

# Anticipatory governance working group

Meeting 1, Wednesday, 6th September 2023 at 10:00-11:30 (CET)



Time (CET)	Item
10:00 – 10:05	<p><b>Welcome and introductions</b></p> <p>Matti Kuivalainen, Finland (chair of the working group)</p>
10:05 – 10:20	<p><b>Introduction to the working group, timetable and work conducted in the area by the OECD</b></p> <p>Piret Tõnurist, Senior Project Manager, OECD</p>
10:20 – 10:30	<p><b>Discussion on the agenda, expectations and timetable of the working group</b></p>
10:30 – 11:20	<p><b>Group work</b></p> <ul style="list-style-type: none"> <li>• Which anticipatory governance areas are most difficult for governments?</li> <li>• Which areas should be covered by the principles?</li> <li>• What level of details should the principles take?</li> </ul>
11:20 – 11:30	<p><b>Summary and next steps</b></p> <p>Matti Kuivalainen, Finland (chair of the working group)</p> <p>Piret Tõnurist, Senior Project Manager, OECD</p>

# Working group aims



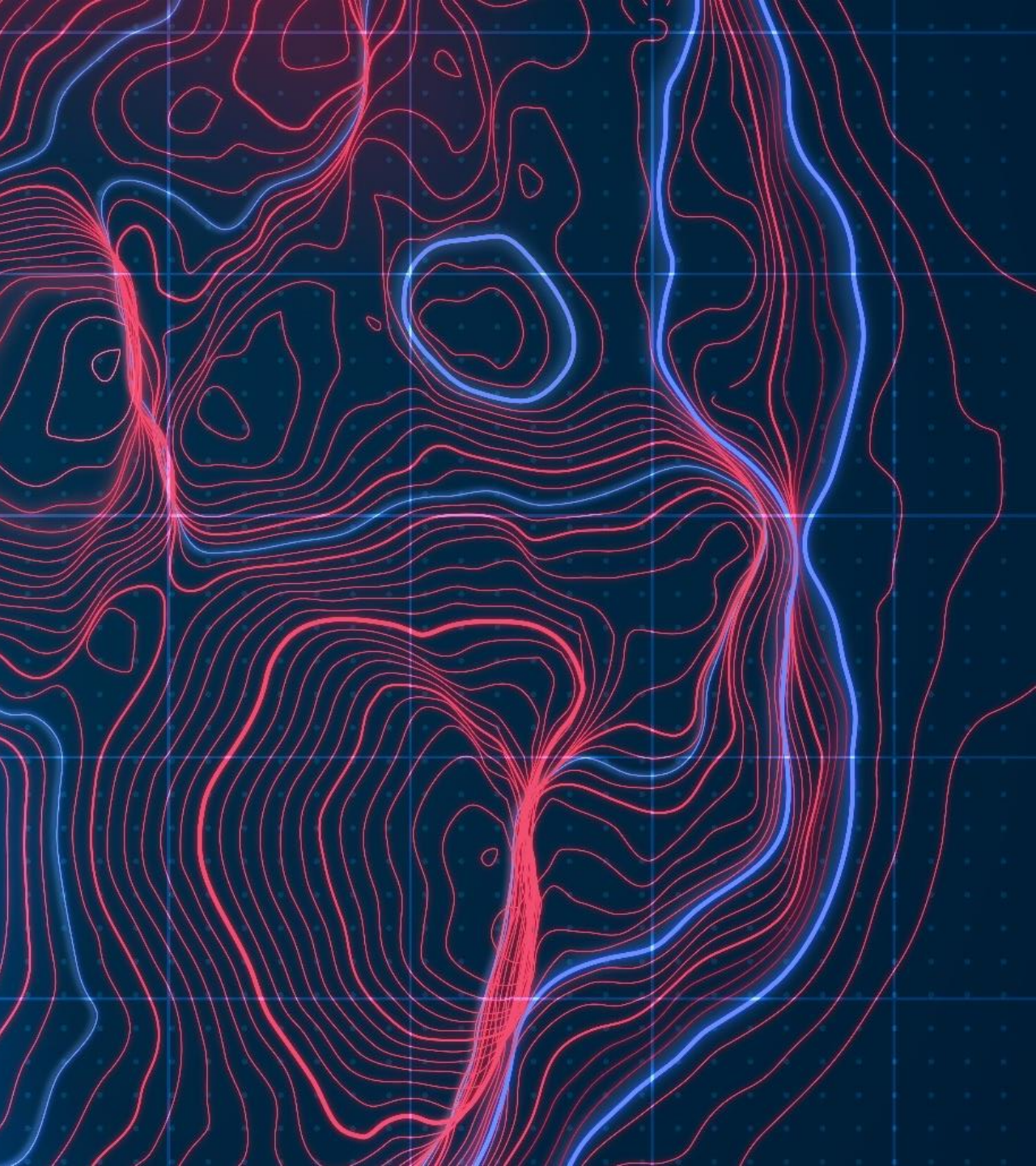
Prepare the draft **good practice principles of anticipatory governance** for the Public Governance Committee with the possibility of an OECD recommendation based on the draft.



Explore an **anticipatory intelligence monitoring tool** to monitor action across countries connected to anticipatory governance and identify key signals of change in emerging policy areas.

