

Mobilising Evidence Informed Policy Making: The value of a Whole of Government Approach

5th High Level Meeting of the Expert Group
on Public Administration and Governance

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12.10.2023



Mobilising “Evidence Informed Policy Making”

- > Public Governance Ministerial Mandate 2015 (“Spreading a What Works approach”)
- > Joint international interest: US, Europe, Japan and broader cooperation (INGSA, Campbell)
- > Drawing on a broad range of public governance work streams
 - > Centres of Government
 - > Senior Budget Officials and Ministries of Finance
 - > Regulatory Policy Committee
 - > Digital and Access to Data
- > And wider OECD work....



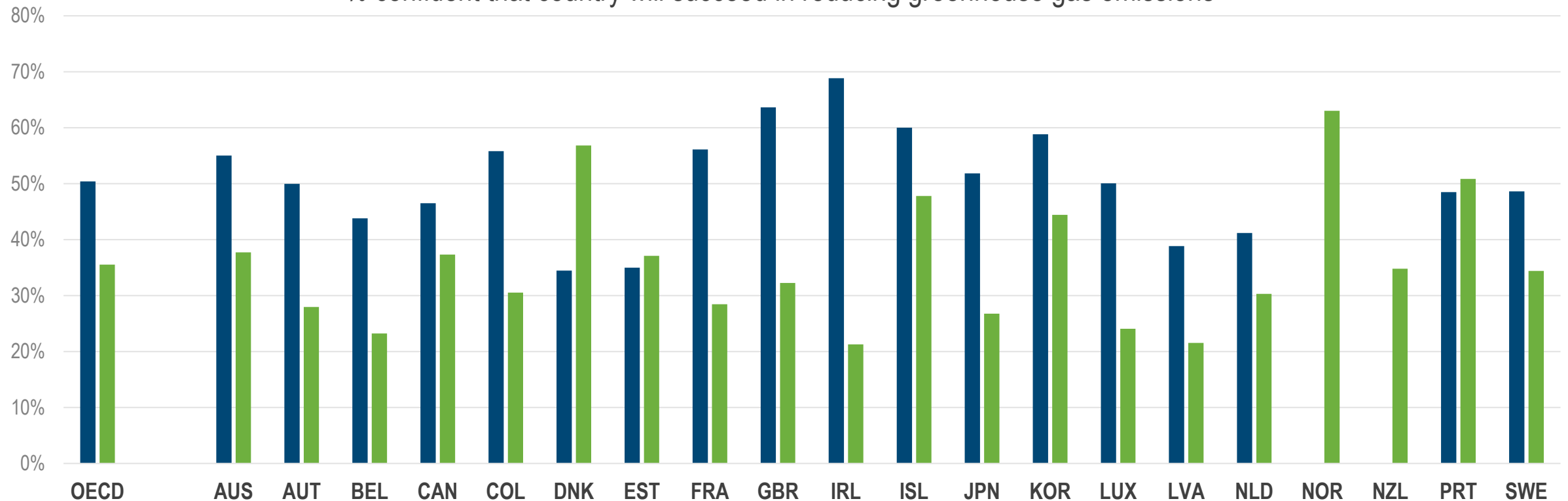
Multiple crises (COVID 19, Energy, Ukraine, and crises of democracy itself have highlighted the relevance of EIPM)



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

- % saying government should prioritise reducing their country's contribution to climate change
- % confident that country will succeed in reducing greenhouse gas emissions





Why do we need to invest in EIPM ?

