

More needed than ever

Evaluation of the Netherlands Scientific Council
for Government Policy 2013-2017

Bijker Committee

WRR



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Foreword

You have before you the evaluation of the Netherlands Scientific Council for Government Policy 2013-2017.

The Evaluation Committee would like to thank everyone within and outside the WRR who has contributed in any way to our study of the performance of the WRR in the past years.

Wiebe Bijker (Chair)

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1. Introduction

Commissioning party and assignment

This evaluation was commissioned by the WRR. After consultation with the Management Board of the Ministry of General Affairs, the WRR appointed the members of the Evaluation Committee (see Annex A: Members of the Evaluation Committee). The WRR also drew up the assignment for the Evaluation Committee with a number of key questions (see Annex B: Introduction for the Evaluation Committee).

The WRR Establishment Act does not include an explicit obligation to conduct a periodic evaluation. The WRR has nevertheless compiled an evaluation every five years at the end of each Council term since it was founded in 1972. Since 2000 this self-evaluation has been supplemented with findings of an independent external committee (the Rinnooy Kan Committee in 2001, the Van Rooy Committee in 2008 and the Smit Committee in 2013).

Working methods of the Evaluation Committee

The key questions formed the starting point for the Evaluation Committee. The Committee then familiarized itself with the reports, investigations, policy briefs and other output of the WRR during the period under review. The Committee was grateful to be able to draw on documentation supplied by the WRR: the self-evaluation (see Annex E), the evaluations of projects or subprojects and associated reports on impact in policy (parliamentary papers), media and social media.

The Committee then conducted discussions with over 30 people (see Annex D). These were based on a structured questionnaire (see Annex C).¹ Particular attention was devoted to two cases: the project on migration diversity and the project on big data. On the basis of these two examples, the Committee was able to form a solid judgement on the overall conduct of WRR projects. These examples also enhance the illustrations provided later in this report.

After the discussions, our provisional conclusions and recommendations were shared orally with the Council, the scientific staff and other employees of the WRR (on 2 November 2017). The conclusions and recommendations in this report reflect the findings and further deliberations within the Committee.

Our conclusions also include a judgement on the performance of the WRR (in response to the first key question). Unlike evaluations of university research groups, for example, there was no protocol setting out clear criteria for the evaluation of the WRR.

1 The fact that the evaluation process coincided with the formation of the government and the debate on the government statement of Prime Minister Rutte's third government unfortunately meant that the chairs of some political groups in the House of Representatives were unavailable for discussions with the Evaluation Committee.

The Committee drew inspiration from the SEP protocol for university research.²

Structure of the evaluation report

In section 2 we focus on the WRR's *raison d'être* and draw general conclusions in the form of brief answers to the three key questions presented to the Evaluation Committee. In section 3 we substantiate and break down these general conclusions by considering a number of individual aspects (such as the quality of WRR products and processes and the performance of the Council and its staff). In section 4 we set out our recommendations.

2. General conclusions

The Netherlands needs the WRR more than ever

It seems that nothing can be taken for granted anymore. We are heading into an unknown future in which everything could change. But while history has no libretto and there is no historical inevitability about our open society, a great deal is at stake.³ Numerous interlocking developments are posing major challenges for government policy. Whether these concern medical-ethical issues, climate change, the rise of artificial intelligence, international migration or growing inequalities, the policy challenges for the near future are complex, exist simultaneously on multiple levels and combine different social, economic, demographic and interpretational aspects. Furthermore, the whole of society is permeated with science and technology, from the security sphere to the justice system, from healthcare to the financial sector. News and knowledge are disseminated widely through new means of communication such as social media and the Internet, where the information flow can be tailored entirely to the individual citizen. Finally, the political landscape is fragmenting amid high electoral volatility.

Against the backdrop of these developments, many of the Evaluation Committee's discussion partners point to the necessity and utility of a form of advice for the government that can address the substantial, difficult and contentious issues. A form of advice that looks at the long term and transcends both ministerial compartmentalization and administrative hierarchies. One that works 'for the government', but from an independent position. One that provides authoritative advice based on multidisciplinary scientific research. In the Evaluation Committee's view all these qualifications underline more than ever the necessity and utility of the WRR: *de WRR advises the government from an independent position on the substantial, difficult and contentious issues that require a multidisciplinary scientific approach and long-term focus and concern multiple domains and levels of policy.*

Answers to core questions

We now present our main conclusions in the form of answers to the three key questions.

1. *In the Committee's view, how has the Council performed over the past five years, having regard to its formal, statutory task and its own core values?*

The WRR's statutory task is to 'supply for Government Policy scientifically sound information on developments which may affect society in the long term and draw timely attention to anomalies and difficulties to be anticipated; define the major policy problems, and indicate policy alternatives' (Section 2 of the WRR Establishment Act).

In addition to this statutory task, the Council itself also defined three core values during the period under review ('agenda-setting', 'transboundary', 'scientifically sound') and summarized these in a value statement.⁴ The Evaluation Committee has assessed the quality of WRR products (reports, investigations, policy briefs and other output) and WRR work processes (particularly the subject choice and internal and external quality assurance) in conjunction with the performance of the Council and its staff. The quality of the WRR products is generally acknowledged nationally – and, where translated, also internationally – and considered by the Committee to be excellent. The WRR has very high social relevance. Finally, the WRR has updated key aspects of its operations with the recent changes to its work processes. *The Evaluation Committee concludes that the WRR has generally delivered an excellent performance during the past five years.*

2. *Has the Council responded appropriately to the recommendations of the Smit Committee in its report Behouden door veranderen, over bevestiging en herinrichting van de WRR [Preservation through Change: on the reaffirmation and reorganization of the WRR]?*

The Smit Committee's report expressed concern about the position and status of the WRR. It highlighted 'ingrained working methods' and protracted processes with each Council member having their own 'project' and with considerable remoteness between the Council and its staff. The Committee also pointed to a strong 'internal focus' with little attention devoted to stakeholders such as the government, parliament, ministries and civil society organizations. Finally, the Smit Committee characterized the WRR as an organization that 'lacked agility' and was barely able to respond to current developments. The Evaluation Committee now sees an entirely different WRR, with more internal cohesion and more engagement with the outside world. In its self-evaluation, the WRR included a summary of its adoption of the Smit Committee's recommendations (*Internal initiation memorandum*, p. 6). Not all recommendations have been adopted (or adopted in full), but the WRR has brought in a new 'Council model' (e.g. a different system for appointing Council members, greater cooperation between Council members and between the Council and its staff). There is a greater focus on the needs and requirements of the government and parliament (e.g. through the Catshuis Sessions with government members). Finally, the introduction of the policy brief has increased the organization's agility, although experience with it thus far remains limited. The WRR has certainly not 'finished' the changes it has embarked on, but in the past years it has clearly moved away from its ingrained working methods, internal focus and lack of agility. *The Evaluation Committee concludes that the WRR has generally responded appropriately to the recommendations of the Smit Committee and encourages the WRR to build on the progress made.*

3. What thematic/content issues and/or methodical/professional issues does the Committee consider important for the WRR and its work in the future?

The Evaluation Committee considers that the WRR has thoroughly renewed itself since the last evaluation. As encouragement to build on that progress, we have set out a number of specific recommendations in section 4. These involve increased recognizability of the WRR, more transparent subject choice and quality assurance, strengthening the external communication, intensifying contacts with the government and the States General, and broadening the composition of the staff and the Council.

3. Specific findings

3.1 Quality of WRR products

The Evaluation Committee generally has a positive opinion on the quality of WRR products. This opinion is based on our own examination of the reports, investigations, policy briefs and working papers and the opinion of our discussion partners on the quality of those products.⁵ All our discussion partners without exception generally praised the WRR's products. It is true that their quality may vary, but they are 'often marvellous' and sometimes 'trendsetting' or 'groundbreaking'.⁶ Only a few comments such as 'not particularly amazing' or 'did not provide much basis for practical solutions' were received. The WRR has a great deal of authority. There were no incidents calling the WRR's integrity into question during the period under review.

Broadening of product portfolio: policy brief

In response to the Smit Committee's evaluation, the WRR moved further away from the conventional report formula and began to widen its product portfolio. The policy brief is a new product that enables the WRR to 'keep pace with the outside world' and respond more rapidly to the uncertainties and dilemmas faced by the government and parliament. Policy briefs are also an ideal way to review and build on older reports in order to advise on more topical subjects. The WRR did not, however, capitalize sufficiently on its own body of knowledge by means of policy briefs (or otherwise) during the period under review. Six policy briefs have been issued since 2014. The Evaluation Committee is also surprised that the names of the authors of policy briefs – a product for which the Council bears ultimate responsibility – appear prominently on the title page. That creates uncertainty as to whether the policy brief represents the view of the institution or that of the authors. The distinctive nature of the policy brief (report or investigation) is unclear to many outside the organization. Few people recognize the difference between the various types of publications issued by the WRR. *The Evaluation Committee is pleased to note that the WRR has widened its product portfolio with the addition of the policy brief. The frequency could be increased, partly by capitalizing more on existing knowledge and insights. The recognizability of the various types of publications (report, investigation, policy brief) could be improved.*

Impact

As well as impact in the form of media and social media coverage of the WRR (for example when a publication triggers a public debate and thus contributes to the assessment of policy practices), there may also be a policy impact in the form of effects on policy and regulation (for example when recommendations are adopted). In addition to evaluations of individual projects or subprojects, which will of course also address the policy impact, the WRR has impact reports which state for each project how much attention it has received in media, social media and parliamentary papers.

On the basis of the impact reports, the Evaluation Committee concludes that WRR products generally play a significant role in the public debate. It was not 'rather quiet' around the WRR (as the Smit Committee concluded). Reports such as 'Towards a learning economy'

⁵ The WRR products also include: Catshuis Sessions, Hollands Spoor meetings, the WRR Lecture and seminars (such as those on the Netherlands and the future of the European Unions).

⁶ The Committee occasionally quotes from the discussions it has conducted. The chosen quotations are a good illustration of its own observations and judgements. As agreed with our discussion partners, this is done without reference to the person concerned.

and ‘Why knowing what to do is not enough’ stand out in particular and drew wide attention, even outside the institutions of The Hague. They also differed in nature, the first being more focused on conceptual impact and the second more on instrumental use.⁷ The policy brief on asylum migration and the investigation of the migration idiom, which were components of the overall migration diversity project, also received a great deal of attention in media and social media, as did the investigation on the middle class.

It is difficult to give a general judgement on the policy impact of WRR products. Policy effectiveness depends on many factors that make it extremely hard to gauge. Moreover, the nature of the WRR products is such that they sometimes only resonate in policy over the long term. Government reactions to reports give an initial indication of the impact on policy and regulations. The WRR project evaluations also address these at a later stage, but the reported effects of each project differ in each case and cannot be generalized. *On the basis of proxy indicators, such as the number of WRR mentions in parliamentary papers (explanatory memoranda accompanying bills, parliamentary questions, parliamentary motions), the Evaluation Committee concludes that the WRR received greater attention in connection with policy matters during the period under review.*⁸

Tone

The WRR’s publications are characterized by a degree of circumspection, with carefully considered, well-founded and balanced formulations. Some discussion partners thought the WRR could ‘sail closer to the wind’ and ‘could afford to throw a stone into the pond (or into the Hofvijfer) more often’. A tone embodying more perception and emotion could perhaps provide greater stimulus, but the Evaluation Committee considers that carefully chosen formulations and high-calibre argumentation are one of the strengths of an institution such as the WRR.

3.2 Quality of WRR work processes

Subject choice and work programme

The Evaluation Committee’s discussion partners gave similar answers to the question of what typical WRR subjects were. The WRR ‘goes beyond the short term, can see further and make more connections’. The WRR is there to undertake ‘in-depth, multidisciplinary research into major social themes that no one else tackles’. The WRR is there for ‘the hot topics, the delicate issues that people feel uncomfortable about’. The WRR is there to address ‘dilemmas and trilemmas’. The WRR is ‘calmer and more distant from the coalition agreement’ and day-to-day politics than the sectoral advisory councils and is ‘not hindered by the compartmentalization of policy areas’. Whereas sectoral councils usually give advice within the prevailing policy framework, the WRR can sometimes posit ‘an entirely different policy framework’. The WRR is ‘the only party able to address problems in their full breadth’ and stands ‘on the outside of the inner circle of the government’, ‘engaged with government policy, but from a distance’. *The Evaluation Committee concludes that the WRR is expected to take an independent stance and focus on identifying and raising*

7 The distinction is taken from the ‘Spelen met doorwerking’ [Playing with Impact] report (2004) of the Tilburg School of Politics and Public Administration & Berenschot distinguishing various potential uses of advice by the requester. Instrumental use: analyses and recommendations can be used directly in order to tackle a policy problem. Conceptual use: analyses and recommendations can be used for changes over the long term or changes of policy paradigms. The authors also refer to strategic use (for purposes other than those intended by the adviser).

8 See Annex VII of the internal initiation memorandum. With regard to attention paid to the WRR in parliamentary papers, there are no data allowing a comparison with previous evaluation periods.

difficult and contentious issues which, sooner or later, have will consequences for government policy and Dutch society.

Most of the reports published in the 2012-2017 term were not explicitly requested by a minister or the government (nine of the twelve). The Council is open to requests for advice, but certainly does not see itself as the government's 'house consultant'. The Council also cherishes its independence when called on to advise (e.g. on 'Big Data in a Free and Secure Society') and does not wish to operate in a rigid client-contractor relationship with attendant risks of political influence. As far as the Evaluation Committee was able to discern, the Council's independence of judgement was not compromised during the period under review. On the contrary, the WRR's need to remain independent was firmly underlined. *The impression gained by the Evaluation Committee is that the WRR's independent position is universally respected and appreciated.*

The WRR's work programme is a dynamic, rolling programme that is no longer fixed once for a five-year term as was the case in the past. There must be room to respond to unforeseen advice requests or unexpected developments. The process whereby the Council and its staff compile the agenda is structured and democratized by means of the 'rolodex' procedure. Now, to a greater extent than previously, the staff and the Council jointly consider the necessity and utility of possible subjects. The WRR also looks more 'through the window to the outside'. The agenda-setting process is more responsive to the government and parliament, thanks in part to the six-monthly contact with the Prime Minister and consultation with chairs of political groups in the House of Representatives. The Evaluation Committee welcomes this greater responsiveness. It has been achieved without losing sight of the WRR's agenda-setting character.

The internal procedure for subject scheduling works well, with more input being 'picked up' externally, albeit mainly from the obvious well-known institutions. The way in which the WRR selects its themes is completely opaque to the outside world, however. *The Evaluation Committee finds that the WRR lacks transparency in the compilation of its work programme.*

Quality assurance procedures

The quality assurance procedures are integrated into the work processes and the internal (highly critical) culture. The core of the WRR's work is a fortnightly cycle with staff meetings on Mondays and Council meetings on Tuesdays. Projects are discussed by the staff and the Council at set times – more frequently than previously. All Council members submit comments prior to the staff and Council discussions. All documents discussed by the Council (on Tuesdays) are also discussed by the staff (on Mondays). The Council members concerned attend the staff meetings. The staff minutes are available on the same day for the Council meeting and the project team attends the Council meeting. In recent years focus groups of staff and Council members primarily engaged in other projects have also been involved in the internal checks and balances, as well as discussions of project evaluations and the monitoring of the impact generated by projects in policy (parliamentary papers) and media and social media.

Projects are nevertheless sometimes given 'the benefit of the doubt' for too long. When a project is no longer deemed relevant after a certain time, or delivers less than expected, it must be possible to draw a line decisively under it. An inherent feature of exploratory projects is also that incorrect assessments are sometimes made. It is clearly not easy to discontinue a project, however. Factors such as external expectations, 'sunk costs' and assumed loss of prestige for those directly involved play a role. Halting a project if insufficient added value is expected over time requires decision-making skills on the part

of the Council. Halting a project should not be taboo. *The Evaluation Committee considers that the internal quality assurance functions well. The internal process nevertheless includes insufficient calibration times at which projects with insufficient progress or prospects can be discontinued.*

The Smit Committee recommended tightening the external quality assurance. That was done by means of interviews (or more interviews), expert meetings and peer reviews during and at the end of a project. The impression gained by the Evaluation Committee, however, is that this still takes place in a rather arbitrary fashion. The WRR's quality assurance process is also largely invisible to the outside world. *The Evaluation Committee concludes that steps have been taken to tighten the external quality assurance, but that these are not yet explicitly embedded in the organization and hence are not visible to the outside world.*

External communication

The Council and its staff have devoted more time and energy to the 'landing' of products in recent years. It is difficult to overstate the importance of good product presentation. The WRR is generally assured of coverage in conventional news media, but communications on social media are now also very important. Sole reliance on written copy is increasingly untenable and the visual culture should be addressed through infographics, animations, live streams and YouTube videos. The WRR has begun to expand its repertoire in this field. Now not only Council members but also members of the scientific staff increasingly join in the public debate on WRR projects. In other words, the external communication is a responsibility of all Council members and employees and not the sole preserve of a separately positioned communication department. *The Evaluation Committee finds that the WRR has made progress in its external communication, but could be more proactive and supply output tailored to specific stakeholders. The use of new techniques and communication channels should be further developed.*

The WRR must of course supply information and explanations to a wide circle of recipients when providing advice, but there is a limit to its 'parental care' for its own products. The WRR is an advisory body of the government: 'convey your message, but know your role'. It is up to others to decide what to do with the advice. The quality of the advice lies partly in its effect on policy, but the WRR is not responsible for policy. Moreover, greater 'parental care' would place an additional burden on the limited capacity of the staff and the Council. *The Evaluation Committee warns against engaging excessively in aftercare activities. The Council must be careful not to become part of the negotiations and policy deliberations on its own recommendations.*

Contact with the government and the States General

The six-monthly discussions with the Prime Minister and the periodic Catshuis (official residence of the Prime Minister which is mainly used to house political meetings and receive official guests) sessions bear witness to renewed interest in the WRR's work among government members. Informal contacts between Council members and members of the government have so far been limited, but they can be useful in arousing interest in or discussing analyses and recommendations at an early stage. This nevertheless requires proper preparation and good contacts within the higher civil service. *The Evaluation Committee considers the improvement in contact with the Prime Minister and the government to be a positive development.*

The Council rarely takes initiative of providing briefings for members of the Senate and the House of Representatives. *The Evaluation Committee has the impression that the Council is not yet sufficiently on the radar of the Senate and the House of Representatives and is hesitant towards the Senate and the House of Representatives.*

3.3 Performance of the Council and its staff

Council/staff relations

The way in which the work programme has been prepared in recent years reflects the more equal relationship between the Council and its staff. Whereas the Smit Committee described the distance between the Council and its staff as ‘large’ and hierarchical’, members of the scientific staff are now participating to a greater extent in public debates on WRR projects. When vacancies arise in the Council, the staff are also consulted on the required profile. *The Evaluation Committee finds that there is equal, close and productive cooperation between the Council and its staff.*

Competences of Council members

According to the Smit Committee, the WRR’s advice was often ‘single-person’ advice. However, the composition of the Council was gradually renewed during the period under review (2013-2017), with the introduction of overlapping appointments. When selecting new Council members, specific attention was paid not only to scientific stature and affinity with political and administrative processes, but also to the ability to collaborate (including in multidisciplinary teams) and demonstrate interest in projects outside their own area of expertise. A deliberate search was made for prospective Council members who could collaborate constructively rather than ‘focusing on their own patch’. In this way – and by involving several Council members in the same project (as leaders and deputies) – it was possible to increase the shared involvement in projects. The Council members have a sense of collective responsibility for the WRR’s output. *The Evaluation Committee finds that the Council operates and projects itself more as a collective entity.*

Disciplinary diversity of the Council

Social sciences such as public administration, sociology, jurisprudence and economics are ‘represented’ in the Council, although the relative shares of these disciplines differ when the size of appointments is taken into account. The relative share of the economic discipline is limited (2 x 0.2 FTE). Medical science and technical science are represented by Council members with appointments amounting to 0.4 FTE. The Council currently has no members with backgrounds in behavioural sciences (social psychology, communication science) or the humanities (philosophy, history, literature and arts). *The Evaluation Committee concludes that the Council’s disciplinary breadth could be widened, although the number of disciplines in the Council is by definition limited (because the Council comprises at most eleven members). The type of issues on the future work agenda must be taken into account.*

Appointment procedure for Council members

During the past Council term, the WRR introduced a system whereby members no longer join and retire en bloc. A system of overlapping appointments was adopted to ensure the continuity of the Council’s work. Therefore, the sitting Council members were not all appointed simultaneously on 1 January 20w, the start of the formal Council term.

