

L'institutionnalisation de la prospective dans l'action publique

**Analyse comparée des systèmes politico-administratifs
britannique, néerlandais et wallon**

21/10/2016

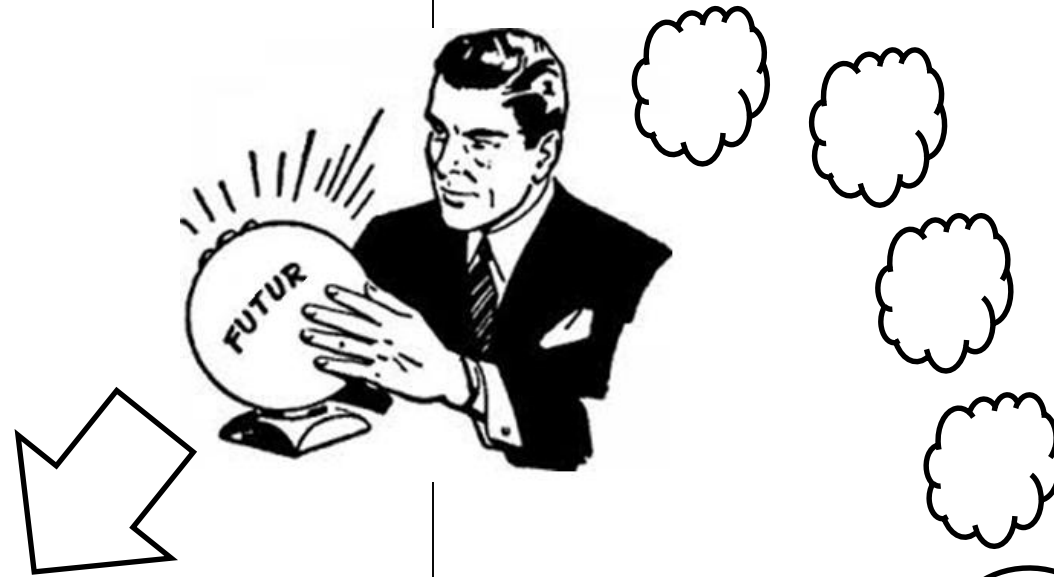
Maxime Petit Jean

Le futur ?





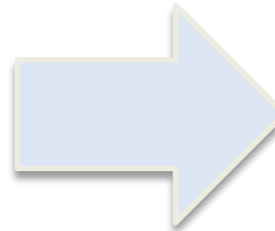
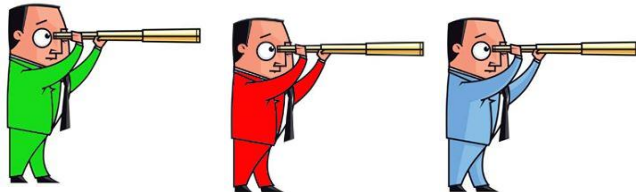
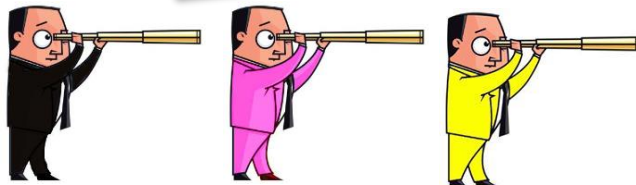
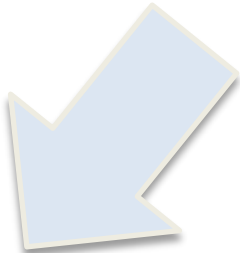
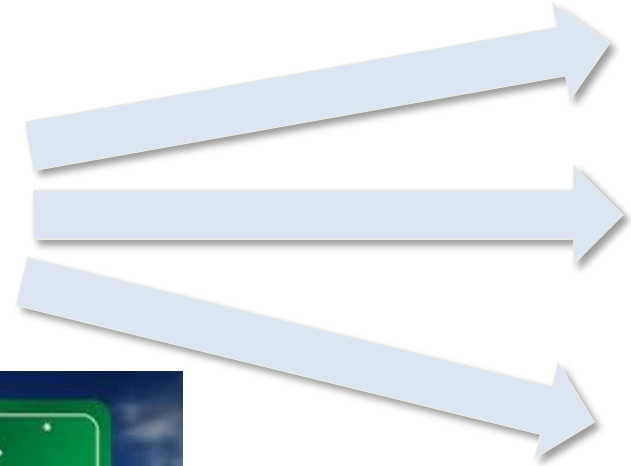
Le futur ?