# Work plan

Time	Meeting
6 September 2023	Launch of the WG, setting the agenda
XX October 2023	Workshop on the structure and content of the principles
Beginning of XX November 2023	Validation and review of the draft principles prepared by the OECD secretariat
* End of November 2023	Public engagement webinar and workshop to engage the large community and collect insights for the draft principles
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# GOOD PRACTICE PRINCIPLES

# Existing OECD instruments to consider

OECD/LEGAL/0405	Recommendation of the Council on the Governance of Critical Risks	06/05/2014	In force
OECD/LEGAL/0438	Recommendation of the Council on Open Government	14/12/2017	In force
OECD/LEGAL/0445	Recommendation of the Council on Public Service Leadership and Capability	17/01/2019	In force
OECD/LEGAL/0449	Recommendation of the Council on Artificial Intelligence	22/05/2019	In force
OECD/LEGAL/0457	Recommendation of the Council on Responsible Innovation in Neurotechnology	11/12/2019	In force
OECD/LEGAL/0464	Recommendation of the Council for Agile Regulatory Governance to Harness Innovation	06/10/2021	In force
OECD/LEGAL/0478	Recommendation of the Council on Public Policy Evaluation	06/07/2022	In force
<b>Substantive outcome documents</b>			
OECD/LEGAL/0484	Declaration on Building Trust and Reinforcing Democracy	18/11/2022	In force
OECD/LEGAL/0450	Declaration on Public Sector Innovation	22/05/2019	In force
OECD/LEGAL/0448	Declaration on Policies for Building Better Futures for Regions, Cities and Rural Areas	20/03/2019	In force

# Structure of principles

Contextual situation

I Definitions

II Recommendations by thematic blocks

Encourages, invites....

Background information



# Anticipatory intelligence mechanism

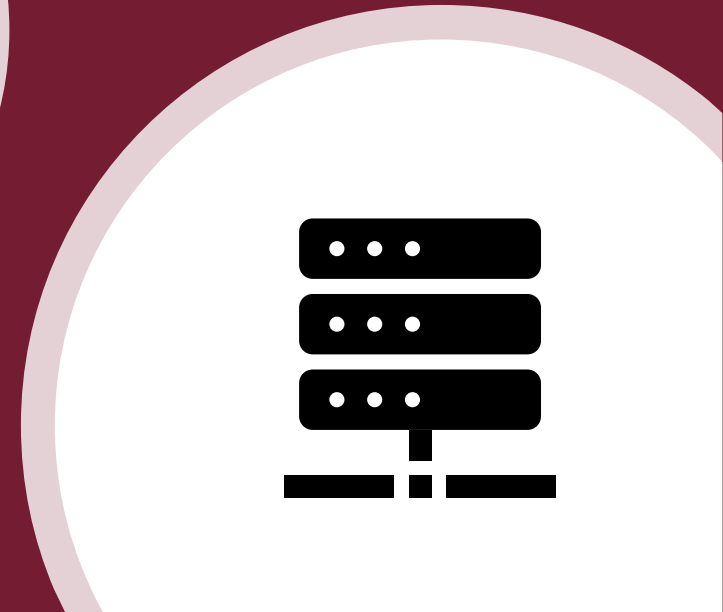
Anticipatory intelligence involves picking-up on emergent knowledge for adaptive and prospective decision-making in a specific context.

It is driven by the need to translate insights and results into operational responses and impact mechanisms.



# Benefits of anticipatory intelligence

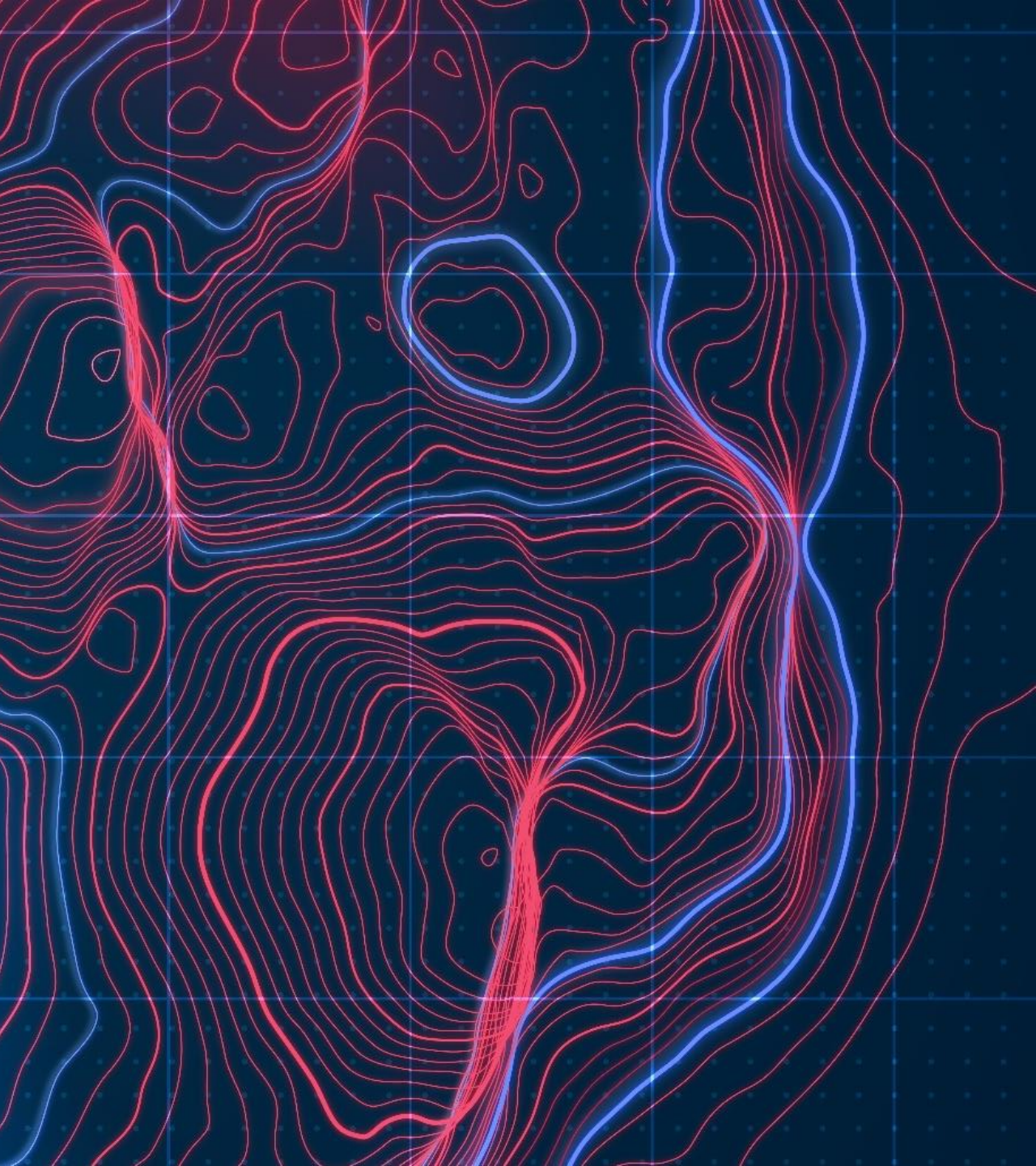
- Pragmatic purpose
- User-centricity
- Fit to context
- Datafication opportunities and threats