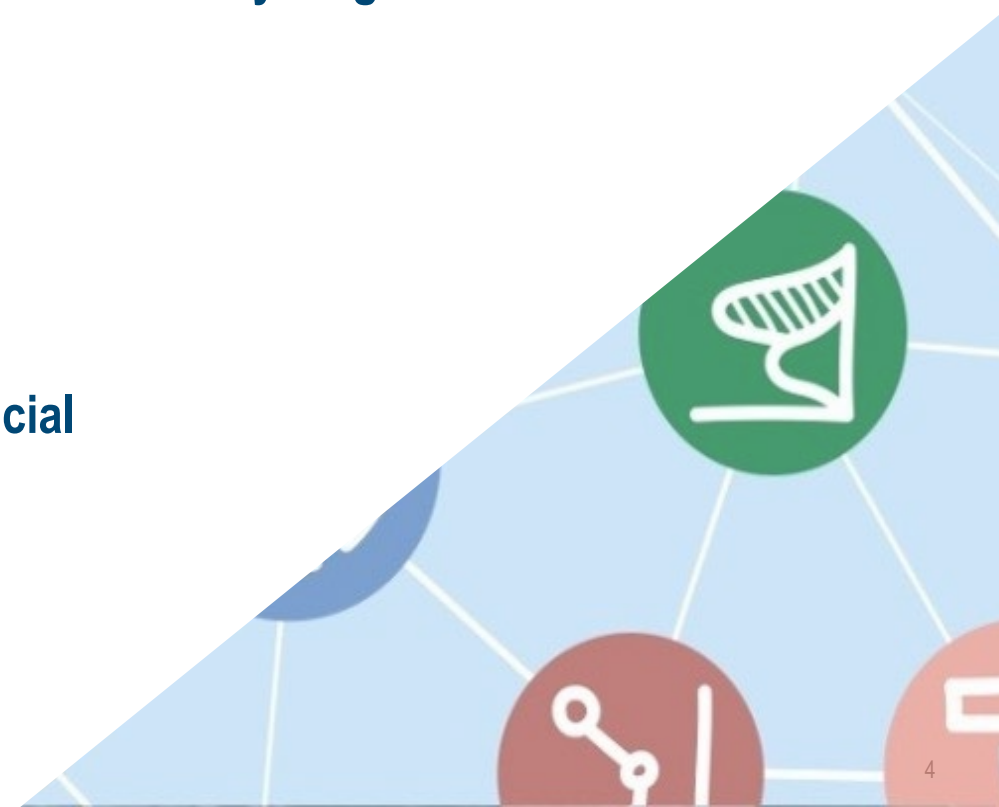
> **The cost of inaction**

- > Crucial importance to maintain trust in decision making
- > Transparent and trusted processes
- > COVID 19 crisis highlighted the need for trusted advice

> **Benefits can be hard to see in the short term, but the cost of mistakes is always high**

- > Cost of regulatory failures
- > Ineffective public expenditure
- > Incapacity to restructure and articulate priorities for spending
- > Lack of compliance and distrust from the public

> **Not just a technical issue: engagement with the public is also crucial**





Investing in EIPM requires mobilising multiple policy levers across government

Promoting quality evidence through a whole of government approach

- > Complex challenges require complex and multi-layered answers
- > No chance to succeed with a “single ministry”, single remedy approach
- > No quick fixes
- > Fortunately, wealth of examples and experiences exist in Europe and beyond:
 - > Cross departmental approach to spending reviews (Ireland, Netherlands)
 - > Investing in analytical skills across the board (Ireland, UK, France)
 - > Networks of science officers
 - > Better regulation and coordination of impact assessments
 - > Joint engagement in “Futures work”.

Need for a “challenge function“: Telling Truth to Power

- > Carefully balanced, credible and well located
- > Able to operate at the administrative to political interface
- > Need for dual skills: technical, scientific, as well as “soft skills / strategic sensitivity”

Framing the issues: What do we need to know/do? What counts as ‘good’ evidence?

Use of data

Theory of Change/Logic Model

Design and Development

Efficacy

Effectiveness

Costs & Benefits

Implementation

Evidence synthesis



How can we make “EIPM Happen” ? How do we get there?

PROMOTING AN APPROPRIATE MIX OF TOOLS AND APPROACHES

- Established and innovative tools (e.g. evaluation vs behavioural insights)
- Taking advantage of advances in data (data science, challenges in promoting good governance of data)
- Need to engage multiple communities with a whole of government focus and potential