In the case of appointments during the intervening period, the date of 1 January 2018, the end of the Council term, is deemed to be the legal end date of their appointment, after which they are eligible for reappointment once.

Members joining later cannot therefore serve two full terms. *The Evaluation Committee considers that the overlapping system of Council members’ appointments works well (although it somewhat conflicts with the ‘Council term philosophy’ of the WRR Establishment Act).*

Advisory members of planning bureaus

The directors of the planning bureaus (Social and Cultural Planning Office, Netherlands Environmental Assessment Agency, Netherlands Bureau for Economic Policy Analysis) and the director of Statistics Netherlands are advisory members of the WRR (although this is not an explicit, mandatory requirement under the WRR Establishment Act). These advisory members do not participate in the Council's deliberations and contact with them is rather infrequent. Nevertheless, the planning bureaus and Statistics Netherlands – as well as other knowledge institutions – are very important to the WRR.

They can give the WRR access to important data sources and supply analyses (and by the same token the WRR can make a valuable contribution to the work of these institutions). In recent years there has been fruitful cooperation at employee level, including in the 'Migration Diversity' and 'Social Divisions' projects. *The Evaluation Committee finds that the advisory membership of the directors of the planning bureaus and Statistics Netherlands is a 'silent' rather than 'active' membership. The way in which advisory membership has been implemented so far has not yielded sufficient mutual benefit.*

Calibre and mobility of the staff

The Evaluation Committee has received many positive comments on the calibre of the staff, and that is also reflected in the appointment of a number of staff members as endowed professors. Many staff members have extensive experience of the complex work at the interface of science and policy. The average length of service of the scientific staff is high (>7.3 years). The staff turnover rate is low, despite an intensification of the policy aimed at implementing the 3-5-7 principle.⁹ This principle is encouraged in part through secondments to related councils and planning bureaus. Most staff members, however, do not aspire to hold policy positions in the government, while the policy orientation and multidisciplinary focus of the WRR's work is not always ideal for an academic post. Working at the WRR thus has characteristics of a 'gilded cage'. Transfers to policy functions and exchanges with knowledge institutions are important for the individual employee, but also for the WRR as an interface between policy and research. *The staff are of a high calibre, but the Evaluation Committee considers that mobility is insufficient.*

Disciplinary diversity of the staff

There is a predominance of social science disciplines among the staff. The legal, behavioural science and statistical expertise is concentrated in just a few individuals and is consequently fragile. Technical sciences are almost entirely absent, although some staff members do have an affinity with them. *The Evaluation Committee considers the diversity of disciplines among the staff to be insufficient in view of the major social challenges facing government policy (a natural part of the WRR's agenda).*

Size of staff

Like the other Dutch government knowledge institutions, the WRR has had to contend with major budget cuts during the past term.¹⁰ In the scientific staff these cuts have mainly been absorbed through a steep reduction in the number of temporary personnel. Since then the project groups have been smaller. At the same time, the duties of the staff have been expanded to include greater interaction with relevant actors during a project and increased 'aftercare' activities, such as presentations and new social media communications. The diversification of products by means of the policy briefs – with

9 The State Job Classification System has job families, job groups and job types. It uses the 3-5-7 principle: after three years at the same workplace, an employee considers the next step, after five years the search for another job becomes specific and after seven years the next career step is actually taken.

10 This budget cut was part of the 'AZ heroverwogen' ['Rethinking the Ministry of General Affairs] operation (2012).

shorter lead times – also means staff must be able to ‘sprint’, sometimes with little warning. That is difficult or impossible without halting progress in other tasks or projects. In recent years the work programme has had hardly any slack to react to unexpected developments. The staff are highly motivated but bear a heavy workload. *The Evaluation Committee considers that ongoing projects are very vulnerable, with minimal space for unplanned projects. The size of the staff has reached the critical lower limit.*

3.4 The reach of the WRR: European and decentralized dimensions

The Council works ‘for the government’. It cannot, however, ignore the complex links between national government policy and the European administrative level, nor the linkages with local and regional administrations in the Netherlands. In that sense the Council not only works for the government but also has links to other ‘audiences’ in the Netherlands and abroad. The Evaluation Committee has examined the European and decentralized dimensions of the WRR’s work.

European dimension

The Smit Committee called for more focus on strengthening the international and particularly the European dimension. As part of the EU, the Netherlands pools its sovereignty with other member states. In addition to the specific, EU-focused ‘Europe’s Public Functions’ project, the WRR’s European dimension has been intensified along two axes: institutionally and in terms of content. Through an international staff liaison function, the WRR has invested in developing contacts and exchanging knowledge with similar institutions abroad. As a result, the WRR now coordinates the European Science Advisors Forum jointly with the KNAW. Along the content axis, information is now ‘picked up’ in ‘Brussels’ for almost every project. The WRR’s own contribution is modest. Some reports – albeit aimed primarily at the Dutch government – have also found their way onto the European agenda, through cooperation with the Netherlands’ Permanent Representation and the European Commission’s Scientific Advice Mechanism. The ‘The Public Core of the Internet’ and ‘Towards a Food Policy’ reports achieved international impact partly by that means.¹¹ *The Evaluation Committee concludes that the WRR focuses on national government policy, but has strengthened its European orientation. A further strengthening would be desirable, primarily through contacts and knowledge-sharing in specific projects.*

Decentralized dimension

Just as government policy is linked to the European administrative level, it also has links at the decentralized administrative level (local, regional, provincial). There is hardly any policy area that does not have multi-layered administration. That requires the WRR to be open to issues for which the government still bears responsibility (or overall responsibility), even after major decentralization. The WRR’s ‘metaview’ must therefore be directed not only horizontally (between policy areas), but also vertically (between administrative levels). In previous Council terms the WRR demonstrated an open approach to issues of local quality of life and democracy (‘Confidence in the Neighbourhood’, 2005; ‘Confidence in Citizens’, 2012). The ‘No Time to Lose’ policy brief was not only directed towards the government but was also ‘helpful’ to the municipalities (as a result of new language used to illustrate the entire asylum migration chain). *The Evaluation Committee concludes that the WRR interprets its focus on national government policy broadly and demonstrates sensitivity to social signals from the ‘bottom up’ and from outside ‘The Hague’.*

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See, for example, the Call to Protect the Public Core of the Internet of the Global Commission on the Stability of Cyberspace (New Delhi, November 2017).

4. Recommendations

On the basis of the findings outlined in the previous section, the Evaluation Committee makes the following recommendations.

Recognizability of the WRR and subject choice

- Reaffirm and actively communicate the WRR’s unique profile as an advisory council for difficult and contentious issues that require a multidisciplinary approach, concern multiple policy areas and administrative levels, and will not automatically receive attention in day-to-day politics.¹²
- The choice of subjects must take account of this profile. Tighten the criteria which subjects must satisfy to be tackled by the WRR.
- When selecting subjects keep in mind the WRR’s traditional ‘repertoire’. Consider updating previous reports on, for example, the rule of law (including scientific-technological developments), the state of democracy (beyond the organization of the nation state) and the government’s responsibility in the changed media and social media landscape.
- Strengthen the profiling for issues in the sociocultural field in which conflicts of values play a dominant role (for example issues of identity and bioethics), taking the wider context into account.

Subject choice

- Be more transparent with regard to the compilation of the work programme. That is a black box as far as the outside world is concerned.
- Take stock of a wide range of subjects for potential inclusion in the work programme. Consult also with people and institutions outside ‘The Hague’. The recently amended ‘Work Programme Procedure’ already offers increased scope – more than in the past – to discuss the choice of subjects from a wider perspective.¹³

Reach of the WRR

- Interpret the focus on national government policy broadly. The WRR works for the government, but cannot overlook the intertwining of national policy with the European and decentralized levels (‘multi-level governance’).
- Continue to intensify the European focus, mainly along the substantive axis of contacts and knowledge exchange within concrete projects.
- Strengthen the focus on issues in the lives of citizens at local level.

Recognizability of WRR products

- Strengthen the distinctive character of the products in the WRR portfolio (reports, investigations, policy briefs).
- Do not name any authors on the title page of policy briefs. Policy briefs must be a product of the Council as a whole.
- Investigations must also be clearly recognizable as WRR products. Within an investigation, however, chapters can be included under the personal names of external authors.

¹² The recognizability of the WRR profile could also be increased by retrospectively highlighting the range and coherence of the subjects tackled by the WRR. A good example is the Memo to the Party Committees setting out issues for the next term of government (May 2016).

¹³ Work Programme Procedure, 16 October 2017 version (R-17-14.4).

Quality assurance

- Make sure the internal procedures include sufficient calibration times at which projects with insufficient progress or prospects can be discontinued. An inherent feature of possibly risky projects is that they do not always deliver what was expected.
- Enhance the quality assurance with the aid of external referees and experts and embed these in the working methods.
- Add a methodological account to each project as standard. The way in which the WRR monitors its quality is not always clear to the outside world.

External communication

- In external communication focus more attention on visual culture, social media posts and interaction with stakeholders during a project. The external communication could be more proactive and more tailored to specific target groups.

Contact with the government and the States General

- Continue the periodic consultations with the Prime Minister and the periodic Catshuis Sessions with members of cabinet. Invest in bilateral contacts with members of cabinet (and their senior officials).
- Consider replying to the government's response if appropriate.
- Invest more in contacts with members of the Senate and the House of Representatives (and the knowledge coordinators and clerks of parliamentary committees). Do not hesitate to actively approach members of the Senate and House of Representatives with tailored briefings.

Staff

- Strengthen the staff. The size of the staff has reached a critical lower limit having regard to the tasks of the WRR.
- Increase the disciplinary breadth of the staff. More diversity, and particularly expertise in or affinity with technical and natural sciences, is desirable.
- Increase the mobility of the staff. More staff transfers to policy functions in the knowledge and research field or to scientific functions in other knowledge institutions associated with policy in the Netherlands and abroad are desirable.

Council

- Continue the overlapping composition of the Council. Council members must in principle be able to serve two full five-year terms. The Evaluation Committee believes the same should apply to the Chairman.
- Increase the Council's disciplinary breadth, keeping in mind the type of issues on the work agenda.
- Reconsider the arrangements for advisory memberships of institutions in the State's knowledge infrastructure (to derive more benefit from them).

Annexes

A. Members of the Evaluation Committee

Prof. Wiebe E. Bijker, Chairman
Professor Emeritus of Technology and Society, Maastricht University

Prof. Bea Cantillon
Director of the Centre for Social Policy, University of Antwerp

Tjibbe Joustra
Chairman of the Dutch Safety Board

Prof. Bas ter Weel
Managing Director of SEO Economic Research / Professor of Economics,
University of Amsterdam

B. Assignment of Request for the Evaluation Committee

Against the background of wider social developments and trends in the immediate environment of the WRR, particularly in the knowledge and consulting sector and in the world of politics and public administration, the Council believes it important that the Evaluation Committee answers the following key questions:

1. *In the Committee's view, how has the Council performed over the past five years, having regard to its formal, statutory task and its own core values?*
2. *Has the Council responded appropriately to the recommendations made by the Smit Committee in its report *Behouden door veranderen, over bevestiging en herinrichting van de WRR* [Preservation through Change: on the reaffirmation and reorganization of the WRR]?*
3. *What thematic/content issues and/or methodical/professional issues does the Committee consider important for the WRR and its work in the future?*

The Council would appreciate the Committee's views on the professionalization and positioning of the WRR. Providing scientific policy advice of a multisectoral and multidisciplinary nature is an art in itself. How can it be promoted? Moreover, the WRR operates within a national and international arena of advisory councils and planning bureaus. Does the WRR focus on the right themes in that arena? Are the WRR's profile and added value sufficiently clear?

The Council also requests the Committee to consider the interaction with 'the other side' of the consulting process, namely the requesters and recipients of advice (government, States General). What can be done before, during and after a consulting process to promote the quality and political-administrative responsiveness of the advice?

As well as answering the questions raised, the Committee is of course free to put forward other viewpoints or subjects.

The Council will prepare and deliver to the Committee an initiation memorandum including a SWOT analysis of its overall operation. Self-evaluations and impact reports for all projects will also be made available. The Committee will also have access to all other WRR documentation in consultation with the Chairman.

The external Committee will operate independently with the support of the head of the secretariat and a staff member of the WRR. The end-product of this evaluation process will be a public report presented to the Council in both Dutch and English. The Committee may also send comments to the Council in addition to the written report.

C. Discussion themes for interviews

The three questions from our assignment:

1. In the Committee's view, how has the Council performed over the past five years, having regard to its formal, statutory task and its own core values?
2. Has the Council responded appropriately to the recommendations made by the Smit Committee in its report *Behouden door veranderen, over bevestiging en herinrichting van de WRR* [Preservation through Change: on the reaffirmation and reorganization of the WRR]?
3. What thematic/content issues and/or methodical/professional issues does the Committee consider important for the WRR and its work in the future?

A. Quality of advice

The purpose of this theme is to answer key question 1 in the assignment.

- How high is the quality of the WRR's work in policy and scientific terms?
- What impact does the WRR's work have?
- ... taking into account: relevance, subject choice, quality of content, timing, independence.

B. Agenda-setting and work programme

The purpose of this theme is to understand how the WRR arrives at its choice of subjects.

- How does the WRR interact with ministries, politics, social partners and other civil society actors?
- To what extent does the contribution from external actors reflect individual preferences ('amateurism')?
- Is there an open culture in which people can say what they think and are open to new ideas?
- How does the 'rolodex' model work for 'dynamic programming'?
- What is the relationship between the Council and its staff within that model?
- Do the investigations and reports meet a need, even if the need is not yet felt?
- Is the WRR sufficiently agile?

C. Functioning of the WRR

The purpose of this theme is to gain a better understanding of the WRR's work process.

- What is the relationship between the Council and its staff?
- Does the WRR genuinely function as a unit (or rather as a sundry collection of Council members devoted to their own subject)?
- What are the precise arrangements for quality assurance? Are they limited to internal discussions among the Council and its staff?
- How does the WRR consider the international dimensions of issues?
- Is the current composition of the Council and its staff appropriate for the calls made on the WRR now and in the near future?
- Are the Council and its staff sufficiently multidisciplinary and do they represent the 'right' disciplines?
- What is the WRR's personnel policy?
- What are the (favourable and unfavourable) effects of the 'gilded cage' ('gilded': happy to work at the prestigious WRR; 'cage': low staff turnover rate)?

- How does the WRR perform in comparison with other relevant organizations in the various subareas in which the Council operates (planning bureaus etc.)?
- How does the WRR work with scientists and other organizations at the interface of science and policy and how do policy analyses tie in with scientific research?

D. How does the WRR cope with changing circumstances in the outside world?

The purpose of this theme is to understand how the WRR adapts its working methods to the constant changes in society.

- How can the WRR best perform its role amid changes in society and democracy? How does it take account of a fragmenting political landscape; of the erosion of institutions, including science; of deepening divisions in society?
- How are external sources used when compiling reports? How are objections dealt with?
- How are stakeholders involved during a project, including those outside the parliamentary en political circuit of The Hague?
- How does the WRR meet the ever changing needs of policymakers, in both subject choice and quality of output?

E. On the effect of the WRR's work

The purpose of this theme is to gain a better understanding of the WRR's impact.

- How does the WRR act externally? How does it project itself, what is its communication strategy and how do its communication channels work?
- How is the WRR's new expanded product range performing?
- In general terms, what is the landing process for reports and investigations?
- What preparations are made for the landing of WRR publications?
- Could any 'lack of absorption capacity' in ministries be due to the advice itself? Inadequate absorption may also be down to the lack of a concise conclusion.
- How does the WRR monitor the situation after presenting its advice? How does it provide 'aftercare'?
- What role does the WRR play as the link between knowledge and policy?
- Is the WRR a 'sparring partner' for the government?
- What is 'unique' about the WRR? What does the WRR do that other advisory councils are unable or unwilling to do?

F. Has the Council responded appropriately to the recommendations of the Smit Committee?

The purpose of this theme is to answer the second question in our assignment.

- Have the Smit Committee's recommendations been adopted in practice (and not merely 'ticked off')?

D. Discussion partners

Meike Bokhorst	WRR research fellow
Arnoud Boot	Member of the WRR
Mark Bovens	Member of the WRR
Dennis Broeders	WRR research fellow
Ankie Broekers-Knol	President of the Senate
Frans Brom	Secretary/Director of the WRR
Harm Brouwer	Chair of the CTIVD
Marc Chavannes	Journalist at De Correspondent
José van Dijck	President of the KNAW
Piet Hein Donner	Vice-President of the Council of State
Godfried Engbersen	Member of the WRR
Laura van Geest	Advisory member of the WRR/Director of CPB
Mariëtte Hamer	President of the SER
Ernst Hirsch Ballin	Member of the WRR
Josta de Hoog	WRR research fellow
Anne-Greet Keizer	WRR research fellow/international liaison
André Knottnerus	Chair of the WRR (01-05-2010 / 01-04-2017)
Monique Kremer	WRR research fellow
Jantine Kriens	General Director of the VNG
Frans Leeuw	Director of the WODC
Bart van Poelgeest	Deputy Secretary-General of the Ministry of General Affairs
Corien Prins	Chair of the WRR (from 01-04-2017)
Kim Putters	Advisory member of the WRR/Director of SCP
Afke van Rijn	Director at the Ministry of Education, Culture and Science
Alexander Rinnooy Kan	Member of the Senate
Willem Schinkel	Professor at Erasmus University Rotterdam
Just Stam	Principal Adviser at the Ministry of Justice and Security
Véronique Timmerhuis	Secretary of the SER
Marianne de Visser	Member of the WRR
Casper de Vries	Advisory member of the WRR
Margot Weijnen	Member of the WRR
Robert Went	WRR research fellow
Reinier van Zutphen	National Ombudsman

E. Internal initiation memorandum

Internal initiation memorandum for the evaluation

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The Netherlands Scientific Council for Government Policy (WRR) provides scientifically sound strategic policy perspectives for the Dutch government, and for parliament and society. It works on an interdisciplinary basis and across different themes. Ever shorter time horizons and higher reaction speeds are an inherent part of the political environment in which the WRR operates. The challenge is to deal flexibly with these while staying focused on the longer term. In pursuit of this ambition the WRR has developed into a more agile and versatile organization during the past term. The organization responds to the dynamics of the policy environment faster and more appropriately than before. It places greater emphasis on the policy relevance of its work, produces new types of products to supplement its report-based advice, more actively seeks a presence in the political-administrative debate and on media and social media, and focuses particularly on effective and timely interaction with policymakers.

Introduction

Since it was formed in 1972 the WRR has conducted an evaluation at the end of each Council term. Since 2000 this accountability has been supplemented with the findings of an external committee reporting on the WRR's performance of its task. In 2001 a committee chaired by Dr A.H.G. Rinnooy Kan published its findings in the *Spiegel naar de Toekomst [Mirror to the Future]* report. The second external evaluation, chaired by Y.C.M.T. van Rooy, was published in 2008 with the title *Op koers. Evaluatie WRR, 2003-2007 [On Course: Evaluation of the WRR, 2003-2007]*. The third evaluation was chaired by R. Smit, who evaluated the 2008-2012 term in the *Behouden door veranderen* report. *Over bevestiging en herinrichting van de wrp [Preservation through Change: on the reaffirmation and reorganization of the WRR]*. The current Council was pleased that Prof. W.E. Bijker, Professor Emeritus at Maastricht University, was willing to chair the committee for the evaluation of the 2013-2017 term.