# Uses of anticipatory intelligence in resilience processes

		Purposes of intelligence		
		Predict and project	Sensemaking and trends recognition	Discover and explore
Dimensions of resilience	Resistance	Early warnings signals: e.g. EMBERS (Doyle et al 2014)	Trends (Greenblott et al 2019: 250-253)	Consequence Scanning: e.g. <a href="#">LabX adaptation</a>
	Recovery	Projection techniques: e.g. influence trees or diagrams (Clark, 2019: 304)	Stakeholders' insights elicitation and crowd-sourcing: e.g. <a href="#">SWARM</a> (Gelder, 2020)	Wargaming (Kinney 2020: 138) <a href="#">Strategic dialogues</a> (see Box 2)
	Retention	<a href="#">Dashboard Flemish Resilience</a> (see Box 1)	Futures barometer (Sitra)	Three horizon technique (Curry and Hodgson, 2008)
	Resurgence	What-if forecasts: e.g. <a href="#">Cogent</a> (Tecuci et al, 2019)	Narrative methods (Smith 2005): e.g. Community's Action Lab	<a href="#">System innovation</a> (De Smedt and Borch, 2021)  Futures literacy labs (Miller, 2018)

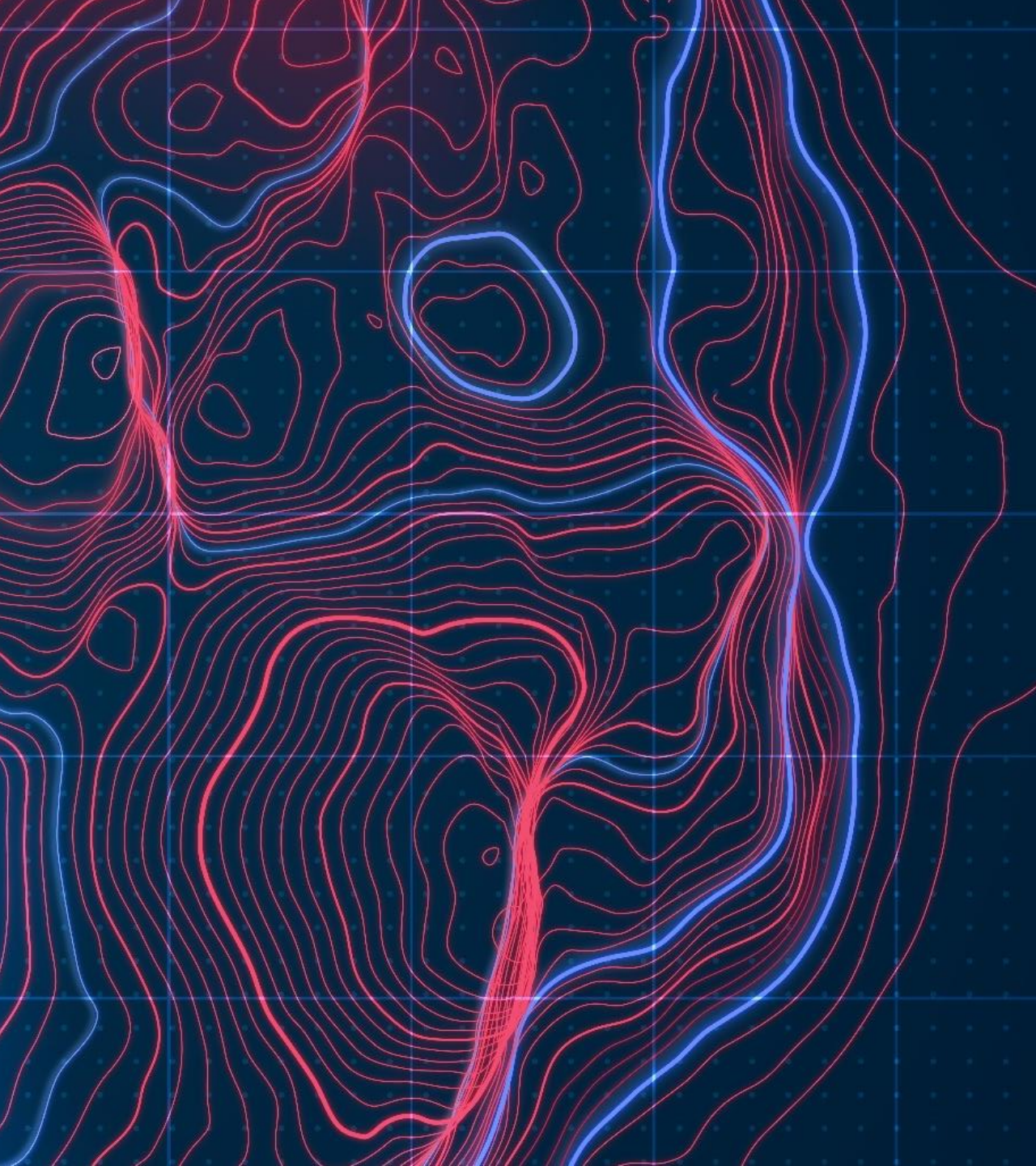
Monteiro, Tonurist, Staudt, forthcoming.



