



A MACROSCOPIC VIEW ON THE FUNCTIONING OF THE EVIDENCE- INFORMED POLICY MAKING ECO SYSTEM

BEHAVIORAL AND INSTITUTIONAL DIMENSIONS

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The challenges of contemporary policy-making

wicked problems: social pluralism, institutional complexity and scientific uncertainty.

- Erosion of **trust** in public institutions.
- **Fake news**

Improving public services
Addressing multiple crises

This **requires good evidence** to inform the design, implement and evaluate public interventions
And **good processes, tools and methods** .



ADDRESSING A FRAGMENTED LANDSCAPE



The messy world of **politics:**

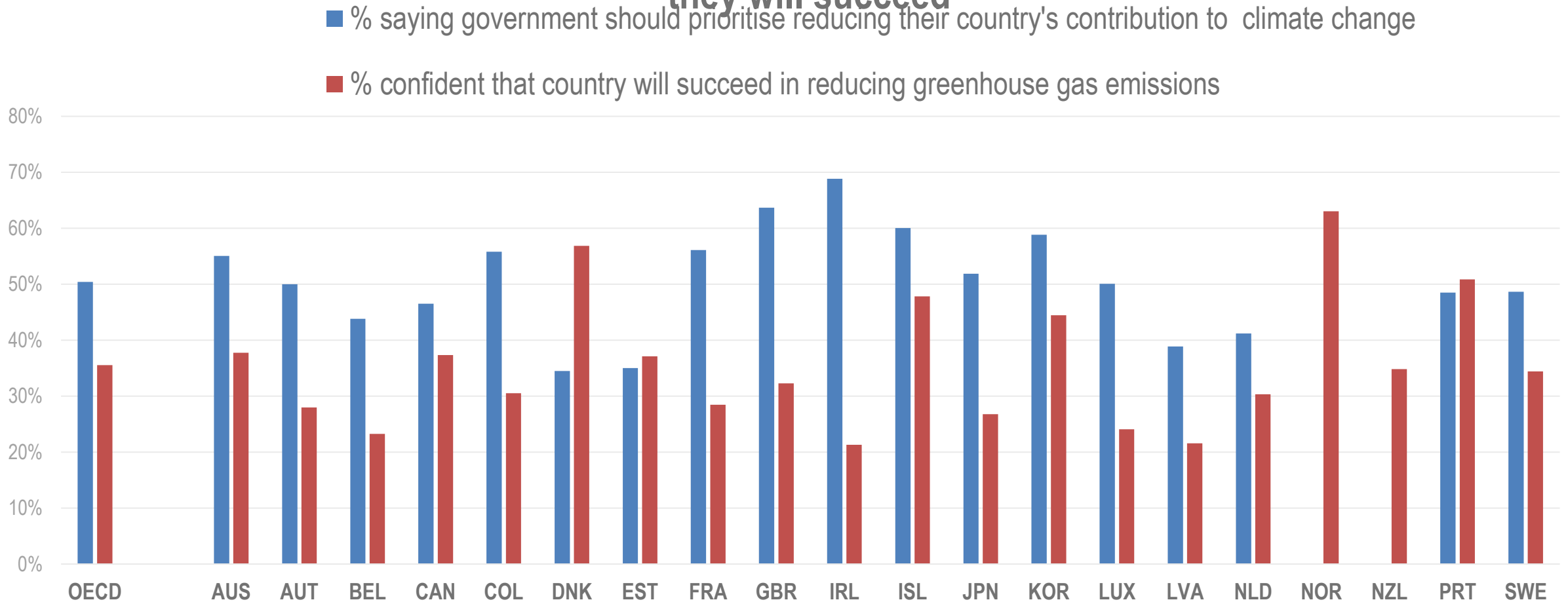


The COVID-19 crisis has highlighted the need for evidence as well as the multiple dimensions that need to be taken into account to inform decisions



ARE GOVERNMENTS PREPARED TO ACT ON CITIZENS' CONCERNS?

Half think their government should prioritise climate change, but only one-third are confident they will succeed





HOW CAN WE BUILD A SYSTEMIC PERSPECTIVE?