The aim of this initiation memorandum is to provide the Bijker Committee with relevant input for its work. The same was done for previous external evaluations and proved to be valuable for the discussions in the committees. This initiation memorandum provides a summary of the WRR's formal task, organization and working methods. On the basis of a SWOT analysis, the memorandum then reviews and reflects on the past Council term before looking ahead to the forthcoming Council term. The annexes provide background information that may be of assistance to the Committee.

Task, organization and working methods of the WRR

TASK

The WRR's formal task is set out in detail in the Establishment Act of 1976 (Annex I).

On both a solicited and unsolicited basis, the Council's task is to:

- put forward new perspectives and future-proof solutions,
- draw attention to inconsistencies in government policy,
- highlight future difficulties,
- identify new problems, and
- make proposals for an integrated approach to problems.

The WRR's advice is scientifically sound and important for government policy in the longer term, covers multiple areas of government policy and provides an effective basis for action. The WRR does not therefore have a tightly defined remit in terms of policy or duties.

The themes in the work programme are selected following detailed deliberations within the Council and after consultation with the government, parliament and social and scientific actors.

The WRR's work is public and transparent. The added value of its advice lies in the strength of the arguments, which are transparent, verifiable, plausible and as far as possible evidence-based.

Organization

The Council has at least five and at most eleven members. The chairmanship of the WRR is in principle a full-time position, whereas the other Council members are appointed for two or three days a week, and in some cases for one day a week. Council members are appointed for five years and are eligible for reappointment once. Council members are independent and provide advice without instructions or consultation. The Council's composition takes account of individual academic qualifications, affinity with policy issues and preferably experience in the administrative or political-administrative field. Council members are usually professors. At Council level attention is paid to diversification of disciplines and a balanced composition in terms of university and social affiliations.

The Council is assisted in its work by a staff of 27 FTEs, averaging over 30 employees. This staff makes up the WRR office and is organizationally part of the Ministry of General Affairs. The staff office is managed by the Secretary of the Council, who, as a director of the WRR, serves on the Management Board of the Ministry of General Affairs. The office consists of research fellows, mainly in permanent positions, plus staff members having specific expertise and flexible appointments (temporary contract or secondment). The members of the scientific staff represent different scientific disciplines and backgrounds, in some cases through part-time posts or professorships at a university. The office also includes the programme manager, the employees of the communications & information department and the secretariat staff.

The Chairman, in cooperation with the Secretary, is responsible for managing the Council's work and day-to-day activities. They hold weekly discussions in the Presidium with the programme manager and the heads of the secretariat and the communications department. The Ministry of General Affairs provides advice and support for operational management, in areas such as accommodation, human resources, finance and IT.

The directors of the Netherlands Bureau for Economic Policy Analysis (CPB), the Netherlands Institute for Social Research (SCP), the Netherlands Environmental Assessment Agency (PBL) and the Director-General of Statistics Netherlands (CBS) are advisory members. Advisory members with particular remits or 'guests of the Council' can also be co-opted.

Working methods

The WRR is not merely a collegiate management body but a 'working' council that collaborates with the scientific staff on the content of its advice. The key points of the draft texts of projects are discussed in detail in the Council and in the staff consultations. Responsibility for the end-results is borne by the Council as a whole. The Council strives for consensus based on open discussion and an exchange of arguments.

An internal project group is formed for each subject included in the work programme. This is chaired by a Council member, with a member of the scientific staff acting as the project coordinator. Project groups conduct research, literature studies and interviews, draft texts for staff discussions and supervise outsourcing. The key parts of Council publications are prepared and developed in house. To take advantage of external knowledge and insights across a wide field, the Council regularly consults outside experts and carries out additional background studies where necessary.

The core of the Council's output comprises the advisory reports to the government, to which the government issues an official response in accordance with the Establishment Act. The advisory reports are often preceded or accompanied by individual publications assessing the scientific position or analysing subtopics in depth. As part of the advice process, the Council organizes work conferences and expert meetings. The projects explicitly include the landing of the message and attention devoted to media and social media and meetings and discussions with relevant policy actors.

Review and reflection on the 2013-2017 council term

Position and strategy

The WRR is in many respects a boundary-transcending organization: it operates on an interdisciplinary basis, across different policy fields and between different social themes. The WRR switches continuously between science and policy and thus combines different logics, from analytical and objectifying to decision-making and value-driven. The WRR also links long-term considerations to short-term decision-making. This results in an integrated approach that enables issues to be assessed outside the box and from a fresh perspective.

The WRR was evaluated by the Smit Committee in 2013. See the accompanying table for an overview of the Committee's main recommendations and the WRR's response. Some of these recommendations reflected existing approaches, including in terms of the alignment with and articulation of the advice requirement.

Table 1 Overview of adoption of recommendations of the Smit Evaluation Committee (2013)

Focal points	Recommendations	Results
Profiting from unique position	– Reaffirm the role and task of the WRR jointly with the government	– Adopted
	– Make this role and task the guiding principle for subject choice and working methods	– Adopted
Alignment with the advice requirement	– Align more closely with the uncertainties and issues faced by government and parliament	– Adopted
	– Give more prominence to the European dimension	– Adopted (in accordance with the national advisory role)
	– Involve government and parliament more directly in scheduling	– Adopted
	– Make the selection process more transparent and leave sufficient space for new themes	– Transparency adopted with 'rolodex' procedure – Space limited due to budget cuts
	– Increase the practical applicability and readability of advice	– Adopted through policy interaction and writing course
	– Invest more in preparatory and aftercare phases of a project; discuss with government how advice was used	– Adopted
New Council model	– Change the role of Council members (more of a directing role than writing)	– Not adopted Strength of WRR in 'writing Council'
	– Appoint more than one Council member for each project	– Adopted in most projects

Focal points	Recommendations	Results
	– Appoint temporary committees	– Not adopted
	– Limit the number of terms and size of appointments of Council members	– Appointment duration is limited by law; now also smaller appointments
	– Act more as a community and discuss the progress of advice more often in the Council	– Adopted
	– The Council as a whole is responsible for products	– Adopted
	– Make no distinction by type of appointment within the Council	– Adopted
Enterprising working methods	– Limit dominant working method (at most half of capacity for long-term studies); have courage to choose other forms	– Experiments with types of publications
	– At the beginning of a project, determine the nature of the end-product (draw up initiation memoranda)	– Produce discussion and initiation memoranda, but maintain flexibility in terms of products
	– Build on previous reports, including with follow-up studies	– Adopted for some projects
	– Reduce the project lead time to a maximum of one year	– Achieved in part through product differentiation
Vital organization	– Strengthen the project management	– Adopted
	– Translate changes in the Council model into structure and working methods of the organization as a whole	– Adopted to a limited extent
	– Make teamwork central	– Adopted
	– Tighten quality assurance procedures and make them visible	– Adopted (peer review, Council commentary and sounding board committees)

The table shows that during the past Council term, partly in response to the previous evaluation, the WRR made a number of major changes to strengthen its own position and strategy. At the same time, the full effect of budget cuts was felt during this period. The main strengthening changes were as follows:

- Firstly, the process of *placing subjects on the agenda* was made much more explicit and more in line with the strategic issues in policy and society. This was one of the reasons why the Council discontinued the use of a long-term fixed schedule for a specific Council term, instead determining the schedule on a dynamic and interactive basis. That is a systematic and collective process, involving a survey of themes, the development of promising themes into discussion memoranda and the launching of the most relevant proposals in an initiation memorandum and project plan. This process of more responsive agenda-setting – including the involvement of the government and parliament – has not yet been completed and is still being developed.
- Secondly, more attention is being focused on the *added policy value* and *impact* of the WRR's products, increasing the relevance of the WRR. The Council and its staff maintain regular contact with politicians, policymakers and social stakeholders, while retaining their independence. The number of discussions and interviews conducted as part of the regular working process has increased. WRR projects consequently set out the question more incisively at the outset and provide a more targeted and policy-relevant conclusion on completion. More than was previously the case, the WRR invests actively in conveying the messages of the products, through presentations, media and social media and other 'aftersale' activities.
- Thirdly, the product portfolio has been widened, with the key addition being the 'policy brief'. *As a result, with short-term projects* the WRR has greater scope to respond

faster and more appropriately to the dynamics in the policy environment. The internal project evaluations, however, emphasize that longer-term projects also remain necessary for a genuinely innovative approach to future action. If a longer term is chosen, the policy environment and media can be kept involved in the project by means of interim products or meetings. Constant attention is paid to maintaining the right balance in the product portfolio.

- Finally, moves have been made to *flexibilize* the Council's composition. In consultation with the Prime Minister, the Council has embarked on a staggered change in its composition aimed at greater variety in types of appointment. This promotes the Council's continuity and learning ability. These changes were initiated during the past term and will continue into the future.

The 2013-2017 Council term overlaps almost entirely with Prime Minister Rutte's second government (2012-2017).

The national political environment in which the WRR operated during this term was thus fairly stable. The six-monthly discussion between the Prime Minister and the Council (introduced under Prime Minister Rutte's first government) was further developed as a core consultation covering both the setting of the agenda and the forthcoming advice. A factor of relevance to the WRR's positioning was the government's 2011 proposal to reassess the structure and position of the advisory bodies covered by the framework legislation, in particular the elimination of the mandatory period for responding to advice. That also included options for the WRR to have a different role. This proposal drew a critical response from the advisory councils and the States General, after which the proposed legislative change was withdrawn in 2015.

Society was in a very turbulent state, with the aftermath of the economic crisis, geopolitical instability and a European refugee crisis. There clearly was and indeed still is a role for the WRR in identifying relevant social developments at an early stage, to help ensure that important themes are placed on the agenda in good time for the political-strategic debate. Examples are the projects on *social divisions*, *integration of asylum migrants and the future of work*.

The WRR links the long-term policy outlook to current social issues, with the Council building on its widely respected independence and impartiality, combined with the ability to work across boundaries and on a multidisciplinary basis. The WRR is thus a relevant party in the social and political debate, achieving genuine impact through publications and other contributions (such as the Hollands Spoor meetings in collaboration with the Interdepartmental Strategy Council, the annual WRR Lecture and many presentations in political and social circles).

The second external evaluation (2008) already emphasized the importance of strengthening the WRR's international focus. During the past term this was achieved in part through a series of seminars on the Future of the European Union(s) (2013) and in the *Making Migration Work* (2013), *The Public Core of the Internet* (2015) and *Security in a World of Connections* (2017) publications. Other publications also take more explicit account of the international perspective. The reports remain focused on the Dutch government, but emphasize the international dimension of politics and policy and the Netherlands' role in the international policy arena. Where relevant, publications are translated into or summarized in English, to allow a substantive dialogue with a more international audience.

For the WRR, internationalization also takes the form of collaboration with partners abroad. The Council has focused in the first instance on Brussels – including through the Permanent Representation – and on peer institutions in Europe. This reflects the importance of reciprocal relationships, often involving subject-specific collaboration. An example is the report on the public core of the Internet in 2015. At the beginning of 2016, as part of the *Scientific Advisory Mechanism (SAM)*, an advisory project for the European Commission was launched on cybersecurity, with active collaboration and input from the WRR. With regard to institutional cooperation, the Council finds that the WRR's specific position has few parallels abroad. In order to identify discussion partners for specific subjects at European and international level, the Council has held exploratory discussions with *France Stratégie*, conducted a joint exploration with the KNAW of the development of the *European Science Advisors Forum* and joined the *International Network for Government Science Advice*. There are also close and fruitful contacts with the OECD. The WRR's internationalization is nevertheless still in its infancy and much remains to be achieved in terms of international visibility.

Organizational developments

During the past Council term the Council's composition was almost completely renewed except for the Council Chairman André Knottnerus. From the previous Council term the members Van Lieshout and (G.H.) De Vries stayed on briefly as advisory members to complete ongoing projects. In August 2015 Frans Brom was appointed to succeed Wendy Asbeek Brusse as Secretary/Director. In line with the previous evaluation, a system of overlapping appointments of Council members was introduced.

The organization of the project groups increasingly involves a second Council member deputizing in a project. The Council seeks to strengthen its collective responsibility for the products by discussing them more frequently and intensively.

In the previous Council term the WRR had to contend with substantial budget cuts that had major consequences in terms of personnel and materials (see box). During the past Council term the budget was more or less stable at over €3.9 million. The size of the WRR's staff has decreased substantially in recent years. Further action has been taken on the decision to broaden the staff remit, with a shift of emphasis in the staffing structure from junior to more senior employees due to the increased interaction with policy and politics and higher demands in terms of communication skills and project-based working. Three junior staff members were nevertheless recruited in 2016 (each for specific projects under a three-year contract). In connection with the decision to increase the staff remit, it was decided to broaden the work of the secretariat from support for Council members to general support for the project groups. The capacity was expanded to reflect the steadily growing importance of communication on publications and other activities of the WRR.

When capacity is limited, employee absence increasingly has direct consequences for the progress of projects. At the same time, expectations concerning the WRR's work and hence the requirements set for the organization were driven by the complexity and dynamics of the social problems and the broad trust enjoyed by the WRR. Hence there is undeniably a tension between on the one hand the expectations surrounding the WRR coupled with its own ambitions and on the other hand the size and competences of the staff. The staff must have a sufficiently broad core of relevant fields and disciplines, together with the specific expertise required for scientific policy advice.

Table 2: Finances and staff establishment

Staff establishment & workforce (in FTEs, at end-December)

	2008-2012	2013	2014	2015	2016	2017
Council	5.2	5.2	5.2	5.2	5.2	5.2
Researchers	29.7	18.0	18.0	18.0	18.0	18.0
Management/Communication/ Support	15.2	9.6	9.6	9.6	9.6	9.6
Total	50.1	32.8	32.8	32.8	32.8	32.8
<i>workforce</i>		37.0	37.1	35.5	35.7	33.8

*At end of May 2017

Notes

- The years 2008 and 2012, marking the start and end of the previously evaluated term, have been included for reference purposes.
- As a result of the budget cuts in the 'AZ-heroverwogen' [Rethinking the Ministry of General Affairs] programme, a net decrease in the personnel and materials budget was recorded from 2013. There were various changes due to budget reallocations and a personnel target of approximately 17 FTEs.
- Within the scientific staff this target was met from 2013 by greatly reducing the number of temporary employees. As a result of staff mobility (including temporary mobility), there was nevertheless space to recruit an average of 5 FTEs per year on a temporary basis. It was also decided to raise the job level of the remaining staff. In the support area, service functions were centralized within the Ministry of General Affairs.
- The slight rise in the budget from 2013 to 2017 inclusive is due to wage and price adjustments. Additional contributions were also paid in 2015 for the 'Big Data' advice and to support a publication as part of '200 Years Kingdom of the Netherlands'. In 2017 an additional contribution was made to resolve a number of HR issues.

Fulfilment of task

The objective of more responsive agenda-setting requires more dynamic scheduling on the part of the WRR. Two work programmes were drawn up during the past legislative period (in 2013 and 2015). These were supplemented with the ‘rolodex’, an inventory of possible new products. The rolodex is discussed fairly regularly, on the basis of a broad indication of relevant developments and following an extensive consultation with members of government, chairs of political groups, strategic officials, advisory members of the Council and social and scientific ‘lookouts’. The WRR has thus made major strides towards more substantive, transparent and systematic internal deliberations in the initial phase of projects, which was an explicit recommendation in the previous evaluation. This working method also allows greater flexibility in scheduling.

The WRR has not yet completed the steps it needs to take in this regard and it must continue to pursue optimum synergy between agenda-setting, the desired project term and the product type (report, policy brief, investigation) in future. More than previously the discussion must include questions such as ‘have we overlooked anything in the subject choices made over the past term?’, ‘how can we learn more about the impact of our products and activities?’ and ‘how can we capitalize better on the existing work and connections between projects?’

The WRR has introduced greater diversification in projects and work processes in recent years. For example, the past Council term saw the introduction of a new publication type, the ‘policy brief’, which now has its own position in the WRR portfolio. Policy briefs are issued in the author’s name (like investigations), but are published on behalf of and with the approval of the Council. Web publications no longer exist as a publication type; they have been replaced by working papers, which are background studies from the projects. A total of 25 working papers have now been published, mostly in digital and sometimes in print form. Some working papers are almost mini-investigations. At the same time, of course, reports and investigations are still being issued, such as the *Towards a Food Policy* (2014) and *Society and the Financial Sector in Balance* (2016) reports, and the *Scope for More Transparent Justice* (2013) and *What’s Wrong with Social Divisions?* (2017) investigations. The WRR’s reports and investigations continue to form the basis of the Council’s advisory role. The question remains whether the outside world actually recognizes the diversity of products, or whether all products are viewed simply as ‘WRR reports’. See the figures below and Annex III for a list of all WRR publications during the past term.

Figure 1 List of key publications by the WRR

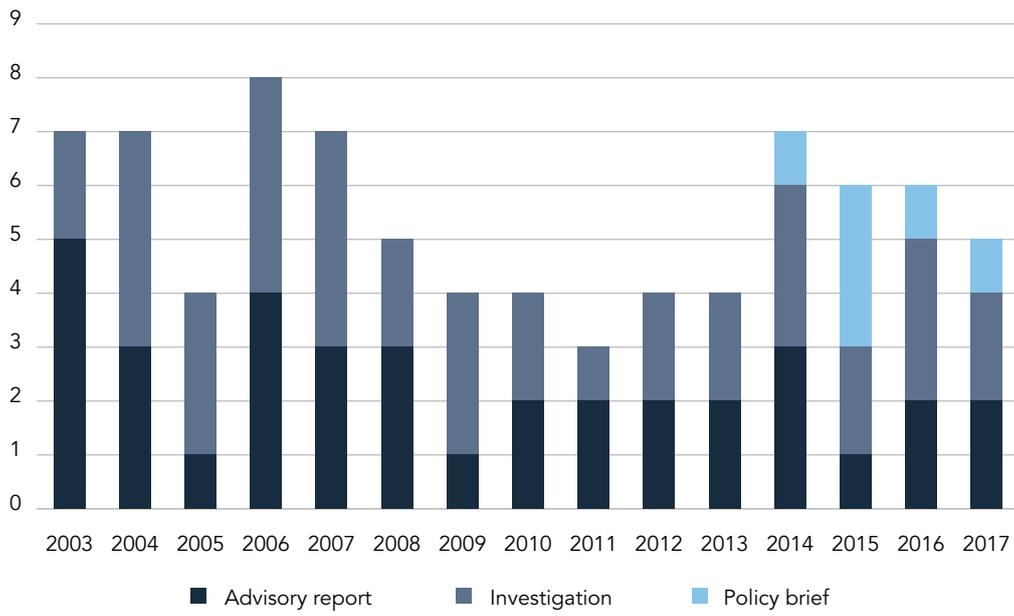
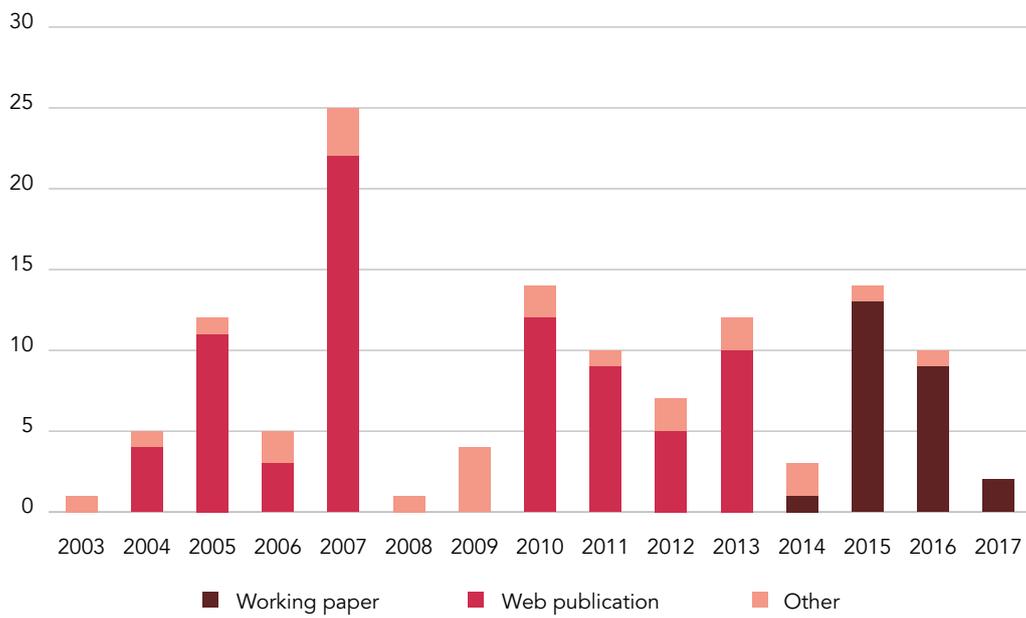


Figure 2 List of other and supporting publications by the WRR



The product diversification also allows an improvement of internal work processes. The WRR is less tied than previously to long-term projects leading to bulky reports and accompanying studies. A policy brief is more compact and can be produced with a shorter lead time, allowing a faster response to recent events. That also sometimes applies to other products. For example, the *Revaluing Culture* investigation (2015) was published to a tight deadline so as to contribute to an ongoing policy process. This means the WRR can in theory advise flexibly, although appropriate procedures will still have to be set internally. The new working method also entails more frequent public presentations of WRR work, with the possibility of projecting the Council's profile more frequently among recipients of advice and the public as a whole.