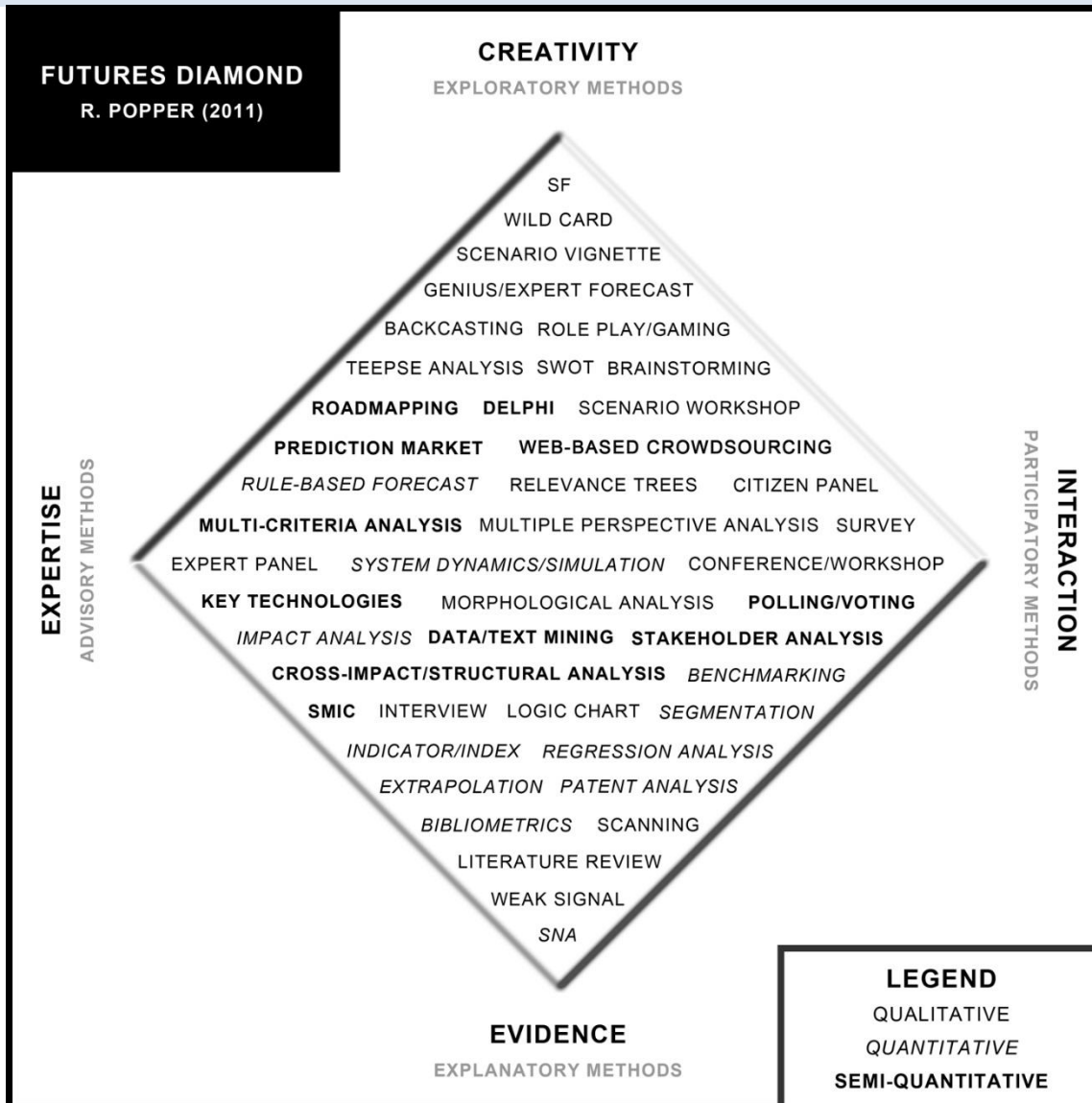


La prospective

- Outil d'aide à la décision
- Futur à long-terme
- Pluralité de futurs
- Interdisciplinarité
- Approche systémique



Les méthodes de la prospective



Un constat de départ



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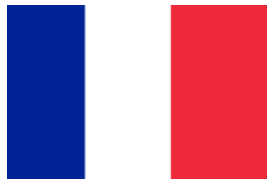
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270



131



198



75



174



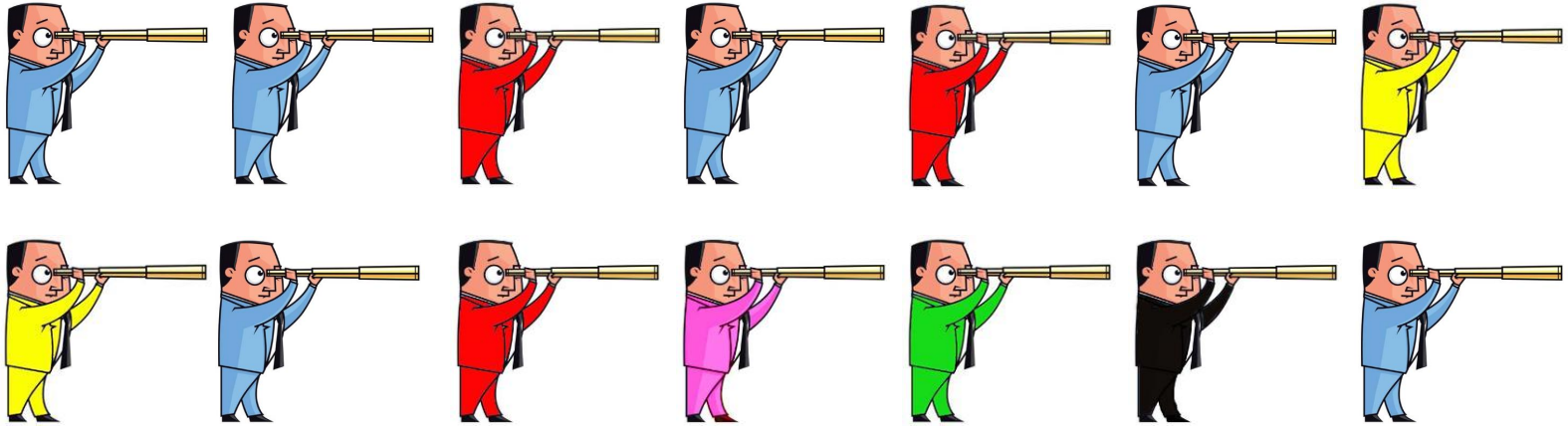
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Une question centrale

- ❑ **Comment s'institutionnalise la prospective dans l'action publique ?**
 - ❑ Quelle(s) **prospective(s)** ?
 - ❑ Quels **processus** d'institutionnalisation ?
 - ❑ Quels **acteurs** et **structures** des processus ?
 - ❑ Quels **facteurs** d'institutionnalisation ?