THREE TAKE AWAYS

TO ALIGN INSTITUTIONS AND BEHAVIOURS

- **Invest in relevant and impactful supply**
- **Governance matters: invest in Organisations**
- **Tackle systemic issues to strengthen trust**



AN INTEGRATED APPROACH (EU TSI JRC OECD): Common OECD JRC Framework applied to 7 countries for TSI project

SUPPLY OF SCIENCE AND EVIDENCE

DEMAND FOR SCIENCE AND EVIDENCE

WHERE DEMAND AND SUPPLY MEET

Individual	<ul style="list-style-type: none"> Professional and team competences Incentives to engage in science for policy Career profiles, mobility programmes and challenges 		<ul style="list-style-type: none"> Better regulation, RIA, foresight, knowledge valorisation, policy evaluation, science advice, planning, European commitments and processes (Structural Funds, RRP, etc.)
Organisation	<ul style="list-style-type: none"> Mandates & missions Dedicated structures, processes & support for science for policy 	<ul style="list-style-type: none"> Role of civil service in policymaking Resources and staff suitable for evidence-informed policymaking 	
Inter-organisational level	<ul style="list-style-type: none"> Coordination mechanisms & boundary organisations for policy engagement Role and functions of scientific councils, academies, etc. 	<ul style="list-style-type: none"> Inter-institutional coordination (e.g. knowledge sharing mechanisms) Boundary organisations and actors to engage with scientific community and knowledge 	
Systems / policy	<ul style="list-style-type: none"> Policies on research assessment, inter-sectoral mobility, research funding, etc. promoting EIPM-culture and values 	<ul style="list-style-type: none"> Policies/processes/norms promoting EIPM-culture and values, public trust, and processes between branches of public administration 	



WHAT ARE THE AREAS FOR POLICY ACTION?

A few concrete examples

- > Risk analytics, foresight, guide investment in preparedness
- > Engage citizens and mobilise deliberative processes
- > Invest in the administrative to political interface
(« speak truth to power », bilateral trust challenges)
- > Equip governments with analytical skills and structures

- > Address conflicts of interests

How do we get there?



INVESTING IN SUPPLY AND ORGANISATIONS TO ACHIEVE CHANGE?

- > **Investing in competences, capacities**
 - > Governments, and science for policy ecosystems
 - > Strengthen capacity in the civil service and Science4policy
- > **Strengthening tools, processes and options for public engagement**
 - > Capacity to identify and frame the issues
 - > Talk to leaders
 - > Strengthen capacity for policy coherence from a whole of government perspective
 - > Manage the risk of capture,
- > **Investing in cognitive approaches**
 - > Take advantage of behavioural and cognitive approaches
 - > Identify areas of policy fragmentation, mis/disinformation



Towards a relevant set of skills, knowledge and attitudes for individuals

Understanding

Obtaining

Interrogating
and Assessing

Using and
Applying

Engaging With
Stakeholders

Evaluating

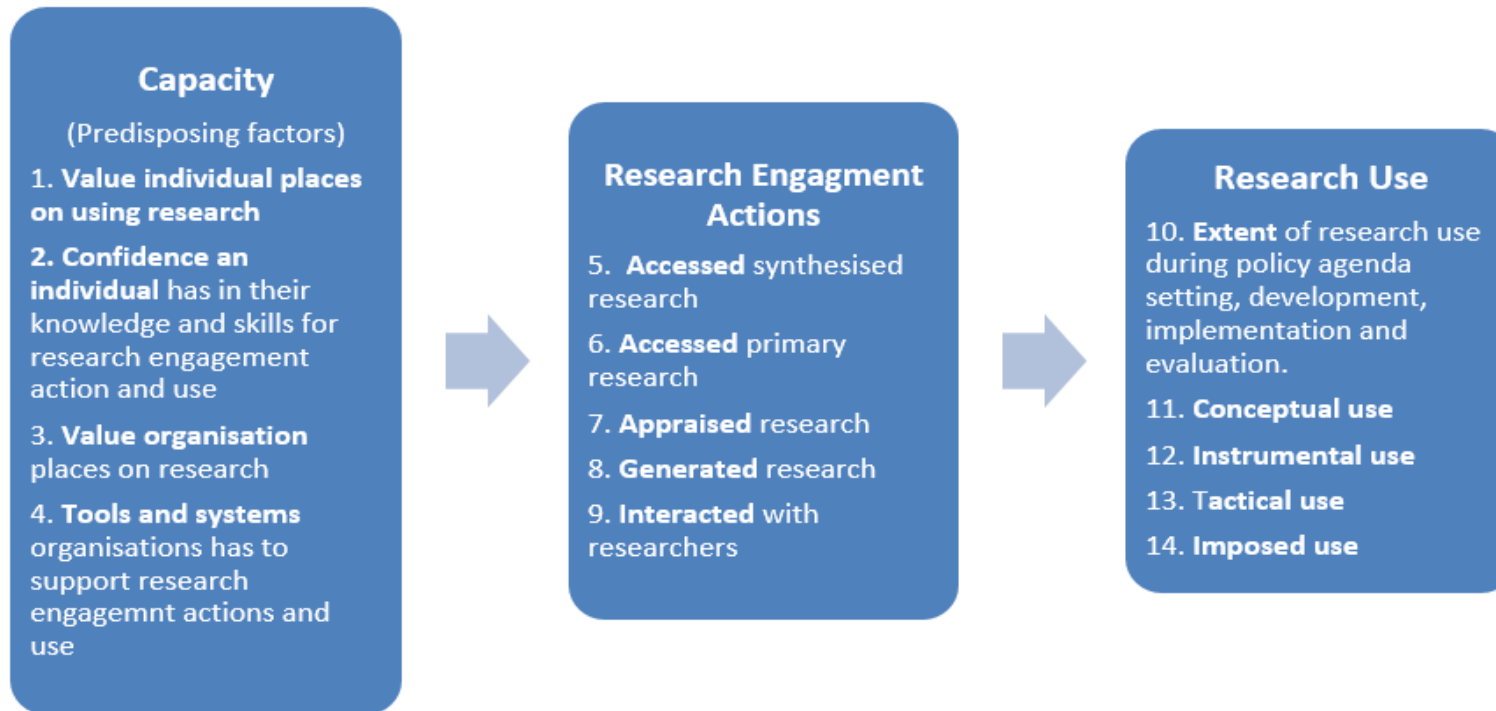
A joint framework elaborated in cooperation with the JRC, building on OECD's work on policy advice and evidence, on core skills for public sector innovation, and on the JRC's framework for skills for evidence informed policy making