Flexibility is nevertheless limited in practice. 'Smaller' products require just as much time and effort from the staff and the Council in the preliminary and aftercare phases, while personnel capacity remains limited. The capacity for rapid switching or upscaling is therefore ultimately limited. The WRR's broad remit means it is always a challenge for the organization to set clear priorities and ensure sufficient focus in the work, while retaining breadth and lateral thinking. Another factor is the connection between scientific underpinning, policy relevance and communication impact. This is a constant focal point.

The WRR still faces a substantial challenge in terms of expectation management, both internally and externally. Internally there is now a wider variation in terms of the size and membership of the Council and in the roles of the staff. There are more Council members with fairly limited appointments, with implications for the traditional working process of 'collaborating Council members'. At the same time, staff members are more often visible externally as experts; four staff members were appointed to professorships during the past Council term (with the consent of the WRR). The internal communication on roles, expertise, time pressure and expectations must be strengthened as part of a continuous learning process. Externally, expectation management among ministries and in political circles is and remains important. It is crucial to stress that the WRR does not operate as a consultant answering policy questions, but rather as an intermediary that can formulate and place on the agenda difficult issues and potential administrative action at the interface of administration, politics, science and society.

Where necessary and expedient, the WRR actively pursues collaboration with relevant partners. This cooperation can be relevant for policy strategy reasons, but also as an interim step in the search for a distinct message. An example of joint work is the policy brief on the reception and integration of asylum migrants produced jointly with SCP, the WODC and Regioplan. Active cooperation takes place with Statistics Netherlands and a joint project is currently under way with RIVM. Such partnerships offer added value for the WRR, particularly as a result of the data supplied by the partners involved. The WRR's unique contribution in such collaboration often lies in its broad, transboundary approach.

Other advisory councils sometimes address the same themes (or aspects of them), so it is very important to be aware of each other's activities. For example, the WRR Confidence in Citizens project coincided with an advice request from the Council for Public Administration, the response to which took the form of a joint letter from a number of Council chairmen on citizens' social and administrative participation. The chairmen of the advisory councils meet twice a year under the chairmanship of the WRR and the secretaries meet five times a year. In general, the coordination between the advisory bodies has improved greatly, as evidenced by joint meetings, publications and a joint newsletter coordinated by the WRR.

Impact

The WRR actively seeks interaction with policy officials. The projects lead to regular discussions with directors-general and directors of relevant ministries. Several times a year the WRR organizes Hollands Spoor meetings in cooperation with the Central Government Strategists' Consultative Group, in which policymakers, scientists and stakeholders exchange views on important themes at the interface of policy and science. Once or twice a year the WRR prepares a Catshuis Session including a broad government delegation (the Prime Minister and various other members of the government). Examples are the meetings on *the learning economy*, *the financial sector* and *future of the European Union*. The work programme generally also includes discussions with chairs of political groups in the House of Representatives and secretaries-general. There is also regular contact with the advisers in the Ministry of General Affairs. These interactions enable the WRR to keep track of policy and political matters, thereby obtaining additional policy-relevant input. They also provide an opportunity to conduct preparatory work to ensure a successful landing for its recommendations.

The close relationship with political and policy circles and stakeholders is very significant in terms of impact. For example, a parliamentary debate was devoted to the *Towards a Learning Economy* report (2013), the *Towards a Food Policy* report (2014) led to written questions from the House of Representatives to the WRR and the *Society and the Financial Sector in Balance* report (2016) was discussed several times in the House of Representatives. All these reports contributed to a change of perspective and a reassessment of the policy field. The recently published *Why knowing what to do is not enough* report is of great interest to relevant parties such as the Council of State, the Senate, The Netherlands Court of Audit, the National Ombudsman, various ministries, municipalities and civil society organizations. The report's central notion, 'capacity to act', has been widely adopted. Other publications and activities also find their way into the policy discourse. For example, the *Security in a World of Connections* report (2017) includes detailed presentations at the request of the National Security Steering Group and the National Coordinator for Security and Counterterrorism.

The WRR invests continuously in contact with the media and with the social and scientific actors associated with particular issues. It therefore regularly achieves visibility and projects its own voice in the media and in the social debate (see evaluations and impact reports of individual projects and Annex VII with aggregated data). To a greater extent than previously the WRR now backs up reports and investigations with a synopsis, infographics, fact sheets and videos. This visibility is due to a reassessment of the communication strategy in response to the 2013 evaluation (see Annex VI). The essence of this new strategy is:

- *More strategic preparation for landing*: assessment of the societal context, with a specific focus on the core message, timing and framing.
- *More events and online communication tools*: more flexible publication, in-house publishing, and more attention paid to media and social media and associated multimedia communication (website overhaul, Twitter, YouTube, WordPress and synergy through collaboration with Rijksoverheid.nl, Nieuwsbriefadviesraden.nl, PlatformO.nl, among others).
- *Strengthening the dialogue with stakeholders*: strengthening relationship management, expanding the WRR Lecture, strengthening the Hollands Spoor meetings and more workshops during projects.
- *Positioning and capitalizing on earlier work*: bringing together insights from previous projects (results include the Memo to the Party Committees. Key Issues for the Next Term of Government document).

In 2009 the WRR began systematically tracking indicators to gauge the impact achieved with products in policy, politics and media. This practice was intensified during this Council term. The WRR's work also has scientific impact, for example in scientific articles, including those from the Supervising Public Interests¹⁴, Big Data¹⁵ and Sustainability¹⁶ projects, in the latter case as the result of a successful internship. The WRR worked hard to focus scientific attention on the importance of behavioural sciences for policy. Schools and colleges also regularly request material and the secondary school Social Sciences examination in 2014 included questions relating to the *Making Migration Work* investigation. The impact of the WRR's products often requires a great deal of aftercare by the project teams. The WRR invests deliberately in this, so the publication time does not mark the end of a project. All individual projects are evaluated over time. This includes an assessment of the impact of the product. Impact reports containing data on mentions in parliamentary papers, media and social media are available for all projects.

Achieving impact also requires advance preparation. For example, it became clear in the past Council term that investing in clarifying the core message at an early stage of the project (for example by drafting and discussing a press release well in advance or by inviting journalists for trial interviews) can help in achieving successful impact.

Such specific interaction with other actors in the field requires careful monitoring of the WRR's own independence and impartiality. The WRR aims to guarantee this partly through intensive discussions of project results in the Council and with its staff.

SWOT

In summary, looking back at the past Council term, the WRR successfully adopted a large number of key recommendations made by the Evaluation Committee chaired by R.M. Smit. These included greater flexibility in agenda-setting, expansion of the product portfolio, focusing on impact and overlapping appointments of Council members. These steps certainly bore fruit: the Council is satisfied with the volume, relevance and impact of the work during the past term. However, a lot of attention also needs to be devoted to subject choice, project demarcation and the work process in the coming term. That is particularly necessary since the size of the staff has been greatly reduced in terms of FTEs, while expectations concerning the WRR's contribution remain as high as ever.

The evaluation points referred to above with regard to the past Council term provide important input for a SWOT analysis setting out the strengths and weaknesses of the organization in relation to the WRR's opportunities and threats. This SWOT analysis thus summarizes the review and reflection on the developments in the past Council term and at the same time provides a basis for assessing the challenges for the forthcoming Council term discussed below.

14 Special issue of *Tijdschrift voor Toezicht* (2013, no. 4); P. de Goede & A. Knottnerus (2016), *Bestuurswetenschappen* 70 (1), pp. 55-70.

15 Broeders et al. (2017), *Computer Law & Security Review* 33, pp. 309-323.

16 Meijer et al. (2017), *Public Management Review* 19 (1), pp. 20/36.

Table 3

SWOT analysis	
Strengths	Weaknesses
<p>Agenda-setting Identifying relevant social developments and placing them on the agenda at an early stage. Identifying difficulties and policy solutions for the long term.</p>	<p>Prioritization Setting priorities and maintaining focus without weakening the transboundary perspective is a challenge.</p>
<p>Transboundary The WRR brings together multidisciplinary thinking. The WRR thinks beyond the boundaries of scientific disciplines, policy themes and scales. The WRR creates connections: between the 'policy world' and society, and between the present and the future.</p>	<p>Expectation management Changing roles within the Council and its staff create new opportunities for interaction and work processes, but that does require better communication on expectations and collaboration, both internally and externally.</p>
<p>Independent & impartial The WRR's work is objectifiable, transparent, credible and politically neutral. Independence and impartiality are key principles.</p>	<p>Capacity & flexibility Actual multidisciplinary work demands a great deal of the Council and its staff. The Council and its staff are of limited size and have to cover many fields and disciplines. The organization's flexibility is limited due to budgetary pressure.</p>
Opportunities	Threats
<p>Lateral thinking The (fragmented) political landscape requires analyses that view problems without the constraints of compartmentalization and rigid frameworks. There is a need to open up fresh perspectives on social issues.</p>	<p>Lack of absorption capacity Proper advice can only be provided if the recipients have (or are interested in having) sufficient absorption capacity so that the advice can be interpreted and implemented effectively.</p>
<p>Ideas workshop There is a need to analyse difficult and complex problems in a wider context, to eliminate any political or other ideology and to create space for long-term solutions.</p>	<p>Short-term dynamics If there is a predominantly short-term focus, the strength of the WRR's long-term advice may not be adequately appreciated or exploited.</p>
<p>Reorientation of science Within science a reorientation is under way towards interaction with society, to better meet the challenges of the present time. This reinforces the WRR's bridging function at the interface of science and policy advice.</p>	<p>Social mistrust Public administration is sometimes seen as closed and remote, which can pose a threat if the WRR is perceived as too close to the policy institutions of The Hague. The esteem in which the WRR is held could also be undermined by social mistrust in science.</p>

Perspective on the forthcoming council term

Trends and developments

The WRR connects science and policy in its advice on complex social themes, so it is positioned in the middle of the wide arena of knowledge and policy. This constantly changing landscape gives rise to both opportunities and threats for the organization.

Within science a reorientation is under way towards interaction with society, to better meet the challenges of the present time. This development creates opportunities for the WRR, as more scientists are able to contribute to the WRR's work or serve as members of the Council or its staff. This reinforces the WRR's bridging function at the interface of science and policy. At the same time, it remains crucial for the WRR to have access to a solid core of knowledge and experience of strategic policy advice among its staff, ensuring good coverage of policy-relevant themes and disciplines in the various policy areas. This means the areas of expertise available to the organization must be properly identified and may also need to be reassessed in line with developments in society (such as increasingly broad and rapid technological developments).

The government's policy tasks are increasingly difficult and complex, with sectoral or monodisciplinary approaches being too tightly demarcated to allow proper analysis. The challenge for the WRR is to continue to distinguish itself in this regard. Scientific research is also increasingly multidisciplinary and interdisciplinary, which matches the WRR's working methods.

The WRR aims to be a connecting link in the networks relevant to the performance of its task, thereby creating opportunities to maintain or increase cooperation, while preserving its vital independence. The growing interconnectedness of policy fields and disciplines also means that in the forthcoming term the Council must continue to consider internally whether it is focusing sufficiently on creating links between the various ongoing projects.

The issues tackled by the WRR do not only transcend policy areas and ministries. The Council's advice is also increasingly aimed at parties other than the regular recipients in The Hague. An example is the Money Creation project that was initiated following a parliamentary motion in response to the 'Ons geld' citizens' initiative. Other examples are the Justice project, which was aimed partly at the judiciary, and the Supervision project, which had a major impact in the world of inspectorates and market regulators. The added value of the WRR's advice can also be relevant to international actors, particularly in Brussels. An example is the *The Public Core of the Internet report* (2015). The relevance of the WRR's work outside the policy circle of The Hague represents an important opportunity for the future. It means that when setting the agenda for its own work programme, it must take into consideration a wider world beyond 'The Hague'. It is very important that the WRR remains sensitive to – sometimes weak – social signals. An example is the *Why knowing what to do is not enough* report (2017), on citizens' self-reliance in the face of a government that overestimates their capability.

The WRR has the ability to open up new perspectives, to take a fresh look at social issues. However, it may also be worthwhile drawing on previously developed perspectives. This means that in the forthcoming term the WRR must again consider better ways of capitalizing on previous work.

Challenges – internal & external

The issues addressed by the WRR concern problems that cannot be solved overnight, but that often require policy to be mobilized in the short term. This applies, for example, to the *Security in a World of Connections* report (2017), which sent out a signal while the government was still being formed. The same applies to the *Why knowing what to do is not enough. A realistic perspective on self-reliance* report (2017) and the *The fall of the middle class? The stable and vulnerable middle* investigation (2017). That requires the WRR to remain constantly mindful of its own role and the impact that changing circumstances have on it. Given the high expectations and limited capacity, the WRR must devote a lot of attention to subject choice, project delineation and working processes, and the interaction between them.

A relevant point here is the need for further consideration of the interaction between subject choice and work processes, particularly in the light of the WRR's two main functions:

- agenda-setting and
- providing policy advice.

With regard to the agenda-setting function, a great deal of attention needs to be devoted to semantics and language. That requires an early assessment of framing, for example with the aid of focus groups. With regard to the policy advice function, it is important to involve stakeholders at an early stage, even if the message is not yet entirely clear. With regard to the effectiveness of a policy project, further gains could be made by sharing insights (and not keeping them under wraps until a project lands) and, for example, working in the meantime with other knowledge institutions and advisory bodies. The past term has shown the potential benefit of using intermediate products, thereby creating a 'wave of attention'. A good illustration is the investigation on 'debt' (*Own fault?*), as a prelude to the report on 'self-reliance' (*Why knowing what to do is not enough*).

Input from the recipient is also required to ensure a good landing for such advice, which means sufficient attention must be paid to the long term within an often short issue attention cycle. It is therefore important for the WRR that ministries invest (or continue to invest) in their knowledge and strategy functions, on the one hand to maintain their own absorption capacity and on the other hand to strengthen the long-term demand articulation. At the same time, the WRR invested during the past term in the ability to meet the demand for faster advice in the short term. The new 'policy brief' product type is a useful development in this regard, but that ability also is demonstrated by the seminars organized in 2015 on the future of the European Union(s).

The WRR's strategic long-term focus could also suffer due to the need to supply knowledge and advice more directly meeting short-term requirements. That may place the WRR in an unfavourable competitive position relative to suppliers of such knowledge, within or outside the public domain. An overhaul of the advisory councils system was proposed in the previous government term but was rejected by the House of Representatives on substantive grounds. That safeguarded the WRR's unique, independent and long-term think-tank function, preventing it from becoming a formal coordination structure for domain-specific advisory bodies. That does not necessarily mean there is no further political desire and scope for new reform proposals. It is an open question whether and how future proposals on the nature and structure of the Dutch advisory system will see the light of day, and to what extent they pose a threat to the WRR or might even open up new opportunities.

For the WRR this means in any event that – aside from the provision of advice in reports and other products – further thought must be given to ways of drawing attention to the Council's specific added value in the forthcoming term. These might include a further strengthening of the external communications and optimum use of unique WRR activities, such as the Hollands Spoor and Catshuis meetings and the annual WRR Lecture.

Achieving an effective positioning in a broad arena is not an easy matter. Some parts of society see public administration as closed and remote. That image fuels public mistrust, which can pose a threat if the WRR is perceived as too close to the policy institutions of The Hague. The esteem in which the Council is held can also come under pressure from mistrust in science (possibly exacerbated by post-truth). (The WRR and the Rathenau Instituut conducted a joint study on 'Trust in Science' in 2013.)

The *Attached to the World* report (2010) provides a basis for a strategy that also applies to the WRR itself, with an emphasis on both the content of the advice and cooperation with partners abroad. This ambition is significant in various ways and consideration must be given to the project portfolio, the WRR's network, the communication strategy and the nature and type of target groups that it aims to serve. There must be a closer look at what

the WRR precisely intends to achieve by translating products into English. A key challenge now is to engage in a substantive dialogue with a more international audience. A greater focus on considerations relating to English-language products could contribute to the WRR's role in the international policy debate, particularly now that the framework for a lot of Dutch government policy is set at the international (or European) level.

Fulfilment of task

In the coming term it is very important that the WRR maintains a balance between (in some cases high) expectations and the fragility of a relatively small organization. Particularly in major projects, it is not always easy at the outset to assess whether the adoption of a particular problem definition will provide a sufficient basis for policy advice and what type of product the project will yield. This requires appropriate expectation management, both internally and externally. That is significant for interim activities, cooperation with other parties, the core competences of the Council and its staff, as well as external communication.

An important principle for the fulfilment of the WRR's task is that it must essentially be a creative organization, a workshop of ideas that naturally fosters innovation, underpinned by science and policy accountability. There are unique challenges and creative processes, which – particularly in the case of larger, risk-bearing and exploratory projects – cannot always be successfully completed. That is naturally an unsatisfactory outcome, but one that is inherent in the nature of the WRR's work. This is significant with regard to the potential for expectation management.

It is also significant for the internal work processes (and their management) and the associated decision-making. The agenda for the coming term includes a focus on internal work processes and management of the creative process. That goes beyond management based on progress reports and places greater emphasis on facilitating and stimulating substantive exchanges of ideas and joint thought processes. Important questions to consider include 'why is the core message successfully conveyed in some cases but not in others?', 'what determines the impact of advice?' and 'how do the various products in the portfolio relate to each other and to the themes on the agenda?'. In the coming term the WRR will take steps to define an evaluation protocol for the individual projects that facilitates this discussion.

The WRR is striving for greater adaptability in the organization in response to social issues that differ in terms of their nature, period and impact. The WRR's product diversity already offers good potential for a degree of customization. This work began during the past term and for the future it is important to carry out another detailed examination of the opportunities offered by a wider product portfolio. When is a given project most appropriate, what status do the various products have, what purpose do they serve, which target groups/actors are being addressed and when is a government reaction desirable or even necessary? These factors are also relevant to the policy for outsourcing, which may sometimes be part of a wider search, but can sometimes contribute directly to an intended result.