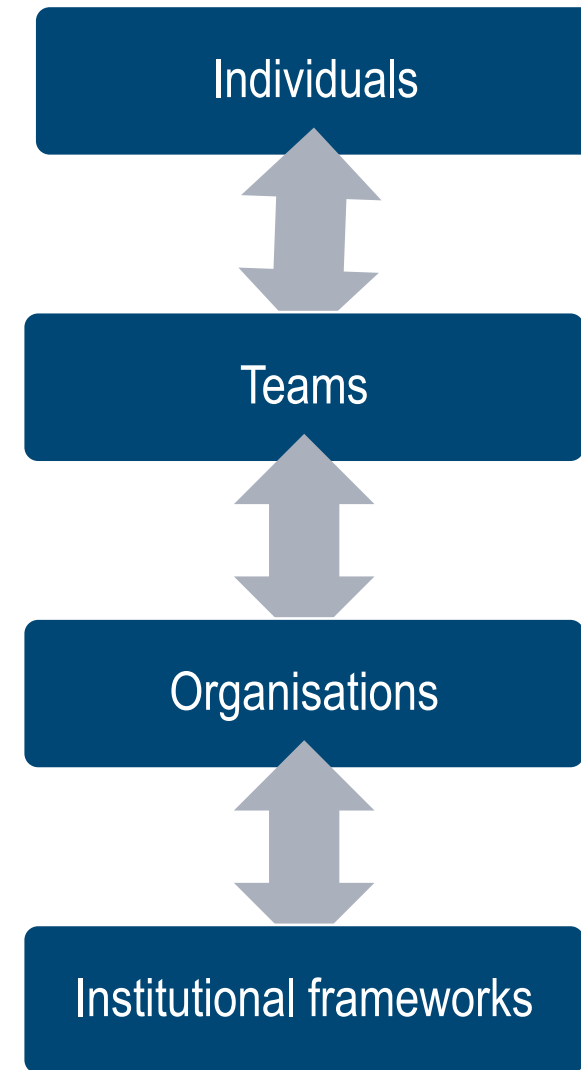
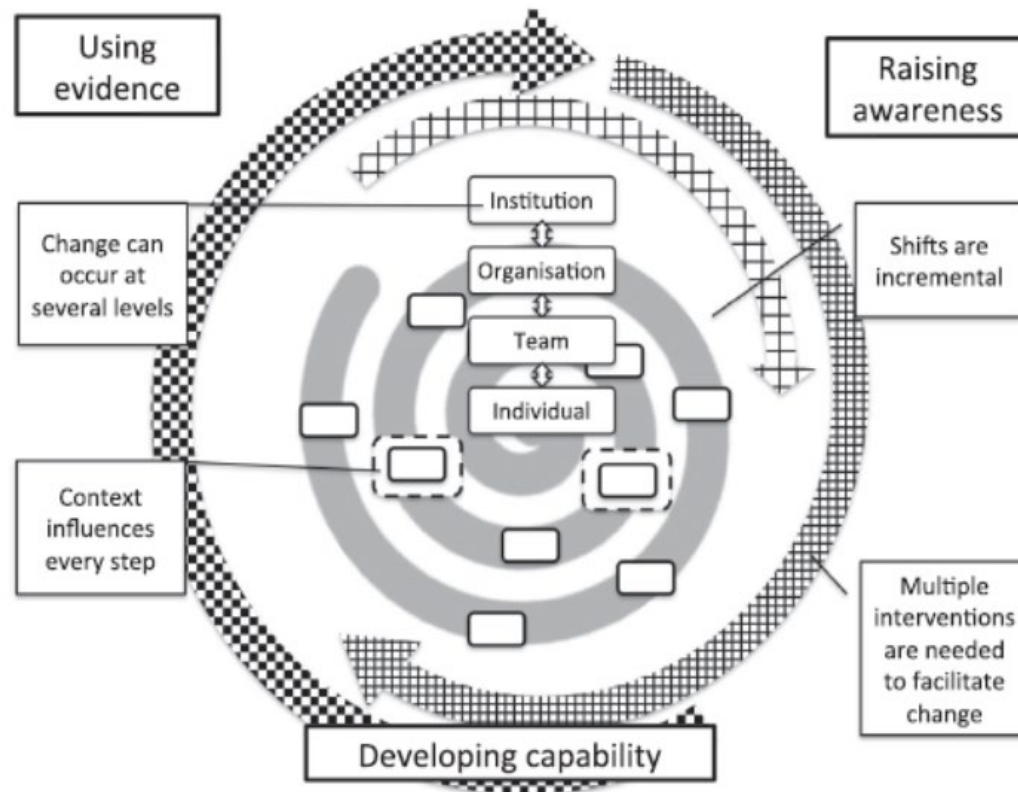
ENGAGING ON EIPM THROUGH A SYSTEMIC AND MULTIDISCIPLINARY PERSPECTIVE

Cross fertilised with various governance angles:

- **Centres of government**, coordination of policy making, and **Regulatory Quality**, evaluation and impact assessment
- **Ministries of Finance and spending reviews**, public employment, skills and leadership), Science for policy angle from JRC
- **Focal points for Innovative approaches** and experimentation
- **A whole of government investment in Science for Policy** (funding of science programmes, science advice functions embedded)
- Within the executive branch of government and beyond