## GENERAL CONTEXT

# General context

- Anticipatory governance is essential due to context of policy making that struggles with uncertainty, complexity, multi-causality, accelerated pace of change, technological change, risk avoidance, short-termism, emerging risks and cascading crises.
- The work on anticipatory innovation governance at the OECD started to bridge the “**impact gap**” of strategic foresight in the public sector and make room for more experimentation and ultimately transformative innovation
  - Impact gap is the lack of use of high-quality futures knowledge in policy making, innovation and strategy due to individual, collective, and institutional limitations.
- The aim is to build a resilient policymaking system that is timely and innovative



**The OECD  
anticipatory  
innovation  
governance model**

## Authorising Environment

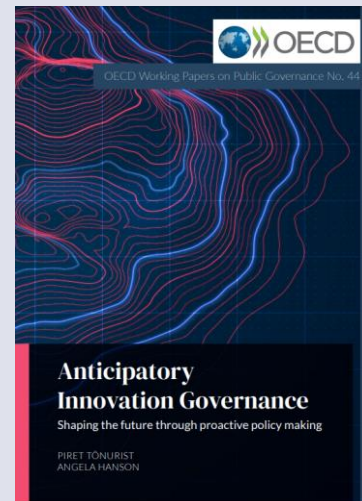


# Publications: anticipation and foresight



Short brief

[oe.cd/AIG-brief](https://oe.cd/AIG-brief)



Full working paper

[oe.cd/il/AIG-full](https://oe.cd/il/AIG-full)



Ireland

[oe.cd/sfIRE](https://oe.cd/sfIRE)



Finland

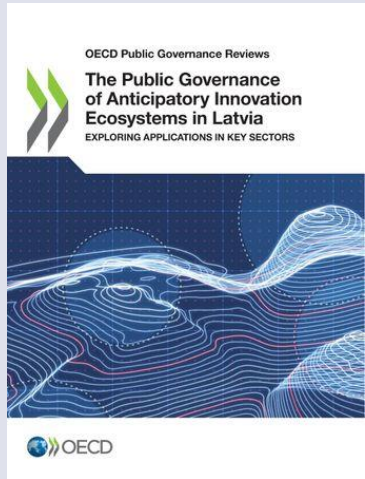
[oe.cd/aigFIN](https://oe.cd/aigFIN)



Slovenia

[oe.cd/talentSLO](https://oe.cd/talentSLO)

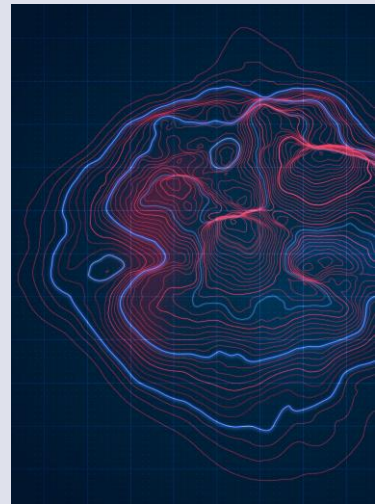
# Publications: anticipation and foresight



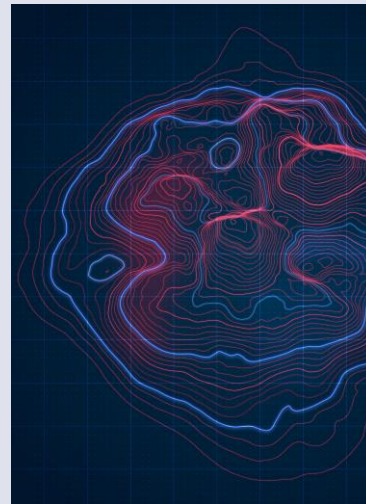
**Latvia**  
[oe.cd/pub/LVAIG](https://oe.cd/pub/LVAIG)



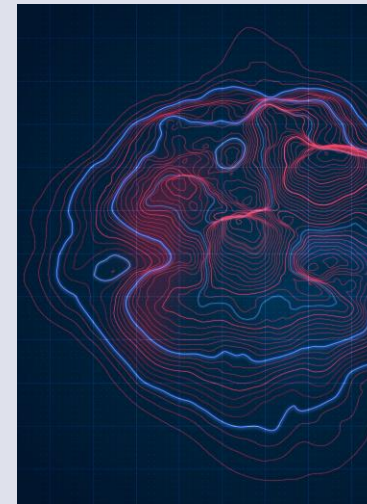
**Tackling policy challenges**  
[oe.cd/tackling-challenges](https://oe.cd/tackling-challenges)