Finally, it is crucial for the WRR's position that developments of longer-term relevance to government policy are placed on the agenda. The context outlined above merely reinforces the importance of such agenda-setting. During the past term an important step was taken in the structuring of the WRR agenda by adopting the 'rolodex' approach referred to above. In the coming term it will be necessary to discuss even more explicitly which themes will be placed on the agenda and why. Themes such as the rule of law, social coherence and divisions, sustainable development and the state of democracy are now relevant almost continuously. The WRR has published various reports on these themes over time and will

continue to do so. They belong, as it were, to the WRR's classic repertoire. More recently this range of classic themes has been extended to include advice centred on globalization and technological developments.

The increased orientation towards questions, uncertainties and dilemmas of the government and parliament – in addition to the 'typical WRR agenda' – requires a greater focus on scheduling consistency. This means the organization must keep its antenna finely tuned to signals in policy and society and maintain a well-developed WRR memory. The self-evaluation process at project level can be further developed to build up institutional memory.

Conclusion

The foregoing is an overview of the WRR's task, organization and working methods. Based on a review and reflection on the past five-year Council term, a number of challenges have been placed on the agenda to provide a perspective on the coming term. In that sense this initiation memorandum is actually a report on the WRR's ambition not only to do things well, but to do good things. It is in pursuit of that balanced ambition that the organization is charting its course into the future. It would be immensely valuable if the Evaluation Committee could hold up a mirror up to the WRR, enabling the organization to continue to learn and improve.

Annex I Full text of the WRR Establishment Act

ACT of 30 June 1976 Establishing a Scientific Council for Government Policy (WRR Establishment Act) (Bulletin of Acts and Decrees 413, 5 August 1976; last amended by the Act of 11 December 1997, Bulletin of Acts and Decrees 1998, no. 27).

We, Juliana, by the Grace of God, Queen of the Netherlands, Princess of Orange Nassau, etc., etc., etc. To all and singular to whom these presents shall come, Greeting! Whereas We have considered that for the shaping of government policy it is desirable that information on developments which may affect society in the long term be supplied systematically, that the establishment of a permanent body giving advice and assistance to replace the Provisional Scientific Council for Government Policy may contribute to that end: We, therefore, having heard the Council of State, and in consultation with the States General, have approved and decreed as We hereby approve and decree:

Section 1

1. There shall be a Scientific Council for Government Policy, hereinafter referred to as 'the Council'.
2. The Council shall not be considered an advisory council as meant in the Advisory Councils Act.

Section 2

The Council shall:

- a. supply for Government Policy scientifically sound information on developments which may affect society in the long term and draw timely attention to anomalies and difficulties to be anticipated; define the major policy problems and indicate policy alternatives;
- b. provide a scientific structure which the government could use when establishing priorities and which would ensure that a consistent policy is pursued;
- c. with respect to studies undertaken in the sphere of research on future developments and long-term planning in both public and private sectors, make recommendations on the elimination of structural inadequacies, the furtherance of specific studies and the improvement of communication and coordination.

Section 3

The Council shall comprise at least five and at most eleven members.

1. We shall appoint the Chairman and the other members of the Council on the recommendation of Our Prime Minister/Minister for General Affairs, made in accordance with the consensus of the Council of Ministers.
2. The Chairman and other members shall be appointed for five years, except in the event of earlier discharge by Us. They shall be immediately re-eligible for appointment for one subsequent term.
3. A person appointed to fill an interim vacancy shall resign on the date on which the person he was appointed to replace would have had to resign.

Section 4

1. The post of Chairman of the Council shall be a full-time function.
2. The other members of the Council shall make available for Council work at least two working days a week of their total working hours.
3. In exceptional cases Our Prime Minister/Minister for General Affairs may stipulate that the working hours made available to the Council under the preceding paragraph be decreased.

Section 5

The legal status of the Chairman and of the other members shall be laid down by General Administrative Order.

Section 6

1. There shall be advisory members.
2. The Council may make recommendations to Our Prime Minister/Minister for General Affairs in the matter of the appointment of advisory members.
3. We shall appoint the advisory members of the Council on the recommendation of Our Prime Minister/Minister for General Affairs, made in accordance with the consensus of the Council of Ministers.

Section 7

1. The Council shall have an office headed by a Secretary to assist it.
2. We shall appoint the Council's Secretary on the recommendation of Our Prime Minister/Minister for General Affairs.

Section 7a

1. The Council shall draw up its programme of work after consulting Our Prime Minister/Minister for General Affairs.
2. The Council may amend its programme of work after consulting Our Prime Minister/Minister for General Affairs.
3. For the consultations referred to in the first and second paragraphs Our Prime Minister/Minister for General Affairs shall hear the Council of Ministers.

Section 8

1. The Council shall, in discharging its duties, avail itself of the results of research undertaken by other institutions.
2. Central government departments and institutions, and local authorities, shall supply the Council with such information as it requires.
3. The Council may apply direct to other institutions or persons for information.
4. Our Ministers shall ensure that the Council, if the discharge of its duties so requires, be informed in time of any research on future developments and of the results of such research undertaken under their responsibility, as also of any assumptions and intentions with regard to long-term policy.

Section 9

1. The Council may consult directly with experts from the public and private sectors.
2. The Council may set up committees. It shall require the approval of such of Our Ministers as may be involved for any assistance given by experts from the public sector.
3. The Council may maintain direct international contacts in its own particular sphere.

Section 10

The Council may, on its own initiative, request that certain studies or research projects be undertaken. This shall be done through the intermediary of such of Our Ministers as may be involved where departments or institutions working under them are concerned.

Section 12

1. The Council shall report to the government through the intermediary of Our Prime Minister/Minister for General Affairs.
2. Our Prime Minister/Minister for General Affairs shall inform the Council of the findings of the Council of Ministers with regard to such reports.
3. The Council of Ministers shall hear the Council, if it so requests, in connection with the findings referred to in the preceding paragraph.

Section 13

1. The reports submitted to the government by the Council shall be public, in so far as secrecy shall not have to be observed.
2. The Council shall publish the reports after the Council of Ministers has studied them.

Section 14

The Council may issue further rules for its procedure.

Section 16

This Act may be cited as the WRR Establishment Act.

Annex II Terms of Reference of the External Evaluation Committee

Against the background of wider social developments and trends in the immediate environment of the WRR, particularly in the knowledge and consulting sector and in the world of politics and public administration, the Council believes it important that the Evaluation Committee answers the following key questions:

1. In the Committee's view, how has the Council performed over the past five years, having regard to its formal, statutory task and its own core values?
2. Has the Council responded appropriately to the recommendations of the Smit Committee in its report *Behouden door veranderen, over bevestiging en herinrichting van de WRR [Preservation through Change: on the reaffirmation and reorganization of the WRR]*?
3. What thematic/content issues and/or methodical/professional issues does the Committee consider important for the WRR and its work in the future?

The Council would appreciate the Committee's views on the professionalization and positioning of the WRR. Providing scientific policy advice of a multisectoral and multidisciplinary nature is an art in itself. How can it be promoted? Moreover, the WRR operates within a national and international arena of advisory councils and planning bureaus. Does the WRR focus on the right themes in that arena? Are the WRR's profile and added value sufficiently clear?

The Council also requests the Committee to consider the interaction with 'the other side' of the consulting process, namely the requesters and recipients of advice (government, States General). What can be done before, during and after a consulting process to promote the quality and political-administrative responsiveness of the advice?

As well as answering the questions raised, the Committee is of course free to put forward other viewpoints or subjects.

The Council will prepare and deliver to the Committee an initiation memorandum including a SWOT analysis of its overall operation. Self-evaluations and impact reports will also be made available for all projects. The Committee will also have access to all other WRR documentation in consultation with the Chairman.

The external Committee will operate independently with the support of the head of the secretariat and a staff member of the WRR. The end-product of this evaluation process will be a public report presented to the Council in both Dutch and English. The Committee may also send comments to the Council in addition to the written report.

Annex III List of WRR publications (2012-2017)

Reports, investigations and policy briefs

The advisory reports to the government (R) make up the core of the WRR publications. There is also a series of investigations (V), which take stock of the position in a particular field. Since 2014 the WRR has also published 'policy briefs' (P).

- R Feb. 2012 *Publieke zaken in de marktsamenleving*
- R May 2012 *Vertrouwen in burgers*
[Summary translation: Confidence in Citizens (May 2012)]
- V Dec. 2012 *Wonen, zorg en pensioenen*
- V Dec. 2012 *In betere banen* [Translation: Making Migration Work (May 2013)]
- V Jan. 2013 *Speelruimte voor een transparantere rechtspraak*
- R Sept. 2013 *Toeziën op publieke belangen*
[Summary translation: Supervising Public Interests (Sept. 2013)]
- V Sept. 2013 *De staat van toezicht*
- R Oct. 2013 *Naar een lerende economie* (Oct. 2013)
[Summary translation: Towards a Learning Economy (Nov. 2013)]
- P Jan. 2014 *Roemeense en Bulgaarse arbeidsmigratie* [Translation: Making Romanian and Bulgarian Migration Work in the Netherlands (Jan. 2014)]
- R May 2014 *Van tweeluik naar driehoeken. Versterking van interne checks and balances bij semipublieke organisaties* [Summary translation: Improving internal checks & balances in semi-public organizations (May 2014)]
- June 2014 *Consistent maatwerk* (advisory letter)
- V June 2014 *Hoe ongelijk is Nederland?*
- R Aug. 2014 *Met kennis van gedrag beleid maken* [Summary translation: Policymaking Using Behavioural Expertise (Sept. 2014)]
- R Oct. 2014 *Naar een voedselbeleid* [Translation: Towards a Food Policy (Dec. 2016)]
- V Oct. 2014 *Gescheiden werelden?*
- V Nov. 2014 *Op maat voor later: wonen, zorg en pensioenen*
- R Mar. 2015 *De publieke kern van het Internet*
[Translation: The Public Core of the Internet (Oct. 2015)]
- P Apr. 2015 *The Public Core of the Internet*

- V Mar. 2015 *Cultuur herwaarderen* [Translation: Revaluing Culture (Oct. 2015)]
- P Oct. 2015 *Van incident naar preventie: intern en extern toezicht*
- V Dec. 2015 *De robot de baas* [Translation: Mastering the Robot (Dec. 2015)]
- P Dec. 2015 *Geen tijd verliezen* [Translation: No Time to Lose: from reception to integration of asylum migrants (Feb. 2016)]
- R Apr. 2016 *Big Data in een vrije en veilige samenleving*
- V Apr. 2016 *Exploring the Boundaries of Big Data*
- May 2016 *Memo aan de programmacommissies*
- V Jun. 2016 *Eigen schuld?*
- R Oct. 2016 *Samenleving en financiële sector in evenwicht*
[Summary translation: Finance and Society: restoring the balance (Oct. 2016)]
- P Oct. 2016 *Klimaatbeleid voor de lange termijn* [Translation: Long-term commitment for national climate policy in the Netherlands (Dec. 2016)]
- V Nov. 2016 *Migratie en classificatie, naar een meervoudig migratie-idioom*
[Translation: Migration and Classification, towards a multiple migration idiom (June 2017)]
- P Jan. 2017 *Big Data and Security Policies*
- V Jan. 2017 *Wat is er mis met maatschappelijke scheidslijnen?*
- V Feb. 2017 *Voor de zekerheid* [Translation: For the Sake of Security (May 2017)]
- R Apr. 2017 *Weten is nog geen doen. Een realistisch perspectief op redzaamheid*
- R May 2017 *Veiligheid in een wereld van verbindingen. Een strategische visie op defensiebeleid*
- V July 2017 *De val van de middenklasse? Het stabiele en kwetsbare midden*

Working papers

Reports, investigations and policy briefs are usually based on working papers. Responsibility for the content and the views expressed rests with the authors.

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|----|-----------|---|--|
| 1 | Dec. 2014 | Han Entzinger | Voortgaande immigratie en nieuwe maatschappelijke scheidslijnen. Een verkenning van mogelijke ontwikkelingen |
| 2 | Feb. 2015 | Wendy Hoogeboom | Swing States. De positie van India en Brazilië in het debat over cyber governance |
| 3 | June 2015 | Nico Hoogervorst,
Frank Dietz | Ambities in het Nederlands milieubeleid toen en nu |
| 4 | June 2015 | Andries van den Broek | Groen denken, groen doen en het 'groene gat'. Een schets van perspectieven en bevindingen |
| 5 | June 2015 | Frank Boons,
Wouter Spekkink | Verinnerlijking van milieuverantwoordelijkheid in de Nederlandse chemische industrie: over de complexiteit van meervoudige processen |
| 6 | June 2015 | Peter de Goede | Wie dan leeft, wie dan zorgt? Klimaatverandering en het gebrek aan langetermijngerichtheid van politiek en bestuur |
| 7 | June 2015 | Martijn Vink,
Art Dewulf | Zonder arena geen spel. Bestuurlijke arrangementen als speelveld voor het omgaan met frameverschillen: illustraties uit het klimaatadaptatiebeleid |
| 8 | June 2015 | Hanneke Muilwijk,
Albert Faber | Grenzen voorbij. Handelingsperspectieven in het Antropoceen |
| 9 | June 2015 | Noelle Aarts,
Barbara Ruysenaars,
Chantal Steuten,
Ann van Herzele | Natuur en beleid betwist. Een analyse van de aard en het verloop van online discussies over implementatie van natuurbeleid in Nederland |
| 10 | June 2015 | Amanda Machin | Een andere kijk op politieke tegenstellingen over klimaatverandering [Translation: Rethinking Political Contestation over Climate Change, June 2015] |
| 11 | 2015 | Henk van Latesteijn | Ontwerpeisen voor de relatie tussen kennis en duurzaamheidsbeleid |
| 12 | Nov. 2015 | Margot Weijnen,
Aad Correljé,
Laurens de Vries | Infrastructuren als wegbereiders van duurzaamheid |
| 13 | Nov. 2015 | Dirk Bezemer,
Joan Muysken | Dutch Financial Fragilities |

14 Feb. 2016	Arthur van Riel	Het financieel stelsel in historisch perspectief
15 Feb. 2016	Bart Stellinga	Europese financiële regulering voor en na de crisis
16 Oct. 2015	Roel Jennissen, Godfried Engbersen, Meike Bokhorst, Mark Bovens	Migratiediversiteit beter in beeld
17 April 2016	Gijs Custers	Verkenning van redzaamheid
18 April 2016	Sascha van Schendel	Het gebruik van Big Data door de MIVD en AIVD
19 April 2016	Leo Ottés	Big Data in de zorg
20 April 2016	Bart van der Sloot, Sascha van Schendel	International and comparative legal study on Big Data
21 April 2016	Peter Olsthoorn	Big Data voor fraudebestrijding
22 Sept. 2016	Anouk Smeeke, Laura Mulder	Verliesgevoelens in relatie tot de multi-etnische samenleving onder autochtone Nederlanders
23 June 2016	Nadja Jungmann, Tamara Madern	Duurzame verbetering van gezond financieel gedrag. Droom of werkelijkheid?
24 Mar. 2017	Lucia Isabel Fiestas Navarrete, Marianne de Visser, André Knottnerus	Societal and economic value of prevention in the Netherlands: attaining happier, healthier and more productive lives
26 April 2017	Gabriël van den Brink	Moderne liefdadigheid
26 July 2017	Hans Schmeets	Vertrouwen in elkaar en in de samenleving

Web publications

Up to the end of 2013 the working papers were published on the WRR website as 'web publications'.

Web publications associated with public affairs in the market society

- *De prijs van heupen en knieën* - E. Aarden et al. (no. 52, Jan. 2011).
- *Vitaal en bevlogen* - A. Meershoek (no. 53, Jan. 2011).
- *Procedures en problemen op de markt voor re-integratiedienstverlening* - G. Dix (no. 54, Jan. 2011).
- *Securitization in the Netherlands Shaped by and Shaping Regulation* - M. Aalbers et al. (no. 55, Jan. 2011).
- *Hallmarking Halal* - F. van Waarden and R. van Dalen (no. 56, Jan. 2011).
- *Markets and Public Value in Healthcare* - T. Zuiderent-Jerak, K. Grit and T. van der Grinten (no. 57, Jan. 2011)

- *Public Interests in the Implementation of the EU ETS in the Netherlands* - Frank van der Salm, Erik Stam, Cor Marijs, Gerard de Vries (no 61, Sept. 2011).
- *Dertig jaar privatisering, verzelfstandiging en marktwerking* - Bart Stellinga (no. 65, Oct. 2012).

Web publication associated with scope for more transparent justice

- *Rechters aan het woord over transparantie* - Corien Prins, Jesse van der Mijl and W.L. Tiemeijer (no. 68, Jan. 2013).

Web publications associated with supervising public interests

- *Overheidstoezicht door de Inspectie voor de Gezondheidszorg* - P.B.M. Robben, R. Bal and R.P.T.M. Grol (no. 62, Mar. 2012).
- *Van maakbaar naar betekenisvol bestuur* - M. Noordegraaf and B. de Wit (no. 63, May 2012).
- *Sectorstudie toezicht hoger onderwijs* - P. Huisman and F. de Vijlder (no. 64, May 2012).
- *Toezicht op ondernemingen in de chemische industrie* - B.J.M. Ale and F.J.H. Mertens (no. 66, Dec. 2012).
- *Over hijgerigheid en lange adem: een verkenning van de relatie tussen toezicht en media* - M.J.W. van Twist, E.H. Klijn and M. van der Steen (no. 67, Jan. 2013).
- *Ontwikkelingen in het mededingingstoezicht* - B. Baarsma (no. 69, Jan. 2013).
- *Veilig voedsel: toezicht toevertrouwen? Sectorschets Toezicht in de voedselsector* - Frans van Waarden and Tetty Havinga (no. 70, Mar. 2013).
- *Key challenges for financial supervision after the crisis* - Paul Cavelaars, Jakob de Haan, Paul Hilbers and Bart Stellinga (no. 71, June 2013).

Web publications associated with towards a learning economy:

- *Two Centuries of State Involvement in the Dutch Agro Sector* - Michiel de Haas (no. 72, Nov. 2013).
- *Ervaringen met bedrijvenbeleid* - Paul Diederer (no. 73, Nov. 2013).
- *How Will the Netherlands Earn its Income 20 Years from Now?* - Ricardo Hausmann and César A. Hidalgo (no. 74, Nov. 2013).
- *Noodzaak en kans voor groen industriebeleid in de Nederlandse economie* - Albert Faber (no. 75, Nov. 2013).
- *Clusters en niches* - Hendrik Sniijders and Dany Jakobs (no. 76, Nov. 2013).

Other publications

Finally there is a residual category. This comprises publications issued as part of the WRR's work.

- *Hoeveel vertrouwen hebben Nederlanders in wetenschap?* (July 2013).
- *Doen. Nieuwe vormen van democratie* (Oct. 2013) [Translation: Can Democracy by Doing Deepen Democracy? (Oct. 2013)].
- *Nederland en de toekomst van Europese Unies* (reports of seminars from Sept. 2013 to April 2014).
- *Koninkrijk der Nederlanden. Contouren van de derde eeuw* (Oct. 2015).

Annex IV Council members

Name	start date as per Royal Decree	size
Knottnerus (Chairman)	1-5-2010 (to 1-4-2017)	0.9
Boot	1-1-2013	0.2
Bovens	1-1-2013	0.6
Weijnen	1-6-2013	0.4
De Visser	1-9-2013	0.4
Hirsch Ballin	1-7-2014	0.4
Engbersen	1-9-2014	0.6
De Vries	1-1-2015	0.2
Prins (Chairman)	1-4-2017	0.9

Annex V List of WRR projects 2013-2017

European Reorientation (completed)

Publications in this project:

27/1/2014 *Policy Brief Making Romanian and Bulgarian Migration Work*

12/12/2012 *Making Migration Work. The future of labour migration in the European Union*

What are the long-term implications of the blurring of intra-European borders for Dutch citizens? What significance does this have, for example, for social security, healthcare, education and social relationships? What are the resulting challenges and opportunities for the national policy agenda in a European context?