Need for investment at multiple levels

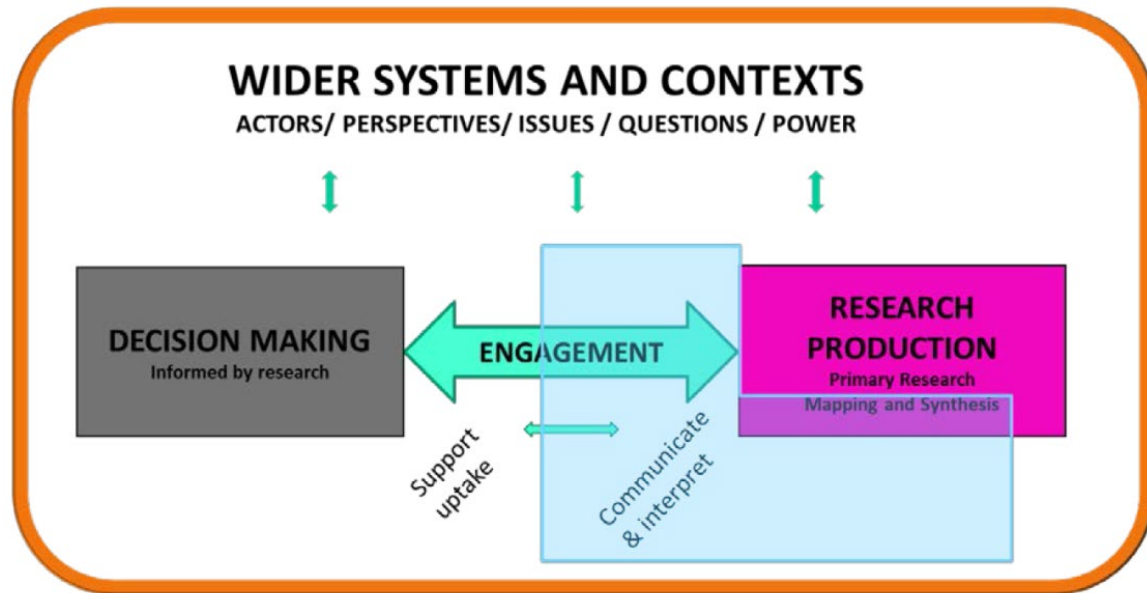
- > Demand and supply sides
- > From individual levels to institutional frameworks





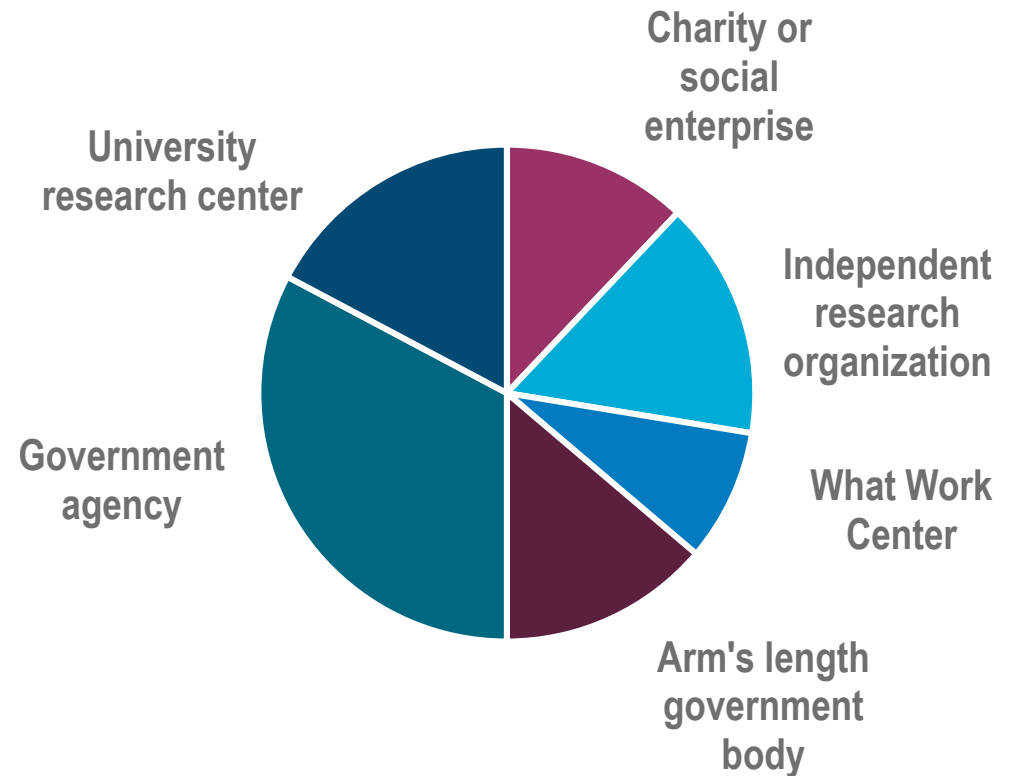
Enabling EIPM requires strengthening the Knowledge Brokerage function

Working at the interface between knowledge production, decision making and practice, **knowledge brokers have great potential to support EIPM.**



Adapted from Gough et al 2011, Gough 2012

Mapping the Knowledge Brokerage Function Advisory Bodies and intermediaries





Evidence needs to be accessible and trusted !