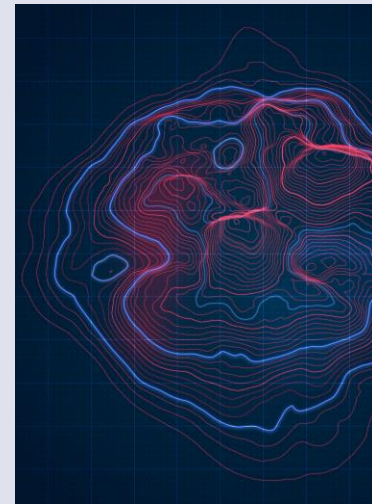
**SF systems in Portugal**  
Policy brief,  
Forthcoming



**Flanders**  
Forthcoming



**Sweden crisis preparedness**  
Forthcoming



**SF systems in Malta, Lithuania and Italy**  
Forthcoming



# Our work so far has shown the need to:

- Create clear mandate for the anticipatory work with systemic follow up
- Create community of practice around anticipatory approaches
- Integrate futures and foresight with core strategic processes, innovation and experimentation.
- Systematically involving citizens and other stakeholders in future-oriented policy creation.
- Increase access to and experience with anticipatory approaches and tools.
- Build capacity across the public sector in strategic foresight and innovation.
- Allow for complex and long-term policy issues to be collectively understood and sustained across the policy cycle.
- Counter governmental silos and creating new ways of collaboration to look at emerging problems in a cross-government manner.



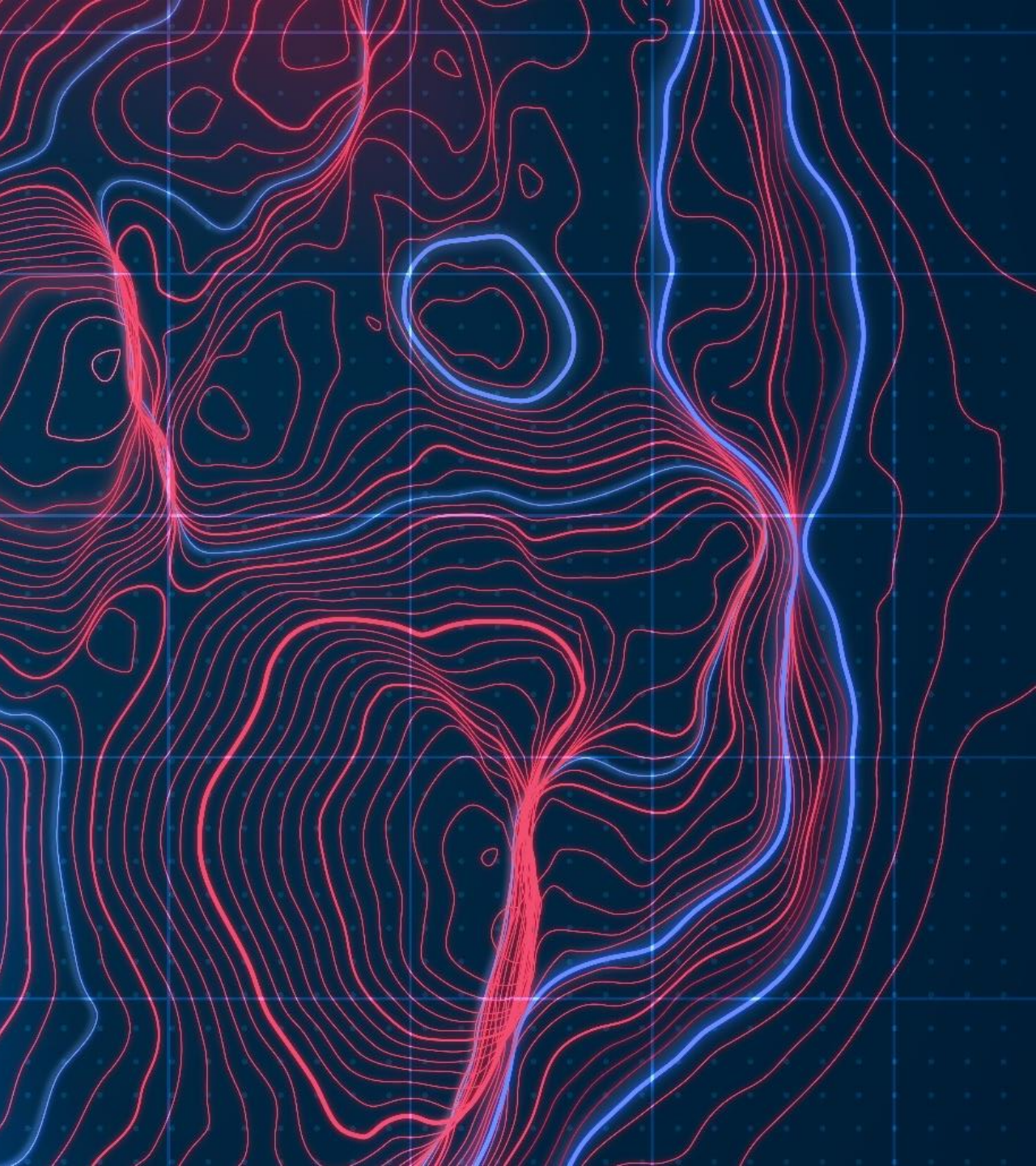
*»I wish there was a regulation saying that all new strategies and white papers have to take a long-term perspective and do some strategic foresight. It would stop us from being embarrassed so often.«*

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Policy analysts, OECD member country