- ❑ Positionnement à l'intersection de la gestion publique, de la sociologie de l'action publique, des *futures studies* et des étude STS

Institutionnalisation de la prospective

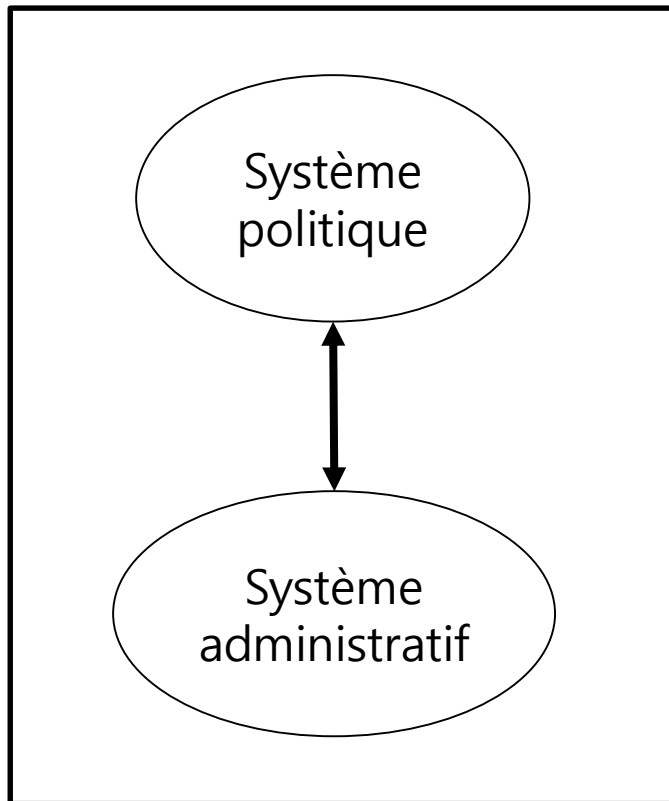


- Processus d'institutionnalisation
- Plusieurs approches au sein d'un même contexte
- Dimensions structurelles et cognitives

Systeme politico-administratif

Régime politico-administratif

Relations État – société



Régime de connaissance

Structures du processus de production de connaissance

Croyances liées à la légitimité du processus de production de connaissance

Méthodologie (1)

Systèmes politico-administratifs



Secteurs de politiques publiques



Période de
40 ans

Méthodologie (2)

The image shows a Microsoft Word document window titled "2014-11-25 - Sandy Thomas". The document contains a network diagram and a text block. The network diagram features a central node labeled "Choice of topics" (circled in green), with lines connecting it to other nodes: "tISC", "OCSA", "SEMIR", "Strategy Unit", "Expert group", "Process", "Definition", "TTP", "DoH", "Organisational structure", "Academic work", "Financial resources", "Network", "Future orientation", "Report", "Staff", "Modelling", and "Policy relevance". A large black arrow points from the text block to the "Choice of topics" node. The text block is enclosed in a green box and discusses how topics were chosen by various means, including consultations with Chief Scientists and industry experts. Below the text, a table is partially visible with columns for "Dans", "Noeuds", "Encoder à", and "Ligne".

Ok: How were the topics chosen?

Well, people always ask this question. The topics were chosen by a variety of means. Different Chief Scientists had different preferences. So, Dave King liked to have what he called "hot houses" where he'd bring together for 24 hours or more – and he could talk to you about this – very senior people from diverse backgrounds, but you know people I guess from industry. I didn't do ... I wasn't there. People from industry, people from government, experts, bring them together and ... bring together and get them to brainstorm about what new ideas might look like. And, as a result of facts, I'm thinking of which topics ... I think the obesity topic came out of that, I think the mental capital project came out of that. So, he ran at least two of those, I think, prior to my coming here. So, that's one approach, when you bring together people. The other approach which I think John Beddington used was to write to people and do a public consultation. Not public, but he would write to a selection of people. So, one time, he did that people you would expect, leading thinkers, people in government, captains of industry. Another time, we wrote to international commentators, a different kind of people who were perhaps thought leaders. And then at the same time than those kinds of methods being used, there will always be ideas coming in. So, apart from obesity – it came out of this hot house – the topic. But it also came from the deputy CMO in the Department of Health. So, sometimes, these things would come from more than one source. And then, you test them out. So, sometimes, you'd have a topic where it looked compelling and another time, a topic which ... So, for example, global food and farming system, that came via Sir John's consultation with leading people. And ... What you would then do is you would craft together a short list of things that you've looked. You discovered things that you thought "well, that's a good idea but there are other resources, why would you do it?" Either it is too recent, or it has been done, it is too crowded a field, or no one's interested in government. Because the key ... one of the key criteria for doing foresight, selecting the topic what it must have support in government. So you wouldn't do it unless there were people in government that would be saying "we really value this and we'd like you to do it with our help". That was key to getting impact. Of course, that is never enough, because you can get a change of minister, you can have an election. And the support that you built up can erode, very quickly. So, there is never any guarantees that ... So, I think that's always quite challenging. That criterion was one of the most important, actually.