A whole of government perspective to ensure:

- Integrity of Knowledge brokerage function
- Integrity of Science

Addressing gaps in transparency and access to evidence

- Transparency of analytical functions
- Knowledge management tools

Integrity of Knowledge Brokerage Function

Transparency

Ethics,

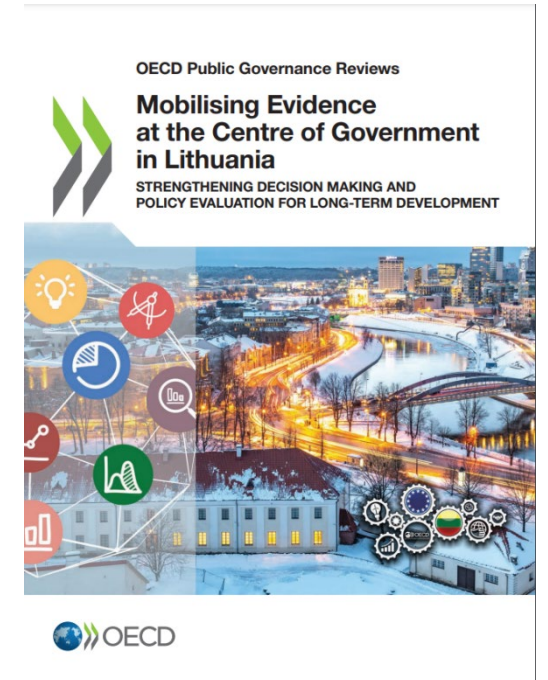
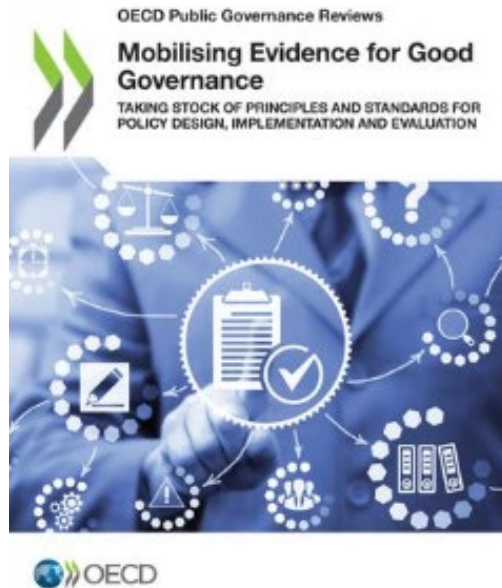
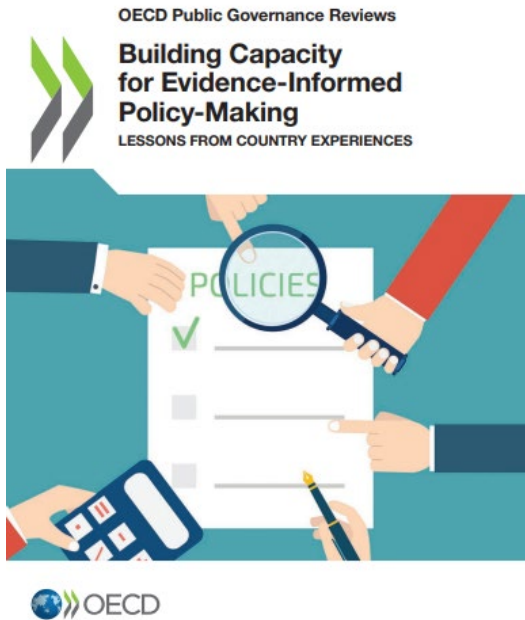
Legitimacy

Reliability

Independence

Conflicts of Interest,

OECD OFFERS REFERENCE TOOLS, COMPARATIVE BENCHMARKS, AND HAS DEVELOPED CLOSE PARTNERSHIPS WITH JRC AND REFORM



OECD Policy Responses to Coronavirus (COVID-19)

Building resilience to the Covid-19 pandemic: the role of centres of government

2 September 2020

[Open PDF](#)



CONCLUSION

Evidence informed policy making is about investing in a Common Good

- > **Engaging beyond technocratic issues**
- > **Supporting key democratic functions: policy dialogues, consensus building**
- > **Addressing complex and conflictual issues in a multipolar world:** climate change, long term fiscal sustainability, ageing, mis and disinformation
- > **Connecting with the rest of OECD agenda on public governance and fiscal management**
 - Reinforcing democracy**
 - Engaging with Citizens**
 - Winning consensus on difficult issues**