This project addresses the question of how government policy can respond in a timely and effective manner to the challenges and opportunities resulting from these developments. How can our country overcome the potential negative effects of this migration for specific groups and guarantee the social coherence and legitimacy of the policy? What are the challenges and opportunities for the Dutch policy agenda, partly having regard to the plans to deepen the single market (Monti Report) and the 'EU2020' objectives to boost European competitiveness? Building on the projects on public administration and the Netherlands in the world, the policy brief surveys developments of importance for a coherent policy agenda focused on the long term. To that end, national and international scientists and policy advisers are consulted and intersectoral connections are explored in cooperation with the strategic advisory councils, the SER and CBP.

Supporters and opponents

Since the financial and economic crisis, a scientific and policy debate has also raged in the Netherlands between supporters and opponents of the development of a 'social Europe'. The supporters call for a fairer, politically and socially more legitimate Europe 'beyond markets and money' that can act as a buffer against the undesirable effects of globalization. The opponents believe that European integration should be limited to the free movement of goods, services, capital and labour, and that social security arrangements are primarily a matter for the nation state. Public views also vary greatly.

Social and market dimension

In the meantime a process is taking place – sometimes largely behind the scenes – whereby Europe's social and market dimensions are becoming increasingly intertwined. Member states are gradually converging in many areas, for example on employment legislation, consumer protection, the environment and public health. This is driven in part by cross-border changes in demographics, markets and the living environment. Transnational arrangements and partnerships are also increasingly emerging, for example between companies and in the fields of healthcare, education and insurance.

Lessons from Evaluations (completed)

Publications in this project:

- 08/2012 Anne-Greet Keizer, 'Klaar voor de toekomst - het belang van leren én verzoenen in crisisevaluaties', *Nationale veiligheid en crisisbeheersing magazine* August 2012
- 04/2013 Mirko Noordegraaf and Bob de Wit, *Van maakbaar naar betekenisvol bestuur. Een achtergrondstudie naar (keten)governance en (nieuw) publiek management en de gevolgen voor toezicht en evaluatie* (WRR web publication no. 63), April 2012. Also included in WRR Investigation no. 27: Pieter Welp et al., *De staat van toezicht. Sector- en themastudies*, Amsterdam: Amsterdam University Press, 2013
- 05/2016 André Knottnerus, 'Van casus-specifieke beleidsevaluatie naar systematische opbouw van kennis en ervaring', *Beleidsonderzoek Online*, May 2016. 10.5553/B0/221335502016000005001 (DOI)
- 06/2016 André Knottnerus, Peter de Goede & Peter van der Knaap, 'Systematisch leren van evalueren. Waarden, effectiviteit, onafhankelijkheid en kwaliteit als pijlers voor de brug tussen wetenschap en politiek', *Bestuurskunde* 2016 (25) 2, 6-18

Under what conditions do policy evaluations contribute positively to accountability and improvement of, and confidence in, the government? How can the existing practice be improved in such a way as to optimize the evaluation strength and avoid the weaknesses? What can or should the government do to strengthen the evaluation function? These are the central questions of the Lessons of Evaluations project.

This project did not deliver the initially intended result: a report with recommendations for the government on how to strengthen the evaluation function. It did, nevertheless, provide output in the form of publications, presentations and meetings. The project group exchanged a great deal of knowledge and experience with specialists and hands-on experts at central government level, thereby stimulating reflection on the government's evaluation function. There was also interaction with WRR projects on similar meta-subjects (supervision, behavioural knowledge) and various insights 'landed' in the reports on those subjects. In the case of this project, the product is therefore to a certain extent the process itself.

The Netherlands and the European Union(s) (completed)

Seminars in this project:

16/4/2014	Report on seminar 4 <i>The Netherlands in Europe 3.0</i>
10/2/2014	Report on seminar 3 <i>The Competence Creep Revisited'. Hoe de reikwijdte van Europees optreden te beheersen?</i>
4/11/2013	Report on seminar 2 <i>'I want my sovereignty back'. Wat is de waarde van het EU-lidmaatschap van het Verenigd Koninkrijk voor Nederland?</i>
2/9/2013	Report on seminar 1 <i>The Euro on the Edge</i>

In the autumn of 2013 the WRR began a series of seminars centred on the future of the European Union(s). By highlighting individual components, such as monetary union, political union and the single market, the Council aims to make a unique contribution to the Dutch debate on 'Europe'.

The debate on the future of the European Union is highly polarized and fragmented. This WRR project seeks to contribute to a structured and systematic consideration of the future of the European Union from a Dutch perspective. It does so by raising relevant subjects, bringing academic experts and policymakers into contact with each other and outlining and analysing a range of options and scenarios. The WRR plays a facilitating and neutral role, covering a wide range of options and views.

Economic, monetary and political union

In terms of content, the WRR has focused for the time being on the future of economic union (EU28), monetary union (EU17) and political union.

Key questions are:

- How could monetary union develop further and what are the relevant Dutch interests?
- Does the euro area need to be reformed with greater flexibility that takes account of the divergence between the Member States? What are the realistic options in this regard, what are the pros and cons and what transition risks could implementation entail?
- How can economic union continue to develop if the UK 'withdraws' and what Dutch interests would be affected?
- What are the options for the further shaping and constitutional configuration of the European Union? And what are the relevant Dutch interests and principles for each of those options?

Justice and Transparency (completed)

Publications in this project:

- 17/1/2013 Investigation *Scope for more transparent justice*
- 17/1/2013 Web publication *Rechters aan het woord over transparantie*

In this study, the WRR addresses the issue of transparency in the administration of justice. It looks at the consequences of greater transparency for the functioning of the judiciary, both for the institution and for (individual) judges and cases.

Three key elements

The study is based on the idea that politicians and society believe the justice system should be more transparent. Transparency is presumed to provide added value. What drives this assumption? What does transparency mean in the public debate? Three key elements of transparency play a role in the study: openness (open attitudes), clarity (clear opinions) and accountability.

Questions relating to transparency

What does transparency mean for the administration of justice in practice? Which tools can be used to promote transparency? And what do they seem to be delivering and/or what might they deliver? But also, what are the potential drawbacks of greater transparency in the justice system? What unintended consequences could arise? What impact does transparency have on the substantive aspects of the administration of justice? Are the expectations surrounding transparency realistic?

Supervising Public Interests (completed)

Publications in this project:

- 14/10/2015 Policy Brief *Van incident naar preventie. Beperking en versterking van de relatie tussen intern en extern toezicht*
- 26/6/2014 Advisory letter *Consistent Maatwerk. Handreikingen voor dossieroverstijgendrisico- en veiligheidsbeleid* (presented to the State Secretary for Infrastructure and the Environment)
- 9/9/2013 Report *Supervising Public Interests. Towards a broader perspective on government supervision* (presented to the Minister for Housing and the Central Government Sector)
- 9/9/2013 Investigation *De staat van toezicht. Sector- en themastudies*

What do social developments such as continuing internationalization, changing relationships between the market, state and society, and increasing politicization and mediatization mean for the government's supervision of compliance with laws and regulations and the quality of public services? What functions and roles can government supervision fulfil (or continue to fulfil) in the future and what preconditions must be met? What can government supervision justifiably be expected to deliver?

Government supervision

The study looks primarily at supervision conducted by or for the Dutch government of compliance with laws and regulations, the quality of public services and the operation of markets. This supervision is currently carried out mainly by government inspectorates, such as the Education Inspectorate, and the market regulators, such as the Netherlands Authority for Consumers and Markets. These organizations are therefore important subjects of the study.

Towards a Learning Economy (completed)

Publications in this project:

- 4/11/2013 Report *Lerende economie* (presented to the Prime Minister)
- 4/11/2013 Web publication *Two Centuries of State Involvement in the Dutch Agro Sector*
- 4/11/2013 Web publication *Ervaringen met bedrijvenbeleid*
- 4/11/2013 Web publication *How Will the Netherlands Earn its Income 20 Years from Now?*
- 4/11/2013 Web publication *Noodzaak en kans voor groen industriebeleid in de Nederlandse economie*
- 4/11/2013 Web publication *Clusters en niches. De specialisatie van de Nederlandse economie*

What do the rapid changes taking place in the global economic balance of power mean for the Netherlands? To what extent is the Netherlands willing and able to pursue its own economic policy? The balance of power in the global economy is shifting to emerging markets; new players are coming to the fore, and more and more goods and services are being produced in cross-border supply chains. China is now the world's second-largest economy, and countries such as India and Brazil are also developing rapidly. This has implications both for economic sectors and markets and for international organizations and institutions. The financial crisis has made clear once again just how interwoven national economies are. Small, medium-sized and large countries are heavily interdependent and that constrains their ability to influence and regulate their own economies. Many Western economies are grappling with the question of whether, and if so how, the government should play a more active role to strengthen the economy and keep it innovative. The question, therefore, is how much scope the Netherlands still has – and wishes to have – to pursue its own policy in this turbulent economic arena.

How can the prosperity of the Netherlands be assured in the future? The WRR has investigated this and looked at other countries for inspiration. The Council concludes that the Dutch economy must be able to adapt continuously to new global conditions and be able to exploit new opportunities. The Netherlands can no longer adopt a distinct monetary policy, as that is made in Frankfurt, and the same applies to fiscal policy, which is increasingly determined in Brussels. What the Netherlands can do is invest in good education, good people and resilient institutions.

Accountability in the Public Civil Society (completed)

Publications in this project:

27/5/2014 Report From Diptych to Triangles. Improving internal checks and balances in semi-public organizations (presented to the Minister for Housing and the Central Government Sector)

The WRR has drawn up a policy memorandum discussing a number of sensible options for the restoration and mobilization of internal checks and balances in semi-public organizations. The memorandum builds on previous WRR reports, such as *Supervising Public Interests* (2013) and *Public Interests in a Market Society* (2012), and aims to contribute to the sociopolitical debate on strengthening the internal governance of housing associations and educational and care institutions. The central question is: how can the internal checks and balances in semi-public organizations be better organized?

In the sociopolitical debate on semi-public institutions we see a wide range of reactions to the series of incidents that have occurred. The emphasis is usually on greater external control, external supervision and external accountability. Ministers are given more powers to intervene in failing institutions, institutions are more likely to face enhanced inspections, the personal liability of directors and supervisors is tightened, financing requirements are stricter and more performance data are published. But if the internal supervision is deficient, the quality of the external accountability will also be inadequate and external forms of supervision will always be too late. The first question should therefore be: how can semi-public institutions put their internal checks and balances in order?

Lack of internal response

It is essential that directors and supervisory board members are critically monitored by the organization and direct stakeholders and that they are kept in line. Prevention is better than cure. If there is no internal response, the external regulators will also lack key signals on possible malpractices. Internal checks and balances are to external regulators what company emergency response teams are to professional firefighters. They are the first responders, the internal fire alarms and the whistleblowers who supply information to external regulators and can prompt them to take action.

Choice, Behaviour and Policy II (completed)

Publications in this project:

10/9/2014 Report *Policymaking using behavioural expertise*

In recent years a lot of attention has been paid to contemporary behavioural economics and social psychology and to the contribution they can make to government policy aimed at changing people's behaviour. One of the best-known examples is 'nudging', smart intervention intended to influence people's behaviour in a non-coercive way.

Knowledge of behavioural science

How can the government ensure that knowledge of behavioural science receives the attention it deserves in policymaking, and that the new opportunities it opens up can

actually be fulfilled? Inspiration can be found abroad. The British Behavioural Insights Team in particular has received international attention for its remarkable successes in applying this new knowledge. Should the Netherlands also have such a team? Or would a different approach be better here? These are the questions addressed in this WRR report. The Council also tackles a number of thorny issues, such as whether ‘nudging’ is actually legal. Some people consider it manipulative and nannying. Are they right? And if so, what does that mean for the use of nudging? More generally, can people cope with all the choices and temptations that come their way nowadays? Or is the ‘pressure of choice’ too great for some people? And if so, how could the government respond?

Social divisions

Publications in this project:

- 12/1/2017 Investigation *What’s Wrong with Social Divisions?*
- 22/12/2014 Working Paper *Continuing Immigration and New Societal Dividing Lines. An exploration of potential developments*
- 30/10/2014 Investigation *Separate Worlds? An exploration of sociocultural oppositions in the Netherlands*
- 4/6/2014 Investigation *How unequal is the Netherlands? An exploration of developments in and consequences of economic inequality*

For much of the twentieth century, it was religious and socioeconomic (class) differences that led to the major social divisions in the Netherlands. Secularization, increased prosperity and depillarization reduced the importance of these divisions. Other social contrasts have often been pointed to as new divisions in recent years, for example between those with lower or higher levels of education or immigrants and the established population. What are the main social divisions in today’s society? To what extent should we consider them problematic or worrying, and what can be done to counteract them if necessary? These are the central questions of the Social Divisions project. To answer these questions, the WRR held various meetings and issued a number of publications.

Self-reliance

The WRR has published a report and investigation on this subject. (See also the Self-reliance project)

Theoretical reflection

The *What’s Wrong with Social Divisions?* investigation was published at the beginning of 2017. What are social divisions actually? And what does it mean when a difference is designated as a social division? These are the central questions addressed in this theoretical reflection.

Sociocultural oppositions

In October 2014 the WRR published the *Separate Worlds? An exploration of sociocultural oppositions in the Netherlands* investigation on the existence and nature of new and existing sociocultural divisions in the Netherlands. This investigation was conducted jointly with the Netherlands Institute for Social Research (SCP).

Economic inequality

Inspired by the WRR Lecture ‘How much (in)equality can societies sustain?’, the *How unequal is the Netherlands? An exploration of developments in and consequences of economic inequality* report was published in the spring of 2014. It considers differences of income and wealth in the Netherlands and what they mean for policy.

In the forthcoming period the Council will produce a publication combining the insights from the various publications and activities.

Food (completed)

Publications in this project:

2/10/2014 Report *Towards a Food Policy* (presented to the State Secretary for Economic Affairs)

In the Food project the WRR investigates the relationship between different issues linked to the production, distribution and consumption of our food, such as food safety, sustainability and public health. The Council looks at the new problems and players that have emerged nationally and internationally in this field and outlines the policy challenges for the future.

Harmful consequences

The WRR evaluates the developments seen in the food industry in recent decades and the policy pursued by various bodies across the farming and food sector. The project focuses on the Netherlands, but against the background of European and global developments. Farming and food are key economic sectors for the Netherlands. The agrifood sector accounts for almost 10% of GDP. The Netherlands is also a major food exporter. However, the sector also has to contend with harmful effects on human and animal welfare and on the environment, for example in the form of soil pollution, erosion of biodiversity and outbreaks of human and animal diseases.

New players

This study was conducted in response to the above problems and to the changes in the way our food is supplied, which have led among other things to rising consumption of processed products. Where rural farming and farms dominated in the past, attention today also has to focus on other players, such as the food industry and supermarkets, and new problems have made their way onto the agenda, such as obesity. In addition, the global food crises in 2007-2008 and 2010-2011 clearly highlighted (once again) the international dependencies between food systems.

Towards a food policy

What implications does all this have for the Netherlands? Which problems should be at the forefront of government food policy? And what role might business and civil society play? This project incorporates policy considerations in an analysis of the changing context of the international food system.

Freedom and Security in the Cyber Domain (completed)

Publications in this project:

- | | |
|-----------|--|
| 31/3/2015 | Report <i>De publieke kern van het internet. Naar een buitenlands internetbeleid</i> |
| 15/4/2015 | Policy Brief <i>The Public Core of the Internet: An international agenda for Internet governance</i> |
| 1/2/2015 | Working Paper <i>Swing States. De positie van India en Brazilië in het debat over cyber governance</i> |

In this study the WRR provides knowledge for the development of a coherent government policy for the cyber domain, a policy in which the interests of economic, physical and national security are weighed against political, civil and economic freedom on the Internet. It addresses the following questions:

- How can this balance between security and freedom be embedded at national level in the design of cybersecurity governance?
- How can the Netherlands commit itself to promoting such a balance and coherence at international level?

The Internet is an international success story of growth and innovation. But it also gives rise to new risks. The increase in cybercrime, the vulnerability of vital infrastructures and the emergence of security issues in the digital world mean that states are abandoning their reservations about engaging with the Internet. With the Freedom and Security in the Cyber Domain project the WRR provides knowledge for the development of a coherent government policy for the cyber domain. The Council argues that the protocols and standards that make up the basic infrastructure – the public core of the Internet – should be seen as a global public good. The WRR calls for the Internet to be a focal point of foreign policy and issues recommendations for a diplomatic agenda.

Open system

The Internet is many things at once: a technical, international infrastructure, an international public space, and a source of innovation, economic progress and prosperity. Because the system is basically an open one – the protocols are open source and public, making it possible for anyone to tinker with – it is a paradise for innovative minds. This applies, however, to both ‘good’ and ‘evil’ forces. The Internet is consequently a source of new crimes and scams, as well as a vital infrastructure for modern and networked economies, such as that of the Netherlands, which are vulnerable to attacks.

Regulation

The combination of economic growth, security (including national security) and an expanding international digital public space means that the Internet increasingly appears ‘on the radar’ of national states. The governance and regulation of the Internet are increasingly becoming a matter of rivalry between states. That does not mean that regulating the Internet is a simple matter. To a very large extent, the Internet is a private matter: virtually the whole spectrum of the Internet – from the technological deep structures to the content – is largely in private hands.

Public interests

How the Internet develops – in terms of freedom, security, innovation and (economic) growth – will then also depend on the positions adopted by national governments, coalitions of like-minded states, international organizations, and the extent to which and the way in which private parties are involved and used to defend public interests. But ‘public interests’ are of course interpreted very differently by different countries.

Housing, Care and Pensions (completed)

Publications in this project:

- 17/11/2014 Investigation *Tailor-made for later. Societal initiatives at the interface of housing, care and pensions*
- 8/1/2013 Investigation *Housing, Care and Pensions. Reform and linking*

In this project the WRR studies the initiatives taken by civil society and the market in the field of housing, care and pensions, including the dynamics of collective arrangements and spontaneous initiative. A great deal is changing in the way housing, care and pensions are organized. Citizens increasingly have to chart their own course. But demands are also made on their collective organizational capabilities, since the ‘participation society’ is based partly on the notion that people should take more responsibility for services themselves.

Culture (completed)

Publications in this project:

- 5/3/2015 Investigation *Revaluating Culture* (presented to the Minister of Education, Culture and Science)

In the culture sector there has been a heated and highly polarized debate in recent years, mainly about the level and distribution of government grants. Although a degree of calm seems to have returned, there is a widely shared need for an informed debate on the place, social significance and direction of cultural policy. Through the Culture Policy project, the WRR aims to contribute to the Dutch debate by providing scientific knowledge of this area, on both the national and international level.

The Dutch situation is not unique. The countries around us are also actively considering and debating the significance of such developments for cultural policy. This has led to policy changes in some countries. The WRR aims to contribute to the Dutch debate by providing scientific knowledge on both the national and international level. The central questions in this project are:

- What developments have occurred in the cultural landscape in past decades?
- How have the countries around us coped with these?
- What can the Dutch government learn from this?

Debate on policy principles

A number of traditional policy principles are currently being debated, partly under the influence of social changes and technological developments. Examples include the technological reproducibility of cultural expressions, changing relationships between the private and public spheres, the blurring of boundaries between cultural producers and consumers, and the increased economic significance of culture due to the rise of the creative economy and the growth of the cultural industry. The composition of the audience (or potential audience) has also changed fundamentally in past decades, as a result of shifts in the level of education and prosperity and changing interest in diverse cultural expressions.