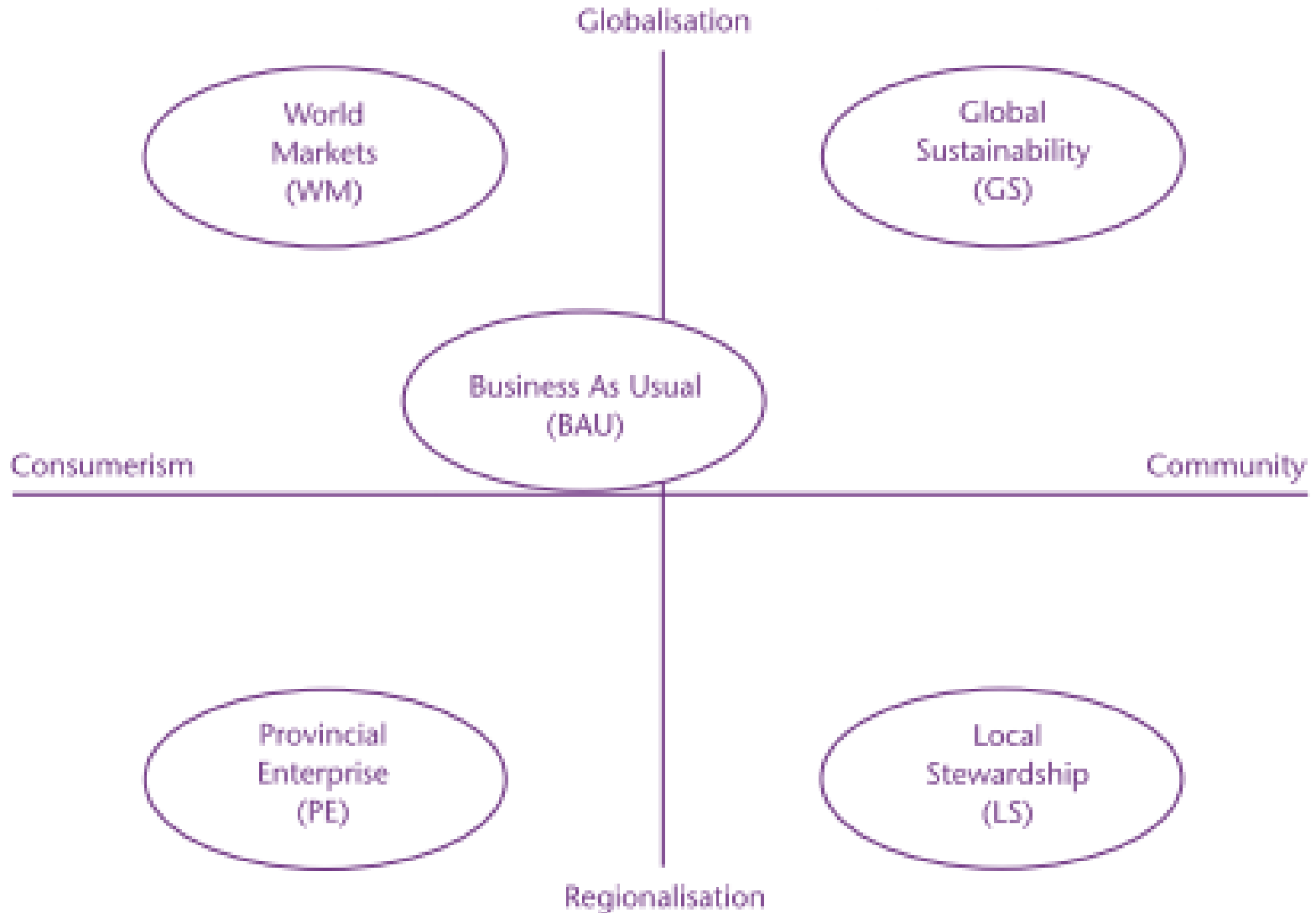
Then, you'd go around the department, say, it is really interesting doing this "what's your view?". A good example on that would be the food and farming project where that came high on the list of quite a lot of people who were consulted by Sir John Beddington. It was also at the time where there was a price pike in cereals prices, particularly wheat and rice. So, there was quite a lot of alarms among governments around the World about what this was happening. There was already a response from our Cabinet Office here to do a short report on food. And, in a sense, when they'd finish that, they did that quite quickly, they then handed the topic to us. And pointed one of their recommendations that we needed much better look at this for the future. That's what happen. So, that was a very good example. And then, that report had, you know, quite a lot of impact. Around that time, we had a change of government. So, again, you get to be affected to some extent by the appetite of different ministers for ongoing ... even different Chief Scientists for ongoing projects.

Dans	Noeuds	Encoder à	Ligne
Lié	Noeuds: 72 Références: 193	Lecture seule	Ligne: 292 Colonne: 67
1999 - PIU - The Future and How we Thin	3	3	05-01-15 MPJ 05-01-1 MPJ
2000 -

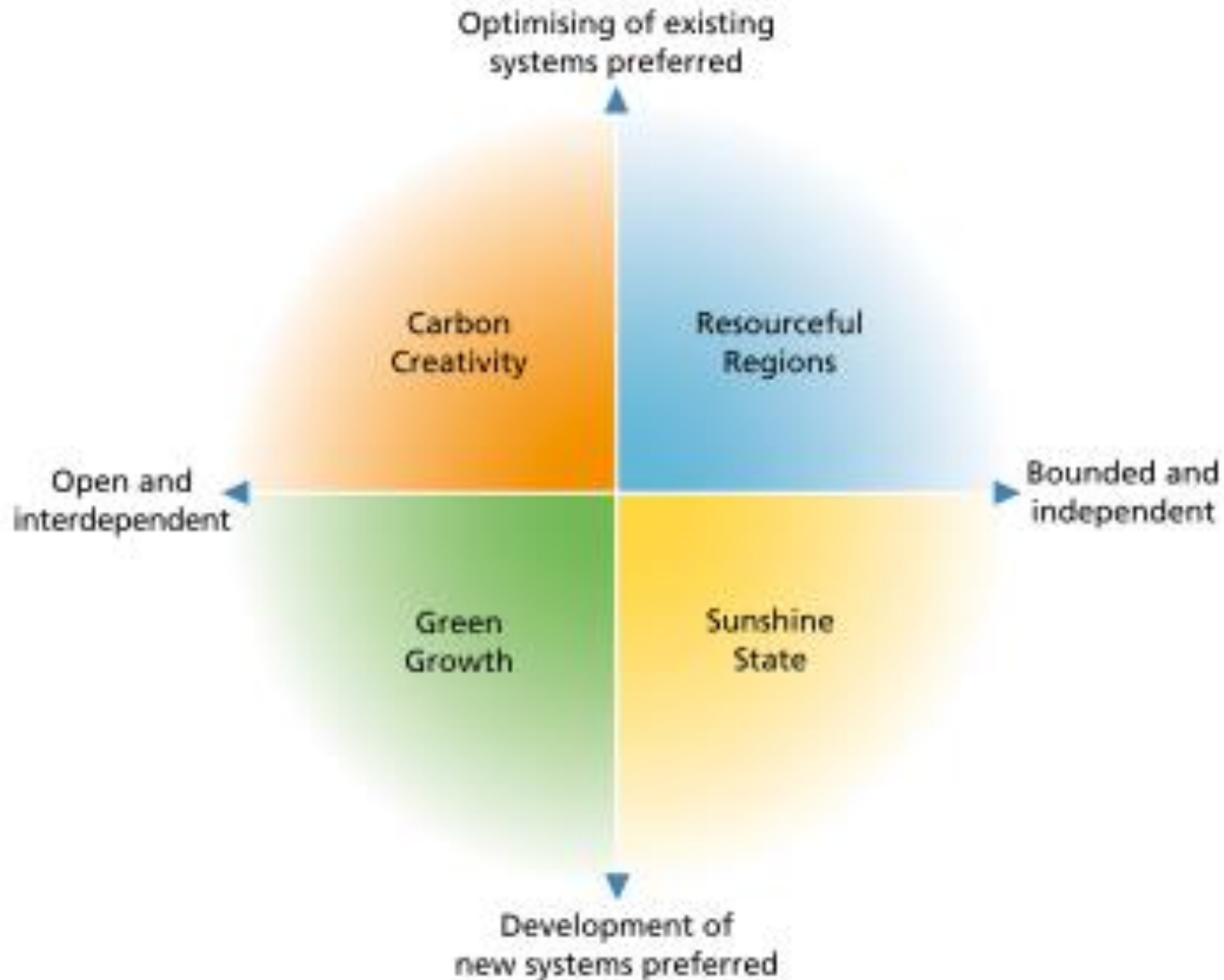
Activités de prospective en matière d'énergie au Royaume-Uni