# Our work so far has shown the need for:

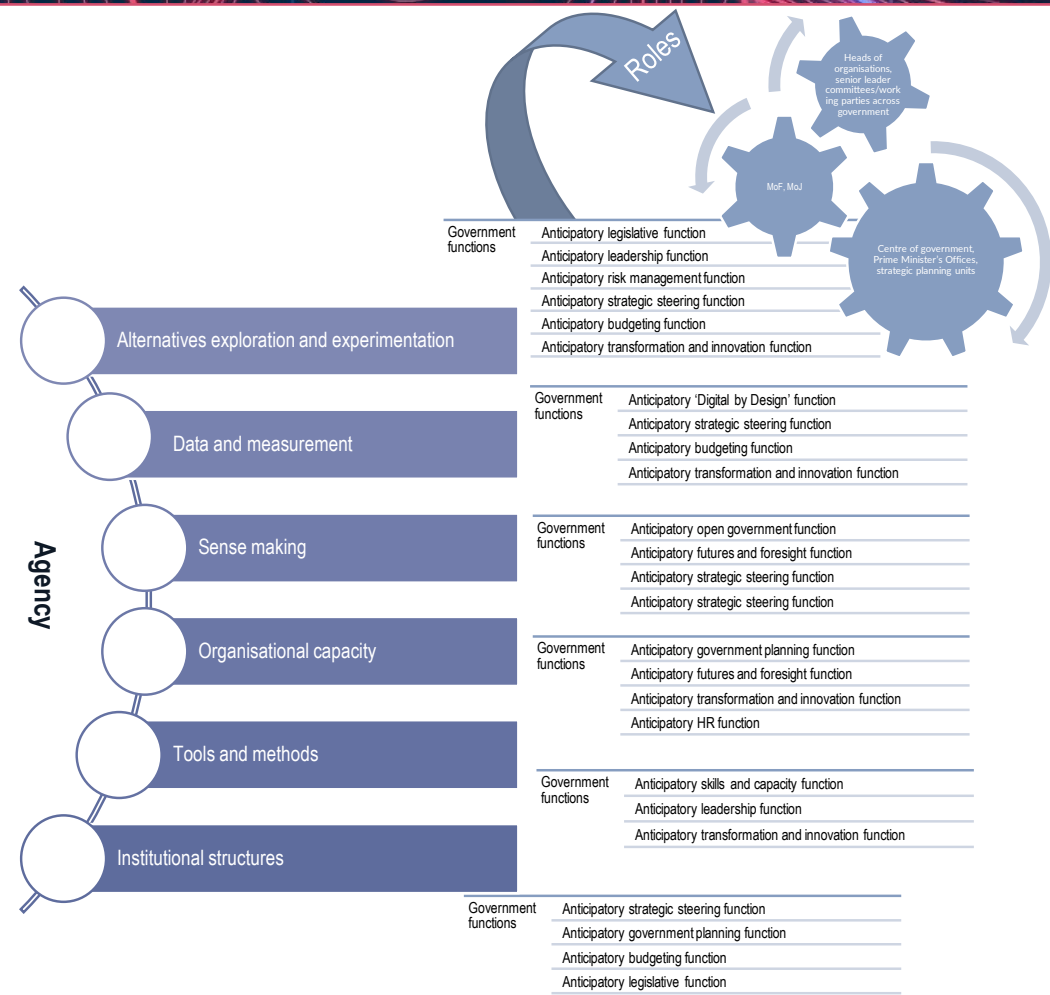
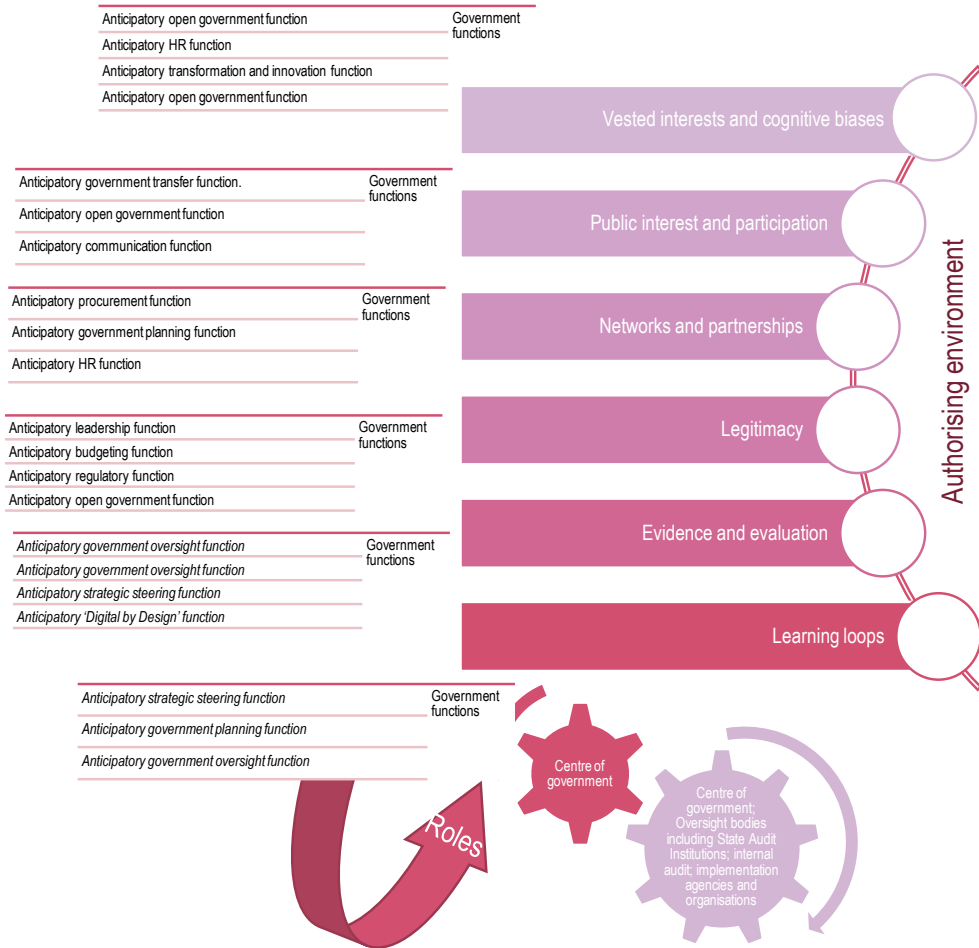
- Clearer procedures to assign responsibility and ownership over emerging and complex issues
- Clearer roles during government transitions especially in handing over complex policy issues
- Using anticipatory intelligence and tools and methods that account for uncertainty in investment decisions.
- Addressing cognitive biases in policymaking.
- More flexibility and experimentation in policy implementation and shorter feedback loops to policy design.
- More “future seeking moments” in policy development
- Better ecosystem management for collective intelligence, opportunity spotting and also utilisation