Examples of building individual capacities

Seeking, Engaging with and Evaluating Research (SEER) - Australia

The SEER is a tool to measure individual policy maker's capacity to engage with and use research. It uses a questionnaire consisting of 50 questions and is broken into **three categories of assessment to identify areas for improvement in the use of research.**

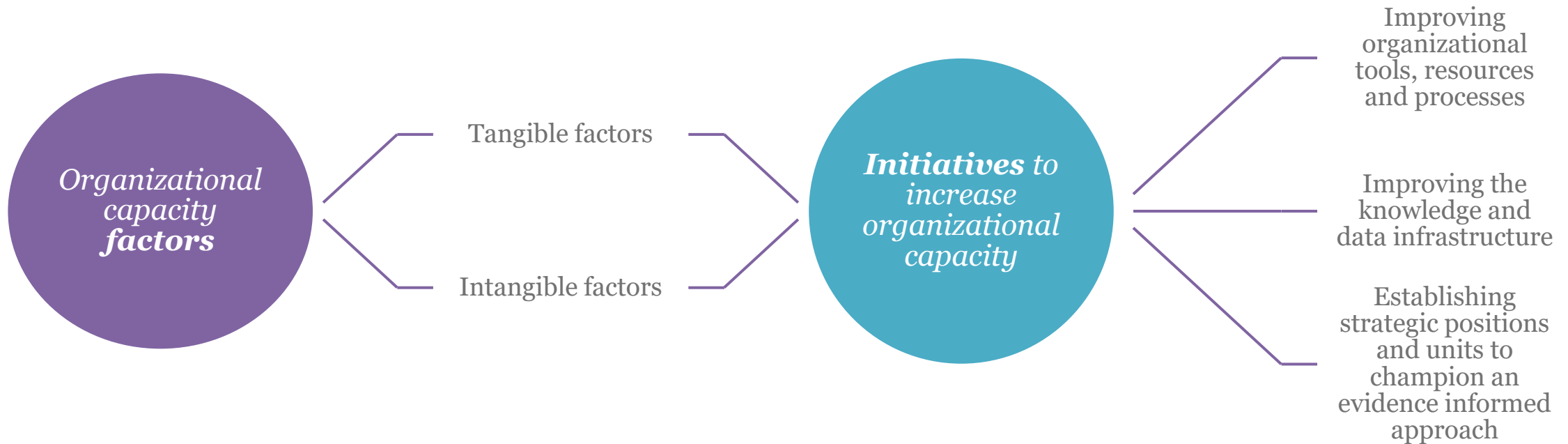


Source: Adapted from Brennan et al (2017_[48]). Seeking, Engaging with and Evaluating Research (SEER)



Building capacities for EIPM uptake at **organizational level**

Organisational capacity encompasses **factors which can either support or impede the use of evidence within organisations.**





Identifying research and policy priorities

Leveraging strategic foresight, horizon scanning and system thinking

Governments no longer operate in a predictable policy environment. More complex, sudden challenges with multiple actors taking action both domestically and internationally.

Value for governments to be proactive in scanning, gathering and analysing information and in promoting systems thinking to get the research, evidence and policy priorities right.