- ❑ Panels de priorisation scientifique
- ❑ Scénarios PIU à 2020 et 2050
- ❑ Projet SEMBE

Scénarios PIU (2002)



Scénarios SEMBE (2008)



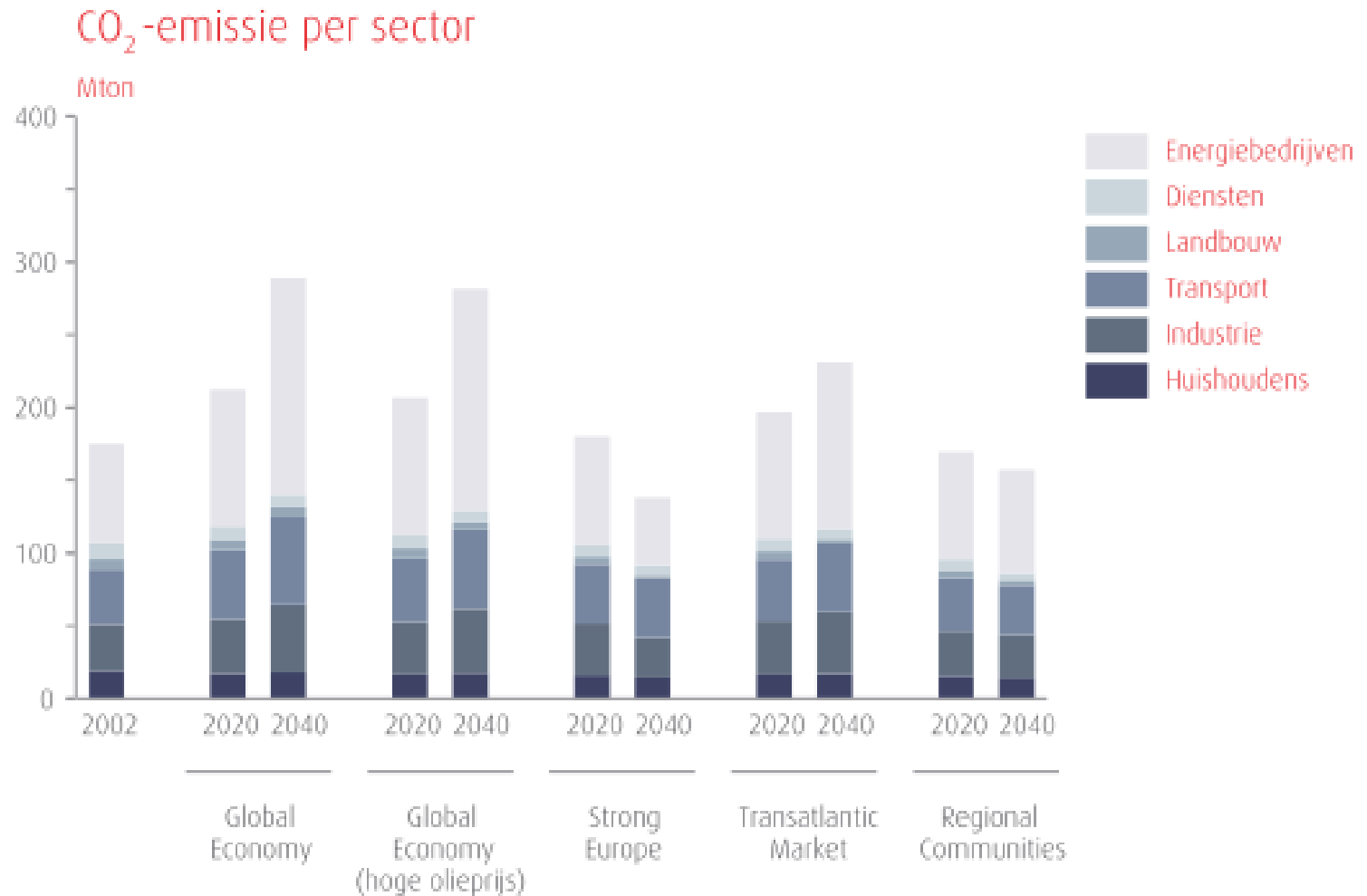
Activités de prospective en matière d'énergie aux Pays-Bas

- ❑ Travaux majoritairement scénaristiques quantifiés
 - ❑ Nationale Energie Verkenningen (NEV)
 - ❑ Welvaart en Leefomgeving (WLO)
- ❑ Scénarios alternatifs
 - ❑ Transition énergétique
 - ❑ Approvisionnement énergétique
- ❑ Panel de priorisation scientifique