# FUNCTIONS

# Government functions and anticipatory innovation capacity (Finland)

-  Government transition function
-  Government planning function
-  Strategic steering function
-  Budgetary function
-  Legislative function
-  HR function and skills and capacity development
-  Open government function
-  Future and foresight function
-  Oversight function



# Strategic foresight systems (Flanders, Belgium)

## Foundational elements:

1. Mandate
2. Capacity building
3. Communication

## Strategic foresight functions:

1. Stakeholder engagement
2. Production and delivery of SF products
3. Data analysis and contextual sense-making
4. Stress-testing
5. Policy innovation
6. Evaluation and knowledge management
7. International dialogue

# Topical areas to think about



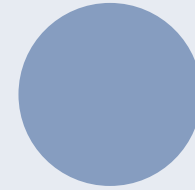
Capacity



Mandate



Supervision/  
evaluation



Embeddeness in  
policymaking



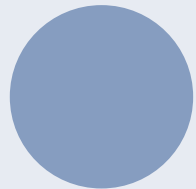
Networks,  
communities  
of practice



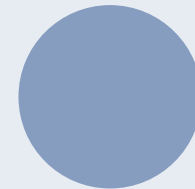
Stakeholder  
engagement



Innovation



Production  
of SF

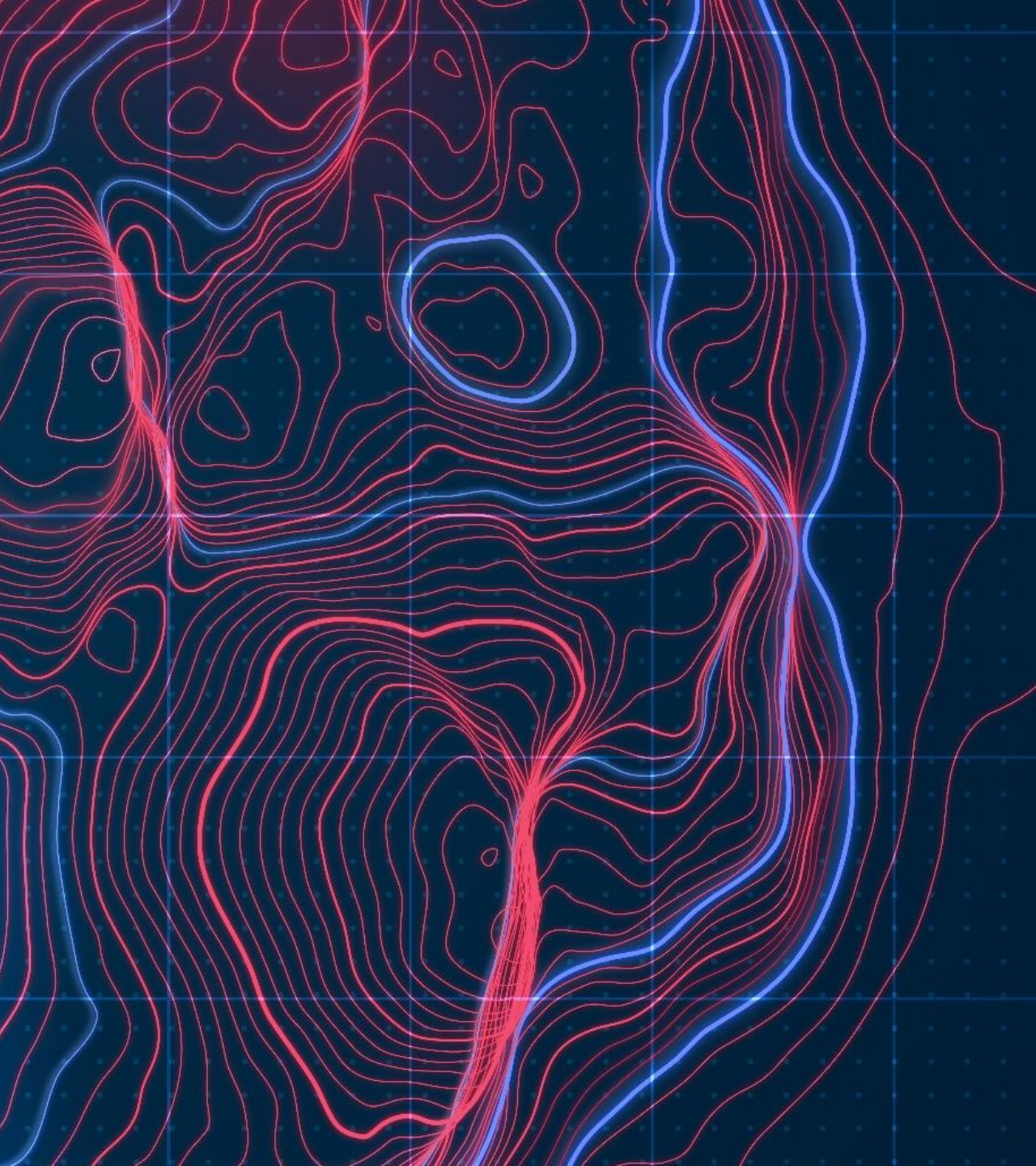


Organisation  
al forms