Big Data, Privacy and Security (completed)

Publications in this project:

- 31/1/2016 Policy Brief *Big Data and Security Policies: Serving Security, Protecting Freedom*
- 28/4/2016 Report *Big Data in a Free and Secure Society* (presented to the Minister of Security and Justice)
- 28/4/2016 Investigation *Exploring the Boundaries of Big Data* and a number of background studies
- 28/4/2016 Working Paper *International and Comparative Legal Study on Big Data*
- 28/4/2016 Working Paper *Big Data in de zorg*
- 28/4/2016 Working Paper *Big Data voor fraudebestrijding*
- 28/4 /2016 Working Paper *Het gebruik van Big Data door de MIVD en de AIVD*

In the Big Data, Privacy and Security project, the WRR analyses how the government can use Big Data, especially in the security field. The information society is increasingly characterized by the large volume of data held about us and the world we live in. The Council believes it is essential to strengthen the legislative and regulatory framework in this area to safeguard fundamental rights and freedoms. The phases of analysis and use of Big Data are central to that objective, because it is in these two phases of Big Data processes that citizens encounter the biggest opportunities and risks in terms of freedom and security.

Request for advice

With a view to ensuring the proper use of Big Data, with strong safeguards for privacy and other fundamental rights, the government requested the WRR on 26 May 2014 to advise it on the theme of 'Big Data, Privacy and Security'. In its response to the request, the WRR focuses on the development of a regulatory framework for government use of Big Data in the security field.

Financialization (completed)

Publications in this project:

- 12/10/2016 Report *Finance and Society: Restoring the Balance* (presented to the Minister of Finance)
- 17/2/2016 Working Paper *Europese financiële regulering voor en na de crisis*
- 17/2/2016 Working Paper *Het financieel stelsel in historisch perspectief*
- 25/11/2015 Working Paper *Dutch Financial Fragilities*

The recent economic crisis was triggered by a crisis in the financial sector. This clearly showed that the strong interdependence between the financial sector, the economy and society entails significant risks. In the Financialization project the WRR investigates this interdependence, as well as the possible policy responses. The interdependence has grown to such an extent in recent decades that the term ‘financialization’ is used to describe the increasingly important role of financial motives, markets and institutions in the operation of economies and societies. Examples include the increased significance of private debt in the development of consumption and hence economic growth, as well as the major impact that financial markets have on companies’ behaviour, with managers now pursuing mergers and acquisitions more than they used to and focusing strongly on the share price.

The project looks mainly at the interdependence between the financial system and the real economy. The following questions are central:

- What are the different functions of the economic system and how are they allocated within the current financial system, and specifically in the Dutch financial sector?
- What contribution does the financial sector make to the real economy? How can we measure and value it?
- What characteristics of the financial sector affect financial stability, or the risk of economic instability?
- What national and/or international measures are necessary for the financial system to contribute to financially sustainable economic development?

Action Perspectives for Sustainability (completed)

Publications in this project:

13/10/2016	Policy Brief <i>Climate Policy for the Long Term: from non-binding to firmly embedded</i> (presented to the State Secretary of Infrastructure and the Environment)
10/5/2015	Working Paper <i>Zonder arena geen spel. Bestuurlijke arrangementen als speelveld voor het omgaan met frameverschillen: Illustraties uit het klimaatadaptatiebeleid</i>
10/5/2015	Working Paper <i>Groen denken, groen doen en het 'groene gat'. Een schets van perspectieven en bevindingen</i>
10/5/2015	Working Paper <i>Een andere kijk op politieke tegenstellingen over klimaatverandering</i>
10/5/2015	Working Paper <i>Wie dan leeft, wie dan zorgt? Klimaatverandering en het gebrek aan langetermijngerichtheid van politiek en bestuur</i>
10/5/2015	Working Paper <i>Verinnerlijking van milieuverantwoordelijkheid in de Nederlandse chemische industrie: over de complexiteit van meervoudige processen</i>
10/5/2015	Working Paper <i>Grenzen voorbij: handelingsperspectieven in het Antropoceen</i>
10/5/2015	Working Paper <i>Ontwerpeisen voor de relatie tussen kennis en duurzaamheidsbeleid</i>
10/5/2015	Working Paper <i>Natuur en beleid betwist. Een analyse van de aard en het verloop van online discussies over implementatie van natuurbeleid in Nederland</i>
10/5/2015	Working Paper <i>Infrastructuren als wegbereiders van duurzaamheid</i>

In the Action Perspectives for Sustainability project the WRR addresses sustainable development issues across a wide range of publications and activities. The current Dutch policy on sustainable development seems unable to provide an effective answer to the complex ecological issues of the 21st century. There appears to be a need for policy perspective more closely geared to the complexity and social embedding of today's ecological challenges. This requires coherence and balance between different values and objectives, between the short term and the long term, and in terms of shifts to other areas, levels or policy tiers.

Many problems in the physical environment have been tackled energetically in past decades, but sustainable development policy seems to have stalled since the turn of the century. Climate change in particular is a continuing concern.

Dutch climate policy

Sustainable development is largely a matter of institutional safeguards. The Dutch climate policy, for example, comprises a wide range of measures, but it lacks a clear and assured long-term outlook. Such an outlook is necessary, however, to ensure policy coherence, direction and resilience. The WRR explores the potential for a policy shift from non-binding to firmly embedded.

Future of Work

Publications in this project:

- 7/2/2017 Investigation *For the Sake of Security. The future of flexible workers and the modern organization of labour* (presented to the Minister of Social Affairs and Employment)
- 8/12/2015 Investigation *Mastering the Robot. The Future of Work in the Second Machine Age* (presented to the Minister of Social Affairs and Employment)

Work is at the heart of the economy and society. Paid employment provides income, gives a feeling of self-esteem and connects people. But will that remain the case in the future? The Future of Work project identifies crucial labour market developments, particularly in the fields of digital revolution, robotization and flexibilization of employment. This research considers the social and economic significance of these developments and how government policy can reflect it.

Digitization

The production of goods and services and the way in which it is organized is constantly changing. Jobs increasingly consist of various ‘tasks’ that in some cases can be taken over by computers and robots, or by people somewhere else in the world. What exactly does this cocktail of technological developments and global task differentiation mean for our workforce? Who will work in the era of digitization and robotization? And what form will this work take?

Self-reliance (see also ‘Social Divisions’)

Publications in this project:

- 24/4/2017 Report *Why knowing what to do is not enough. A realistic perspective on self-reliance*
- 30/6/2016 Investigation *Own fault? A behavioural science perspective on problem debts*
- 30/6/2016 Working Paper *Sustainable Improvement in Healthy Financial Behaviour. Dream or reality?*
- 16/4/2016 Working Paper *An Exploration of Self-reliance*

This project combines the theme of the Social Divisions project with the research line in which the WRR made behavioural science knowledge available for policy purposes in a series of publications.

Why knowing what to do is not enough

April 2017 saw the publication of the *Why knowing what to do is not enough. A realistic perspective on self-reliance* report. This report focuses on the fact that knowledge and intelligence alone are not sufficient to achieve self-reliance. The government increasingly

expects citizens to be self-reliant with regard to health, personal finance and the job market. That requires not only a ‘capacity to think’ but equally a ‘capacity to act’. In this report the WRR draws attention to the importance of non-cognitive abilities, such as setting goals, taking action, persevering and coping with temptation and setbacks.

Own Fault?

On 30 June 2016 WRR published the *Own Fault? A behavioural science perspective on problem debts* investigation. In response to the latest developments in the ongoing policy debate on financial self-reliance, it was decided to present part of the research for the report earlier in a separate publication. The publication of this investigation was accompanied by the release of the *Exploration of Self-reliance and Sustainable Improvement in Healthy Financial Behaviour: Dream or reality?* background studies.

Middle Class under Pressure?

Publications in this project:

6/7/2017	Investigation <i>The Fall of the Middle Class? The stable and vulnerable middle</i>
6/7/2017	Working Paper <i>Trust in Each Other and in Society</i>

There are serious indications that the middle class in the Netherlands is in a more fragile position than it used to be. The employment structure is changing and the middle professions are under growing pressure. It is difficult to generalize about ‘the’ middle class, however. It seems to be fragmenting along lines of pay, household type, employment type (the rise of the self-employed) and economic sectors. The picture is complicated by the fact that not every middle group is under pressure, and some have more cause to feel insecure than others. In the *Middle Class under Pressure?* project the WRR reassesses what was once called the ‘broad social middle’.

Middle professions under pressure

Western Europe is gradually encountering what was once mainly an American phenomenon: *the decline of the middle class*. This trend is not so evident in the Netherlands. The structure of employment is clearly changing, however, and middle professions are coming under pressure. Pay in the middle segment also appears to be stagnating and families increasingly need two incomes (whereas one was previously sufficient).

Upcoming generations

Job insecurity and the high divorce rate mean middle class families can no longer take economic stability for granted. But there are other trends under way too. There are also indications of increasing social decline. Many people are also concerned about upcoming generations’ ability to climb the social ladder.

Broad social middle

The aim of this study is to analyse what was once called the ‘broad social middle’. The need for such an analysis was also prompted by the possible change in role of the middle class as a backbone of society. There are indications that increased uncertainty in certain middle class groups is negatively impacting the economy, the welfare state, civil society and trust in politics.

The four key questions of the study are:

- What is the composition of today’s ‘broad social middle’?
- What recent and future socioeconomic trends are affecting the middle classes?
- What does this mean for the economy, the welfare state, civil society and trust in politics?
- What does that require in terms of politics and policy?

Migration Diversity

Publications in this project:

- | | |
|------------|--|
| 1/11/2016 | Investigation <i>Migration and Classification: Towards a Multiple Migration Idiom</i> |
| 15/9/2016 | Working Paper <i>Verliesgevoelens in relatie tot de multi-etnische samenleving onder autochtone Nederlanders</i> |
| 16/12/2015 | Policy Brief <i>No Time to Lose: from reception to integration of asylum migrants</i> |
| 28/10/2015 | Working Paper <i>Migratiediversiteit beter in beeld</i> |

In this project the WRR considers the social opportunities and difficulties resulting from increased diversity in the Netherlands. The WRR aims to contribute to a more effective policy for dealing with migration diversity. By developing a more decentralized policy perspective (what is required locally, how can the national government play a facilitating role and what does that mean for our European agenda?), governments could better exploit migration diversity opportunities and ward off problems at an earlier stage. The central research question for this project is: *How can central government and local authorities deal with growing migration diversity in cities and regions?* The objectives of the WRR project are:

- To highlight existing migration diversity through more precise mapping of the diverse composition of the Dutch population and the new influx of various migrant groups.
- To analyse the consequences of migration diversity in the Netherlands, particularly for economic development and social cohesion in the Netherlands, examining various levels (region, municipality, district and lower levels).
- To analyse how cities elsewhere in Europe cope with migration diversity and to draw lessons for policymakers.
- To advise how local authorities and central government can develop a more effective policy to deal with migration diversity (policy alternatives and action perspectives).

Security and Defence Policy

Publications in this project:

10/5/2017 Report *Security in a World of Connections: A Strategic Vision on Defence Policy* (presented to the Prime Minister and the Ministry of Defence)

The Security and Defence Policy project aims to provide a coherent analysis of the changed security situation in the world for policy in areas involved in defence. It focuses particularly on the position of the armed forces. Decisions on the future of the Dutch armed forces must be taken against the wider backdrop of national security interests.

The WRR aims to stimulate political and social debate on the priorities and capabilities for an intelligent, future-proof Dutch security and defence policy. A guiding perspective is required to underpin choices against the wider backdrop of the Dutch security environment and interests and to be accountable to Dutch society and the Netherlands' allies.

Against this background the WRR examines a range of questions including:

- What changes and trends in the international environment are ultimately relevant to the security of the Netherlands?
- What are the Netherlands' international security and defence objectives now and in the future?
- In the light of these questions, what adjustments and policy changes are necessary for a future-proof and coherent Dutch security policy?
- How can the Dutch armed forces contribute to the maintenance and furtherance of Dutch security policy, partly against the background of the Van der Staaij motion of 18 September 2014?

Philanthropy

Publications in this project:

20/4/2017 Working Paper *Moderne liefdadigheid*

Almost €4.4 billion was donated to good causes in the Netherlands in 2013 (source: *Geven in Nederland 2015*). Philanthropy – voluntarily giving money and goods for public interest objectives – thus plays an important role in Dutch society. Examples are fundraising charities, churches, equity funds, business sponsorship, income from gaming and legacies. In this project the WRR explores the organization and dynamics of the philanthropic sector. Who are the donors? Why do they give? Where do the donations go? What trends are taking place in the philanthropy landscape?

The project is an exploratory study focusing on the interplay between government and philanthropy. Is there an interconnection between the welfare state and philanthropy? Can donations from individuals, institutions and businesses compensate for the retreat of the government or will the result be *charity deserts*? Does the government have a sufficiently clear picture of philanthropy and its possible unintended side effects?

Can the sector regulate itself? Or should the government – in exchange for tax breaks – demand more accountability and maintain tighter supervision? Or would tighter government control be at odds with the essence of philanthropy? The project seeks to highlight the difficulties and challenges and place them on the government’s long-term policy agenda.

Money creation

Money creation is a vital part of our economy and society, but one that is sometimes opaque and difficult to understand. The WRR researches the various aspects of money creation, as well as potential alternatives and improvements. It conducts this research on the basis of academic literature, insights from abroad and discussions with civil society actors, the financial sector and academia.

The research was prompted by a request from the Minister of Finance to advise on the operation of the monetary system. The House of Representatives adopted a motion on this subject during a debate on the ‘Ons Geld’ citizens’ initiative.

Europe’s public functions

With the Europe’s Public Functions research project the WRR seeks to provide a practical assessment framework for the Europe policy. That framework does not presuppose a model for the European Union based on the states from which it assumes functions, either fully or partly (‘the superstate’). Nor does it resort to outdated models of intergovernmental cooperation that might seize up at any time. The WRR wants the study to be a constructive contribution to the debate on the further development of relations between EU member states and the adequacy of the EU’s existing structures.

The analysis considers which policy areas require a European component or even a primary European role, how that can be achieved, which member states should be involved and to what extent the powers and decision-making processes can be attuned to that requirement. The project is being conducted on a phased basis during this Council term, with conferences being held and/or findings being published at interim points during the term.

The project is based on three questions:

- Why and to what extent can the European tier of legislation and administration contribute to governance of key public functions?
- What implications does this have for the desired legislative process on these functions, for possible differentiation in the relationship between the member states and the EU and for the institutional structure of the EU?
- What significance does this have for the Netherlands’ Europe policy?

The social and economic needs in terms of policy and regulation serve as reference points. It is of course necessary to build on the existing EU structures, but these are not used as reference points. In line with WRR Report 65 *Slagvaardigheid in de Europabrede Unie* (2003) and WRR Report 78 *Europa in Nederland* (2007), this study considers a wide range of governance types. The project is not limited to the possibility of (new or revised) EU directives and regulations.

Health Equality and Inequality

Publications in this project:

29/3/2017 Working Paper *Societal and economic value of prevention in the Netherlands. Attaining happier, healthier and more productive lives*

People in the Netherlands as a whole enjoy good health. Life expectancy is increasing and the number of healthy years of life is rising. But not everyone is benefiting equally from health improvements. Health differences between different population groups have existed for many years. This inequality is attributable to socioeconomic factors such as income and educational attainment. Highly educated people, for example, live on average six years longer than people of low educational attainment. The WRR and the National Institute for Public Health and the Environment (RIVM) conduct joint research into these differences in the Health Equality and Inequality project.

Public health policy

Reducing this inequality has been a key focal point of public health policy, both nationally and internationally. Nevertheless, the differences have not diminished recent years; in fact, they even appear to be widening. More background information can be found in Chapter 7 'Gezondheid en zorg' of *De Sociale Staat van Nederland 2015* and at Volksgezondheidszorg.info.

Causes and consequences of differences

The WRR and RIVM are jointly addressing this issue of health inequality. RIVM is doing this as part of the Volksgezondheid Toekomst Verkenning 2018 project (Public Health Exploratory Study 2018). The research questions address both the causes and consequences of the differences:

- What do we know about the extent and evolution of health differences?
- What do we know about the factors that can determine health differences?
- What potential is there to influence those factors and what does that mean for the policy?
- To what extent can health differences be narrowed by means of national and/or local health policy?
- And if that potential is limited, what role can other policy areas play such as housing, employment and income?

Guidance

With this project RIVM and the WRR aim to advance the debate on health differences and provide guidance for policy. Where possible the project outlines solutions aimed at stabilizing or reducing health differences. It also widens the debate by considering the relationship between health differences and other policy fields. The results of this project were presented in a joint RIVM and WRR publication in the spring of 2017.

Annex VI WRR communication policy 2013-2017

As stated in the response to the external evaluation of the WRR, *Voortvarend vernieuwen* [Energetic renewal] (2013), the Council intends among other things to achieve more transparent and responsive agenda-setting, intensification of contacts with the government and parliament, more businesslike working methods, customization and internationalization.

Space has been left in the work programme for other types of work and the resulting choices are supported by the WRR's communication strategy. The main changes in the communication policy in this Council term (2013-2017) are described below. Appropriate investments have been made during the term to accompany the changes.

Dynamic work programme

The current work programme is compiled by the Council and assessed in the light of any additional government requirements. There is no longer a uniform (long) lead time for projects and shorter lead times apply to intermediate products or events. The staff and the communication department are able to respond more swiftly and strategically to events around them. This involves the use of various end-products (online, print, events) and associated communication channels, including new publication types or series in cooperation with various publishers and media.

Flexible issuance and publication

In connection with the new working methods introduced in 2013, the WRR terminated the cooperation with the publisher Amsterdam University Press in mid-2016. It thus took an important step towards the more strategic and flexible publication of its own work (reports, investigations, working papers, policy briefs) and supporting communication tools. The option remains to use one or more external publishers for all other publications.

Although every communication process requires a customized approach, the Council again discussed matters of potential importance in the preparations and set them out in a publication matrix (2015).

The key points are:

- Has there been a request for advice or a specific call based on the policy?
- Is advice or a study of content intended to be tactical/operational or strategic/agenda-setting?
- What kind of impact does the project group intend to achieve with the publication (e.g. agenda-setting, conceptual, instrumental, political-strategic)?
- What was the context in which the research project was initiated, and how has it evolved?
- Do publications land within an existing debate or policy process and does this affect the chosen framing of the subject, the means of communication and the timing?

More transparent working methods

At the outset of the various research projects, consideration is given to the goals, communication objectives and spheres of influence. At this early stage this helps to open up the projects for the main contacts and stakeholders, so as to maintain transparency and generate support. Contacts with stakeholders and target groups are intensified and communication takes place with the outside world during all phases of the project.

Sound relationship management, Internet exposure, the holding of meetings and participation in important external activities make an important contribution to this phase of the projects.

The choice of a type of publication or other end-product, such as an event, is driven by the function and objective of the research project and the intended communication effects. From the second or third phase of a project the WRR considers the strategy, agenda-setting and prioritization, and what these mean for the end-product. Right from the start of a project it also provides windows of opportunity for all kinds of stakeholders and media, including in Brussels and internationally.

The conditions for publication or the holding of an event by the WRR were revised in 2014. In the initial phase of the project the familiarization and exploration of the sphere of influence are used as an opportunity to consider possible deliverables jointly with the communication department. These are now: Reports, investigations, working papers, other publications, WRR Lecture, Hollands Spoor Debate series, various meetings and press conferences and regular/occasional consulting assignments.

Different deliverables and types of work can contribute to multiple objectives in all phases of the project. At the beginning of a project, sharing initial insights and familiarization with the sphere of influence can be an important objective. As the project progresses, the emphasis shifts to the presentation of recommendations or lines of thought. ‘Publications’ do not have to be limited to the WRR’s existing four series. They can also be articles published by third parties or self-generated online content, not necessarily written text but, for example, a recorded lecture, video, webinar, etc. And in the events category participation in meetings held by third parties can also be a valid intermediate or end-product. When defining the intermediate product or end-product it is crucial to reach agreement within the WRR on the message content, the role the Council plays in it and the implications for the continuation of the project or the target group to be reached.