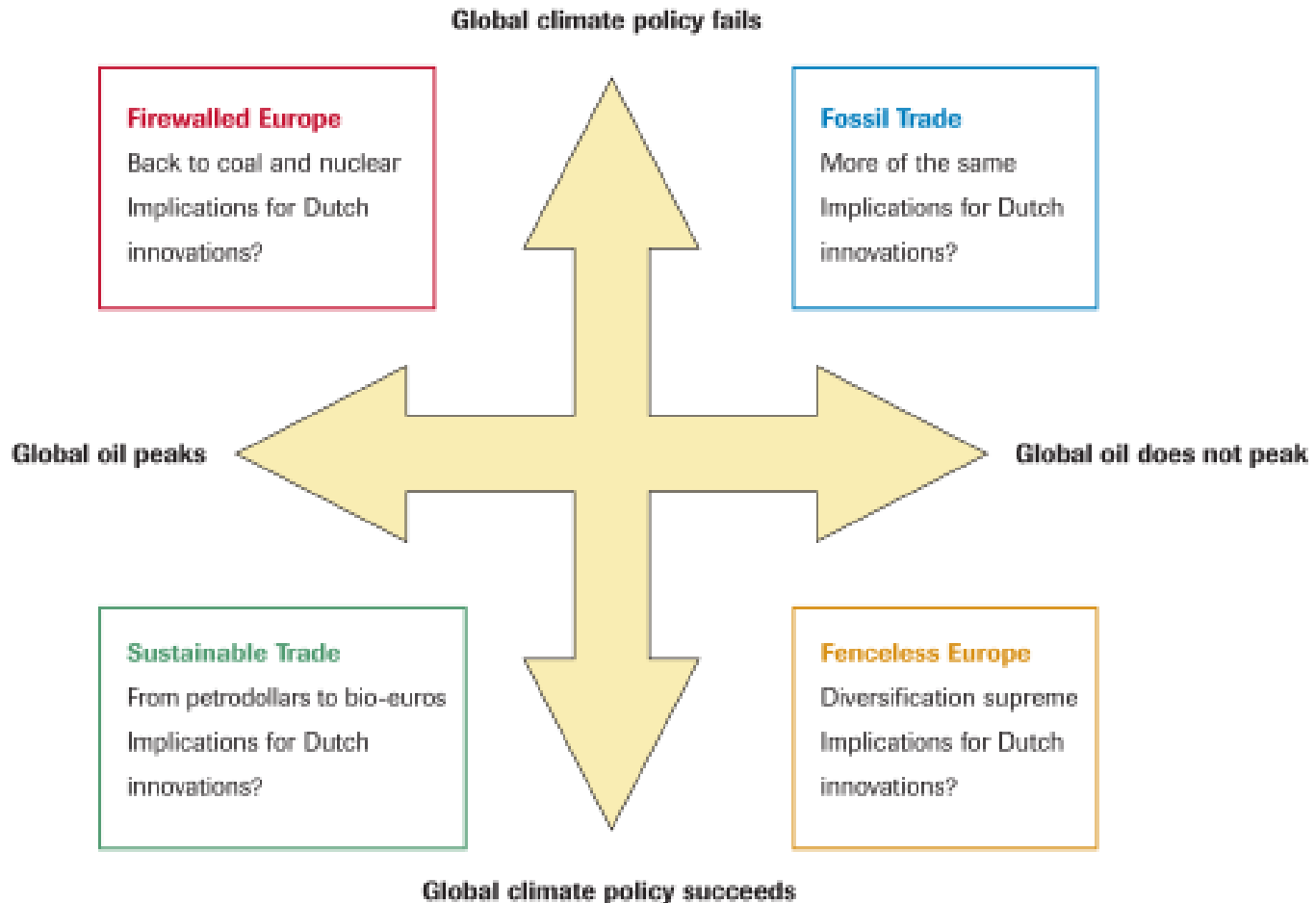
Scénarios WLO - 2006 (1)



Scénarios WLO - 2006 (2)



Scénarios alternatifs – 2005 (ECN)