Traditional  
government  
functions





## GROUP WORK

# Discussion

[https://padlet.com/opsi/AIG\\_NCP\\_working\\_group](https://padlet.com/opsi/AIG_NCP_working_group)

1

## TELL US

Which areas, government functions, topics should the principles cover?

2

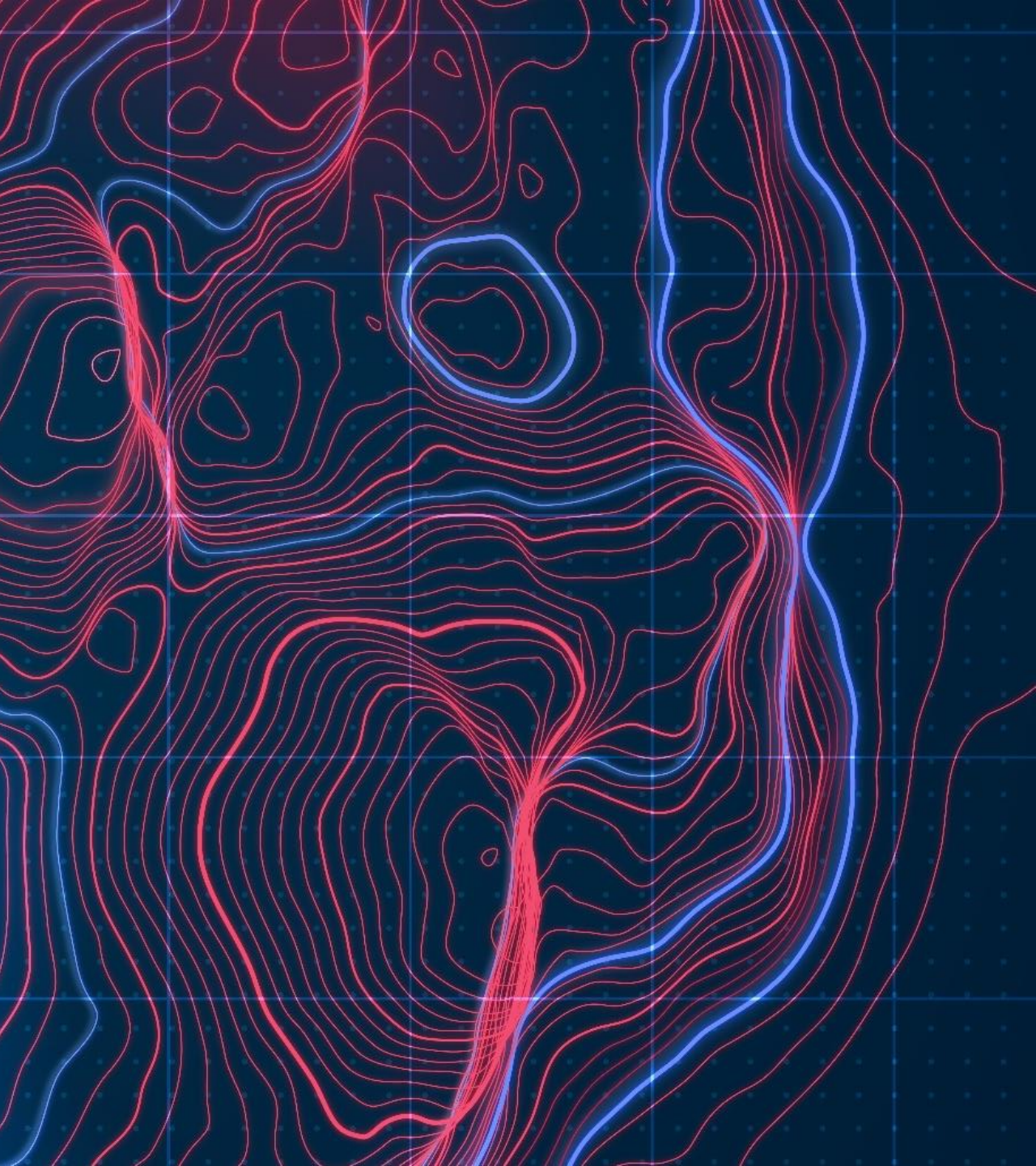
## DISCUSS

What areas would be most impactful coming from the OECD?

3

## INVOLVE US

How could OECD test those areas and who would be the right audience for it?



**NEXT STEPS**

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# Upcoming

- The Secretariat will send:
  - The materials from today's session
  - A Doodle poll to plan the upcoming sessions in October, November
  - Invite to the September 28<sup>th</sup> launch of the Portugal strategic foresight policy paper (see details in the next slide)
  - Prior to the next meeting options for the structure for the principles



Webinar

Working Paper Launch

# Supporting decision making with strategic foresight

28 September | 14:00-15:00 (CEST)

Register



[t.ly/HxYj6](https://t.ly/HxYj6)

- Case studies
- International benchmarks
- Best practices
- Methodological recommendations