Strategic Foresight

Horizontal scanning systems

Promoting systems thinking



INVEST IN SUPPLY

Getting the right evidence base and evaluation

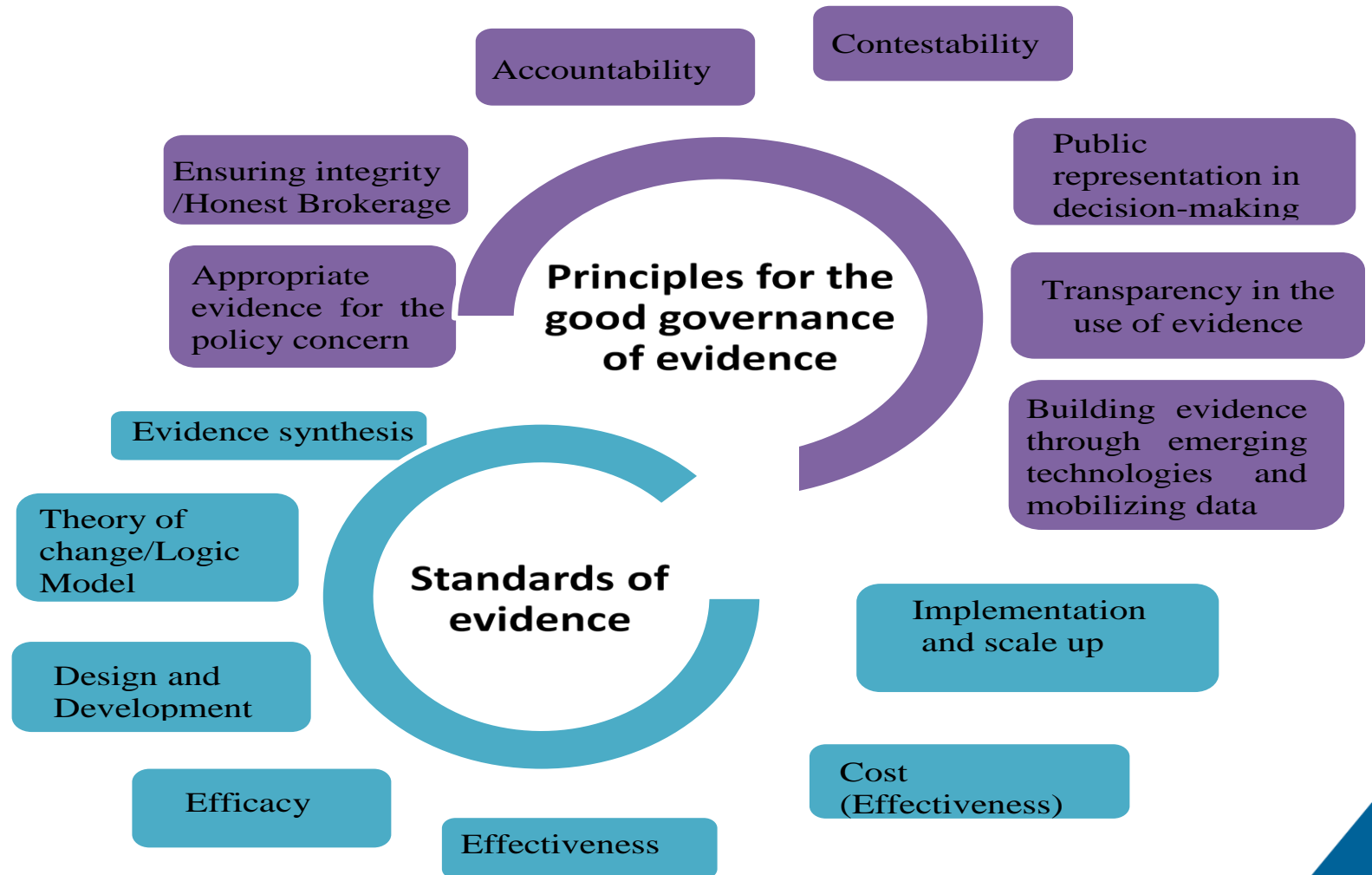
Systems for collecting, synthesising and using evidence and evaluations

- **Administrative data**
- **Open data**
- **Open Science**
- **Knowledge Management**
- **Systematic reviews**



A SYSTEMIC APPROACH TO STRENGTHEN TRUST IN EVIDENCE

- ✓ Conflict of interest for knowledge brokerage and scientists
- ✓ Quality of content
- ✓ Principles for the governance of evidence





CONCLUSION

A joint effort to strengthen supply and governance

- Tuning and reinforcing the various parts of the system
- Build mechanisms to limit idiosyncrasies
- Build tools, processes, and institutions to ensure robustness, validity and capacity for change

Leverage opportunities to achieve systemic change

- Covid 19
- Framing a resilience narrative
- AI
- Joining forces at the European and international level



THANK YOU

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