Activités de prospective en matière d'énergie en Région wallonne

☐ Transition énergétique

☐ Quatre scénarios exploratoires

☐ Une Wallonie décentralisée dans un monde Kyoto +

☐ Une Wallonie autonomiste dans un monde pétro-optimiste

☐ Une Wallonie technologique et duale

☐ Une Wallonie suiveuse dans un monde conscientisé

☐ Un scénario normatif de développement durable

☐ Réseaux énergétiques

☐ Recherche en cours

Deux premiers résultats majeurs



Secteurs
politiques



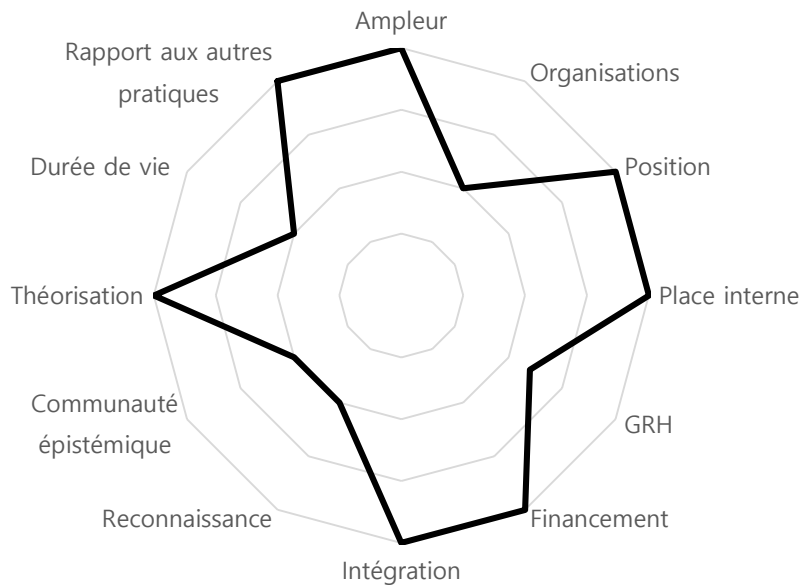
Approches

Degré d'institutionnalisation

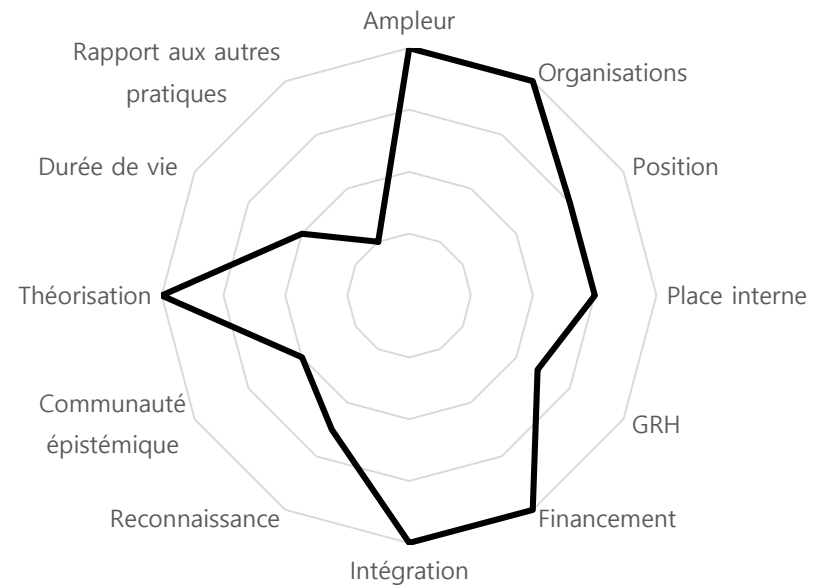
- ❑ Système de **mesure qualitative**
- ❑ Basé sur les **dimensions structurelles** et **cognitives** de l'institutionnalisation
- ❑ **Visualisation** grâce à des graphiques « radar »

