered sources of lessons learned, while a lesson must be significant in that it has a real or assumed impact on operations (Pearce, 2018).Lesson learnt is valid, factually, technically correct and applicable in that it identifies a specific design, process or decision that reduces or eliminates the potential for failures and mishaps or reinforces a positive result (Pearce, 2018). Thesesuccesses are also considered sources of lessons learnedbecause research has been done to ensure positive results (Pearce, 2018).

Researchers in government especially the ones that are conducting their first research study, utilise cases that were proven to be successful stories and case studies from other countries (Brown and Brudney, 2001). Researchers in government compare their situations with these success stories and their situation to enhance governance (Brown and Brudney 2001). Lessons learned are defined as a reasonable approach that serves to discover mistakes and strengths during the process of implementing (Brown and Brudney, 2001).

2.11 The Knowledge Management as government repository

Knowledge Management (KM) is a recent discipline that was born under the idea of explicitly managing the whole existing knowledge of a given organisation (Ares; García; Seoane & Suárez,2009). A knowledge management system (KMS) is a platform that stores and retrieves information for better understanding, processing, and collaboration between various teams within an organisation (Melnichenko, 2021). That is, instead of using multiple resources, such as the internal organisation's network, emails, or saved files, you can rely on one unified resource as the go-to hub for shared info (Melnichenko, 2021).According to ResearchGate (2011), KM involves providing the people concerned with the right information and knowledge at the most suitable level for them, when and how best it suits them; in such a way, that these people will have all the necessary ingredients for choosing the best option when faced with a specific problem. As the knowledge, together with the ability for its best management, has turned into the key factor for the organizations to stand out, it is desirable to determine and develop the support instruments for the generation of such value within the organisation (ResearchGate,2011 and Aresal et, 2009). Technological tools should be available for diminishing the communication distance and for providing a common environment where the knowledge might be accessible for being stored or shared (Ares al et 2009).

The repository is a service that stores, distributes and displays digital copies of research output accessible to the user and research communities (University of Western Cape, 2024). In some repositories of certain organisations and universities, researchers register for an account and are given authorisation to deposit files to relevant collections (University of Western Cape, 2024).A research repository is a central place where user-research artifacts and outputs are stored so that they can be accessed by others in the organization (Rosala, 2024).As a research function scales, managing the growing research-related body of knowledge becomes a challenge. It's common for research insights and reports to get lost or become hard-to-find, sometimes research efforts are sometimes duplicated because of difficult to access hard copies – they are easy accessed when electronically saved (Rosala, 2024). To mitigate these challenges, a research repository is an antidote to some of these common growing shortcomings(Rosala, 2024).

III. CONCLUSION

Research plays an important role in government to create new knowledge as well as to solve any shortcomingsthat confront service delivery(Quora, 2024 and Universal Teacher, 2024). Implementors of government programmes and projects, decision makers and managers need to utilise research to undertake informed decisions for policy/programme development and implementation. Research cannot be taken lightly as it forms the background of every government initiative. It is also a myth that everyone can do research, research is a scientific discipline and very important to every government and organisation – it requires skill to carry out scientific research.This article did not suggest or make **recommendations** because of the nature of its approach. It only demonstrated ways in which the public sector can utilise research and research processes to enhance service delivery. Furthermore, the article indicated how vital it is for government to manageinformation through relevant KMS and repository of information. The article emphasised that research be central to guide governance and development to improve the public service and service delivery initiatives.

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