Approches britanniques

Approche par panels

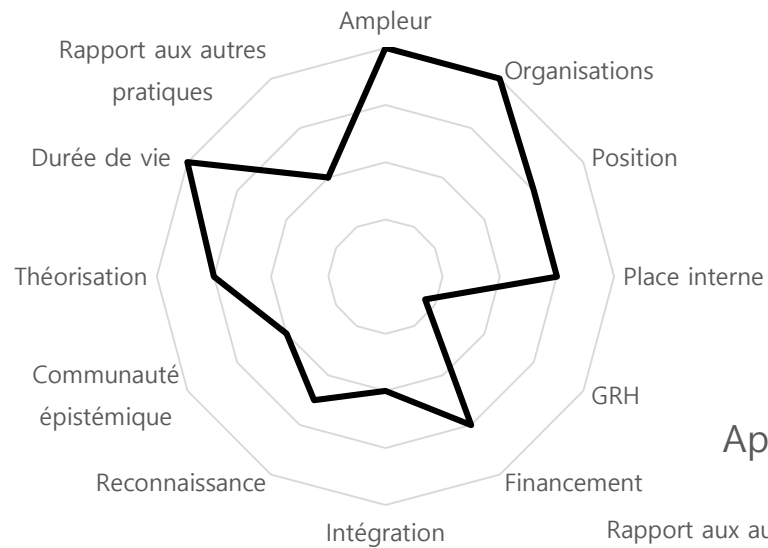


Approche par projet

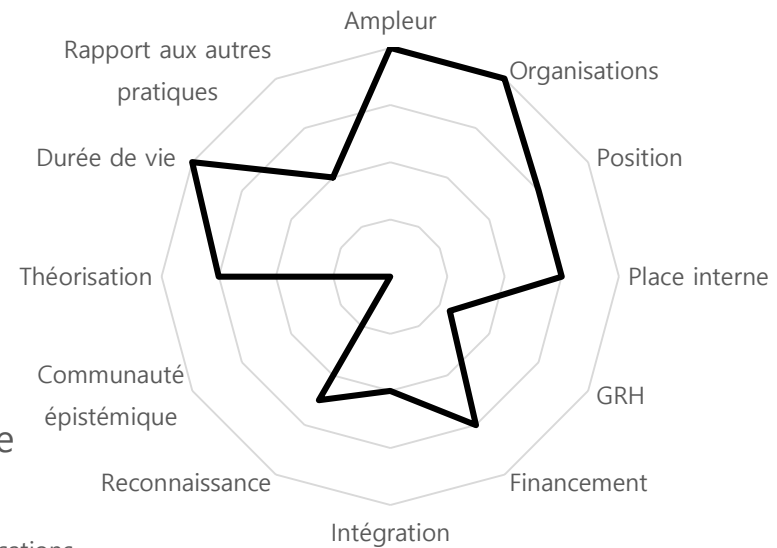


Approches néerlandaises

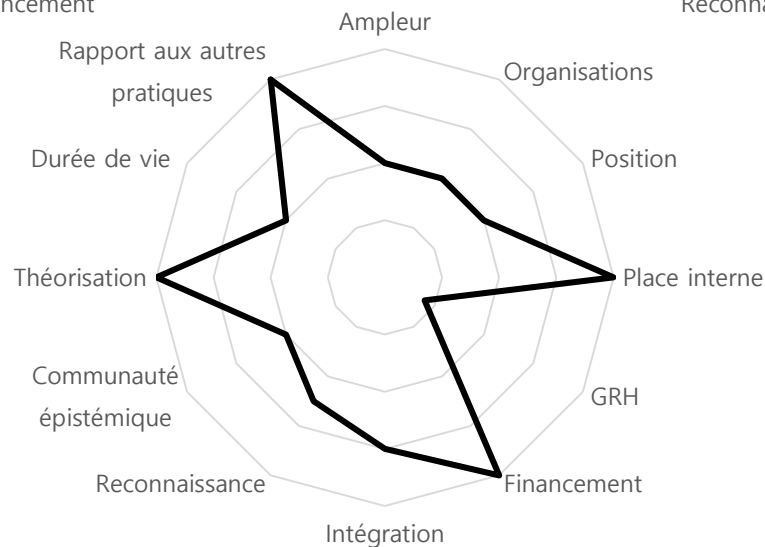
Approche scénaristique chiffrée



Approche scénaristique alternative

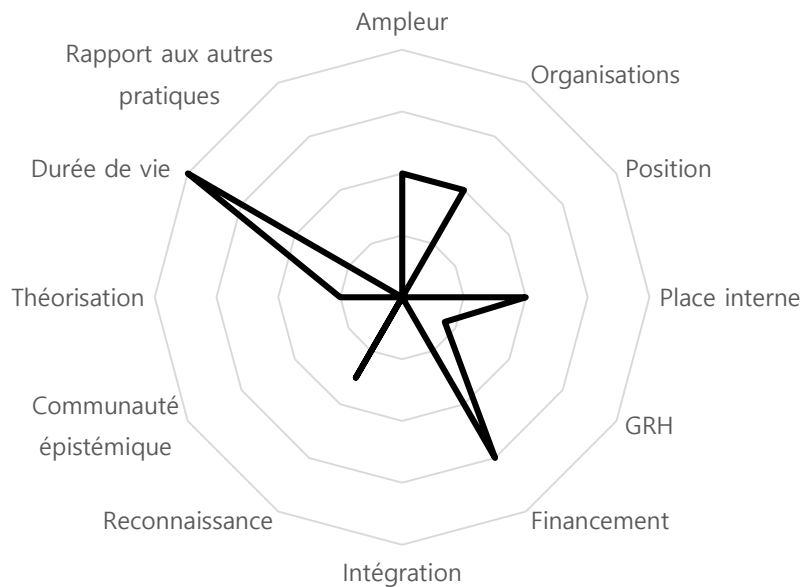


Approche technologique

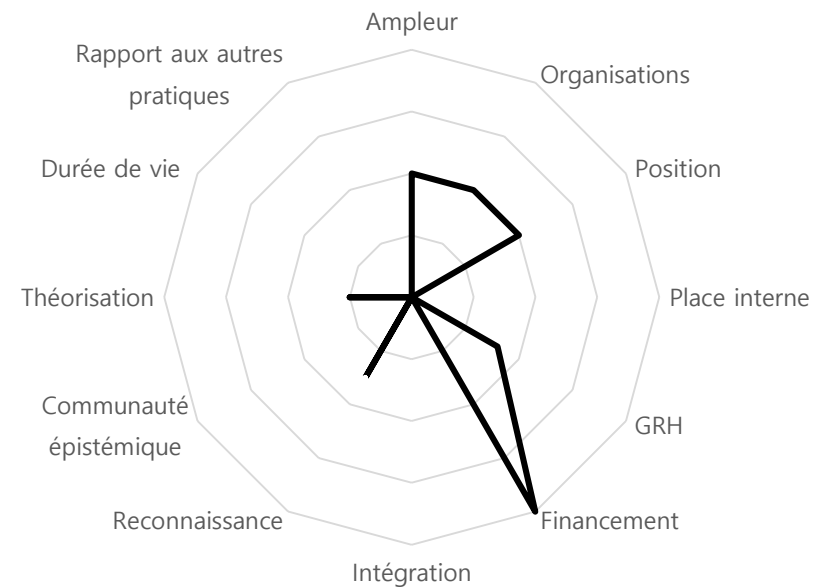


Approches wallonnes

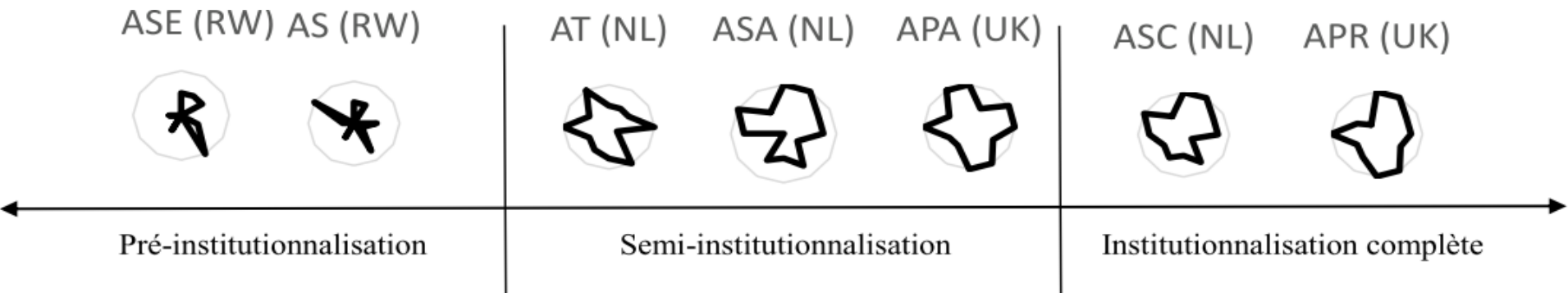
Approche sociétale



Approche scientifique exploratoire



Trois phases d'institutionnalisation



Six facteurs d'institutionnalisation (1)

- ❑ La structuration de l'approche prospective dans le régime de connaissance
- ❑ La légitimité de l'approche prospective au sein du régime de connaissance

Six facteurs d'institutionnalisation (3)

Le soutien des acteurs administratifs

Le soutien des acteurs politiques

En conclusion

- ❑ Différentes approches et variation du degré d'institutionnalisation
- ❑ Système politico-administratif > secteur de politique publique
- ❑ Rôle majeur du régime de connaissance, de la nature de la pratique et des acteurs politico-administratifs

Et la Wallonie ?

- ❑ Méconnaissance de la prospective
- ❑ Caractéristiques des approches wallonnes
- ❑ Le rôle prépondérant du Ministre-Président et de son cabinet

Merci de votre attention !

maxime.petitjean@gmail.com