Publications are scientifically sound and assessed in accordance with the WRR’s quality requirements. These requirements were revised in 2014 and in terms of their form and content they no longer take account only of the government, but also (more than previously) of policy, politics, and social and regional or national stakeholders focused on The Hague. Each project includes an individual assessment of the required final editing, the separate writing of summaries or the development of visual material.

Intensification of contacts in the WRR’s sphere of influence

As well as building relationships during the research it is important to maintain close contact with the WRR’s main discussion partners both before and after a publication lands. The core permanent relationships are taken into account in the relationship management and all planned activities. A wide variety of discussion partners, contacts, networks, stakeholders and target groups may be involved depending on the subject, urgency and intended impact. Time and resources are invested to ensure that these are dealt with as effectively as possible.

Impact tracking

The day-to-day tracking of impact at all levels (administration, policy, politics, media and society) provides an important basis for direct dialogue with the outside world. Systematic monitoring and tracking of all data is also important for all project evaluations and the five-yearly external evaluation of the WRR.

Shared responsibility for communication discipline

In addition to consulting and providing information and press releases, the communication & information department's main tasks are to facilitate and support all communication and information processes for the projects, the employees and the institution as a whole. This very close cooperation between the scientific staff, the communication & information department and the Presidium enables the WRR to deliver tailor-made output. The impact of communication efforts in each research project therefore remains a shared responsibility.

More focus on media and social media

As part of the new working methods, the WRR increasingly tries to link project landings to the public debate, as publications are being launched with increasing frequency and the media can help the Council to get issues onto the agenda. The new working methods with more 'end-products' thus give rise to more opportunities for the WRR.

The increase in the number of publications and communication efforts for all types of end-products in all possible phases of the research projects means there are more opportunities to be exploited in cooperation with the press, radio and television. The WRR capitalizes on this by devoting time and resources to relationship management with the media, monitoring exposure and maintaining a proactive approach to the press. Depending on the communication goal, the WRR continues to use social media such as Twitter, YouTube and WordPress.

The WRR maintains a proactive media policy. It determines the project reporting, timing and choice of the right channels prior to publication itself. Council members and staff are welcome to participate in the media debate. The WRR is also happy to take advantage of this, but constantly monitors the appropriateness and added value of the Council in a specific setting. The same applies in reverse: what does a specific article or interview contribute to the impact of the WRR's own publication? What happens after the publication or interview will differ according to the subject. This depends on various external factors, such as:

- the timing of the publication in relation to other events, government issues or policy developments;
 - the added value of the publication for the target group and the context in which the publication lands;
 - the news value or the chosen framing of the 'problem' in the press release.
- This is often used in its entirety, so the tone is already set for the first 24 hours.

Internet, open access, relationship management and it

The existing mix of online media and IT resources is influenced by the flexible publication types and support resources referred to above and the need for optimum accessibility. The website was overhauled in both 2011 and 2014 and since 2017 a totally renewed website has been in place offering major improvements in accessibility.

Internal communication

Flexibility in working methods requires clear information and good internal arrangements. In addition to the existing consultative structure within the WRR, work processes must be recorded in writing and remain easily accessible. In 2014 and 2017 the communication department produced an updated drafting guide and a writing and house style guide setting out matters such as publication types, quality and authorship.

Communication & information staff establishment 2013-2017

In order to fulfil the WRR's communication and information ambitions, 1 communication advice FTE was added to the department in both 2013 (following an external recommendation) and in 2017 (following a redefinition of ambitions). From 2017 there are 5.3 FTES.

Annex VII Publications, events and impact in figures

Publications

8 th Council term 2008-2012	50
9 th Council term 2013-2017	70 (peildatum 3 juli 2017)

Downloads

The list below shows the WRR publications for the current Council term (2013 to date). It includes the following main data:

- Total number of downloads and unique downloads: how often are the publications from the past Council term downloaded? The list below shows separately the total number of downloads and the total number of unique downloads. It is possible that a visitor will return to the website more often and download the document again.¹⁷

Date	Publication	Type	No.	Downloads (total)	Unique downloads
12-12-2012	Making Migration Work	OV	-	507	482
08-01-2013	Housing, care and pensions	OV	-	730	650
10-01-2013	Over hijgerigheid en lange adem: een verkenning van de relatie tussen toezicht en media	web	67	192	178
17-01-2013	Scope for more transparent justice	V	26	427	390
17-01-2013	Rechters aan het woord over transparantie	OV	-	134	127
21-01-2013	Ontwikkelingen in het mededingingstoezicht		69	95	88
14-03-2013	Veilig voedsel: toezicht toevertrouwen? Sectorschets Toezicht in de voedselsector	web	70	250	226
12-06-2013	Key challenges for financial supervision after the crisis	web	71	135	125
02-07-2013	Hoeveel vertrouwen hebben Nederlanders in wetenschap?	OV	-	309	288
09-09-2013	De staat van toezicht. Sector- en themastudies	V	27	477	437
09-09-2013	Supervising Public Interests. Towards a broader perspective on government supervision	R	89	2,807	2,545
04-11-2013	Towards a Learning Economy	R	90	6,967	6,349
04-11-2013	Two centuries of state involvement in the Dutch agro sector	web	72	186	177
04-11-2013	Ervaringen met bedrijvenbeleid	web	73	246	226
04-11-2013	How will the Netherlands earn its income 20 years from now	web	74	587	541
04-11-2013	Noodzaak en kans voor groen industriebeleid in de Nederlandse economie	web	75	268	243
04-11-2013	Clusters en niches	web	76	446	418

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The web statistics have been measured since 29 January 2013. The number of downloads of a publication is measured from the publication date to 27 June 2017. No download measurements were made between July 2015 and December 2015 due to a technical fault. Measurements therefore resumed in January 2016. The number of downloads of WRR publications published before January 2016 is therefore higher than the number shown in this list. Publications produced jointly with other parties can also often be downloaded from other websites. The actual impact of those publications is therefore higher.

Date	Publication	Type	No.	Downloads (total)	Unique downloads
27-01-2014	Making Romanian and Bulgarian Migration Work	PB	1	674	615
27-05-2014	From Diptych to Triangles. Improving internal checks and balances in semi-public organizations	R	91	924	820
04-06-2014	How unequal is the Netherlands? An exploration of the development and consequences of economic inequality	V	28	1,858	1,671
26-06-2014	Consistent Maatwerk - handreikingen voor dossieroverstijgend risico- en veiligheidsbeleid	OV	-	614	552
10-09-2014	Polymaking using behavioural expertise	R	92	2,000	1,828
02-10-2014	Towards a Food Policy	R	93	2,354	2,163
17-11-2014	Tailor-made for later. Societal initiatives at the interface of housing, care and pensions	V	29	474	432
22-12-2014	Continuing immigration and new societal dividing lines. An exploration of potential developments	WP	1	188	173
10-01-2015	WRR Annual Report 2014	OV	-	43	38
01-02-2015	Swing States. De positie van India en Brazilië in het debat over cyber governance	WP	2	23	20
05-03-2015	Revaluing culture	V	30	1,612	1,578
31-03-2015	De publieke kern van het internet. Naar een buitenlands internetbeleid	R	94	642	592
10-04-2015	The Public Core of the Internet: an international agenda for Internet governance	PB	2	112	98
10-06-2015	Ambities in het Nederlands milieubeleid toen en nu	WP	3	87	81
10-06-2015	Groen denken, groen doen en het 'groene gat'. Een schets van perspectieven en bevindingen	WP	4	126	110
10-06-2015	Verinnerlijking van milieuverantwoordelijkheid in de Nederlandse chemische industrie: over de complexiteit van meervoudige processen	WP	5	19	18
10-06-2015	Wie dan leeft, wie dan zorgt? Klimaatverandering en het gebrek aan langetermijngerichtheid van politiek en bestuur	WP	6	160	144
10-06-2015	Zonder arena geen spel. Bestuurlijke arrangementen als speelveld voor het omgaan met frame-verschillen: illustraties uit het klimaatadaptatiebeleid	WP	7	77	71
10-06-2015	Grenzen voorbij. Handelingsperspectieven in het Antropoceen	WP	8	120	115
10-06-2015	Natuur en beleid betwist. Een analyse van de aard en het verloop van online discussies over implementatie van natuurbeleid in Nederland	WP	9	78	75
10-06-2015	Een andere kijk op politieke tegenstellingen over klimaatverandering	WP	10	87	78
10-06-2015	Ontwerpeisen voor de relatie tussen kennis en duurzaamheidsbeleid	WP	11	102	96
01-10-2015	Koninkrijk der Nederlanden: contouren van de derde eeuw	OV	-	152	148
14-10-2015	Van incident naar preventie. Beperking en versterking van de relatie tussen intern en extern toezicht	PB	3	161	157
13-11-2015	Infrastructuren als wegbereiders van duurzaamheid	WP	12	125	119
25-11-2015	Dutch Financial Fragilities	WP	13	93	87
08-12-2015	Mastering the Robot. The Future of Work in the Second Machine Age	V	31	2,499	2,309

Date	Publication	Type	No.	Downloads (total)	Unique downloads
16-12-2015	No Time to Lose: from reception to integration of asylum migrants	PB	4	2,298	2,151
17-02-2016	Het financieel stelsel in historisch perspectief	WP	14	196	183
18-02-2016	Europese financiële regulering voor en na de crisis	WP	15	230	216
20-02-2016	Migratiediversiteit beter in beeld	WP	16	295	268
26-04-2016	Exploration of self-reliance	WP	17	184	172

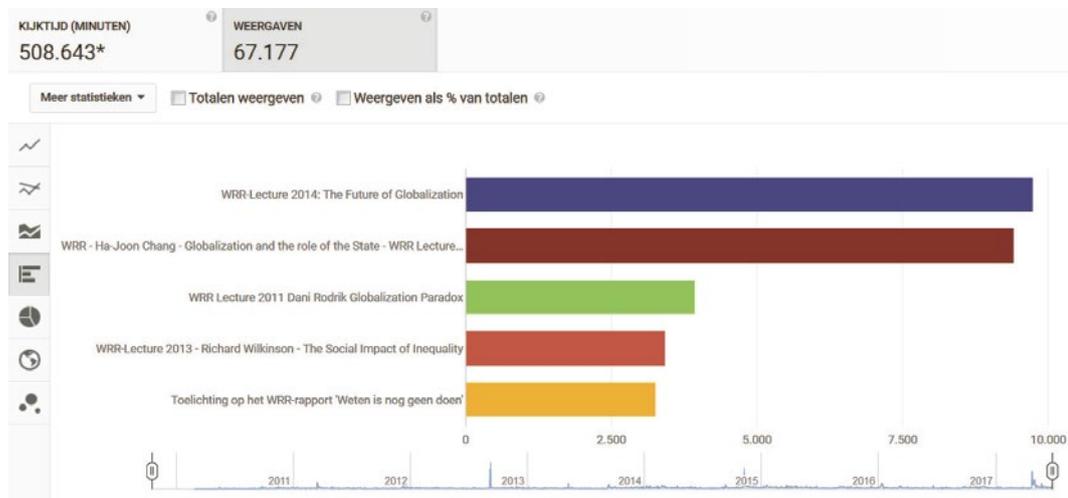
Date	Publication	Type	No.	Downloads (total)	Unique downloads
28-04-2016	Big Data in een vrije en veilige samenleving	R	95	2,286	2,131
28-04-2016	Exploring the Boundaries of Big Data	V	32	522	461
28-04-2016	Het gebruik van Big Data door de MIVD en AIVD	WP	18	141	132
28-04-2016	Big Data in de zorg	WP	19	581	555
28-04-2016	International and comparative legal study on Big Data	WP	20	203	198
28-04-2016	Big Data voor fraudebestrijding	WP	21	355	332
12-05-2016	Memo to the Party Committees	OV	-	506	457
30-06-2016	Eigen schuld? Een gedragswetenschappelijk perspectief op problematische schulden	V	33	2,107	1,932
30-06-2016	Duurzame verbetering van gezond financieel gedrag. Droom of werkelijkheid?	WP	23	505	468
15-09-2016	Verliesgevoelens in relatie tot de multi-etnische samenleving onder autochtone Nederlanders	WP	22	170	158
12-10-2016	Samenleving en financiële sector in evenwicht	R	96	1,428	1,280
13-10-2016	Klimaatbeleid voor de lange termijn: van vrijblijvend naar verankerd	PB	5	692	649
01-11-2016	Migration and Classification: Towards a Multiple Migration Idiom	V	34	518	477

Unique downloads of WRR reports from 2013

Title	2013	2014	2015	2016	2017	Total
Security in an Interconnected World (R98)					791	791
Why knowing what to do is not enough (R97)					4,601	4,601
Samenleving en financiële sector in evenwicht (R96)				956	324	1,280
Big Data in een vrije en veilige samenleving (R95)				1,603	528	2,131
The Public Core of the Internet (R94)			330	211	51	592
Towards a Food Policy (R93)		1,430	287	266	180	2,163
Policymaking using Behavioural Expertise (R92)		1,088	307	262	171	1,828
From Diptych to Triangles (R91)		546	128	73	73	820
Towards a Learning Economy (R90)	2,514	2,698	505	307	325	6,349
Supervising Public Interests (R89)	1,083	764	246	266	186	2,545

Views on YouTube

Figure 3 The top five most-watched videos on the WRR’s YouTube channel. The WRR Lectures are at the top.



References, mentions in the senate and house of representatives

Figure 4 Total number of mentions of ‘WRR’ in official notices ranked by year. These may be anything from a hit to an entire debate about the WRR.

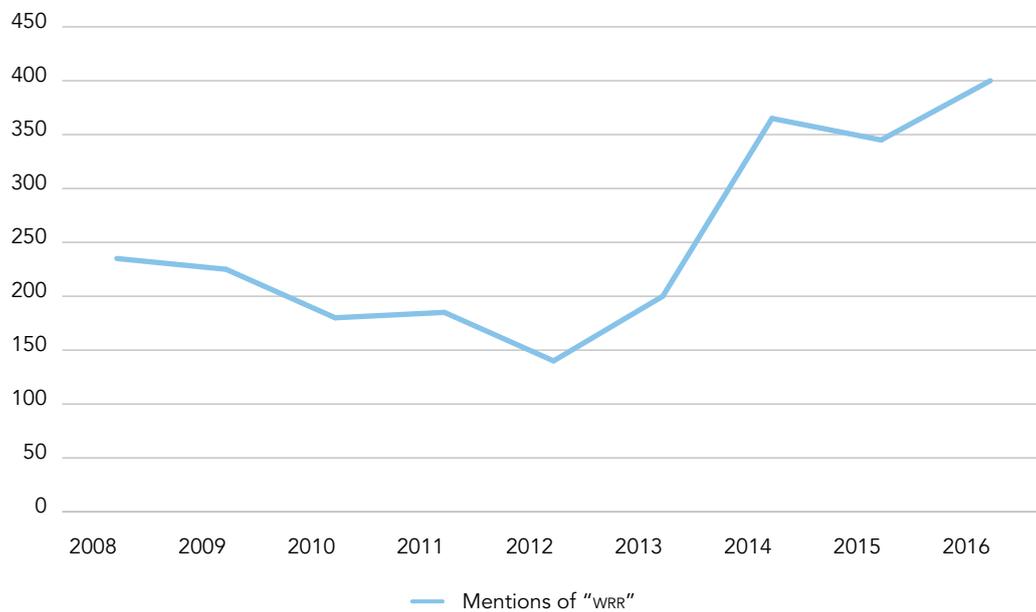


Figure 5 Total number of mentions of 'Netherlands Scientific Council for Government Policy'.

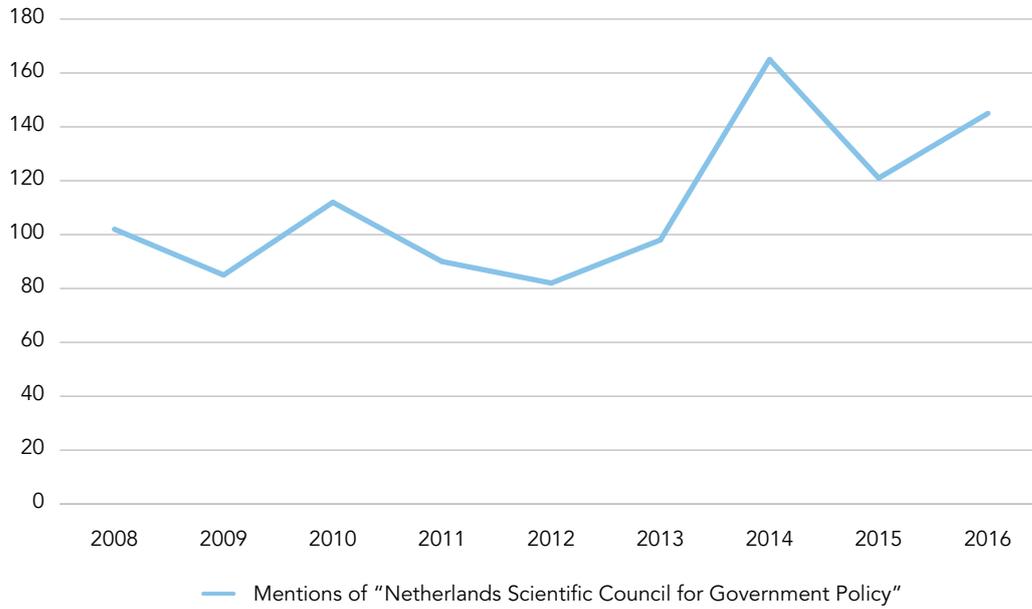


Figure 6 The number of motions submitted mentioning the title of one of the WRR publications.

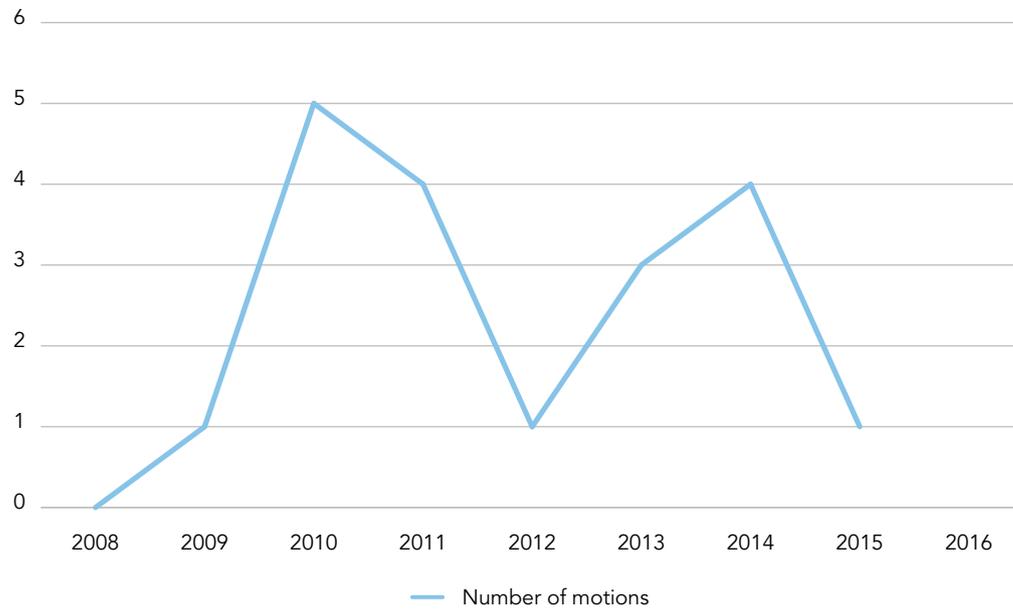


Figure 7 The number of legislative amendments submitted mentioning the title of one of the WRR publications.

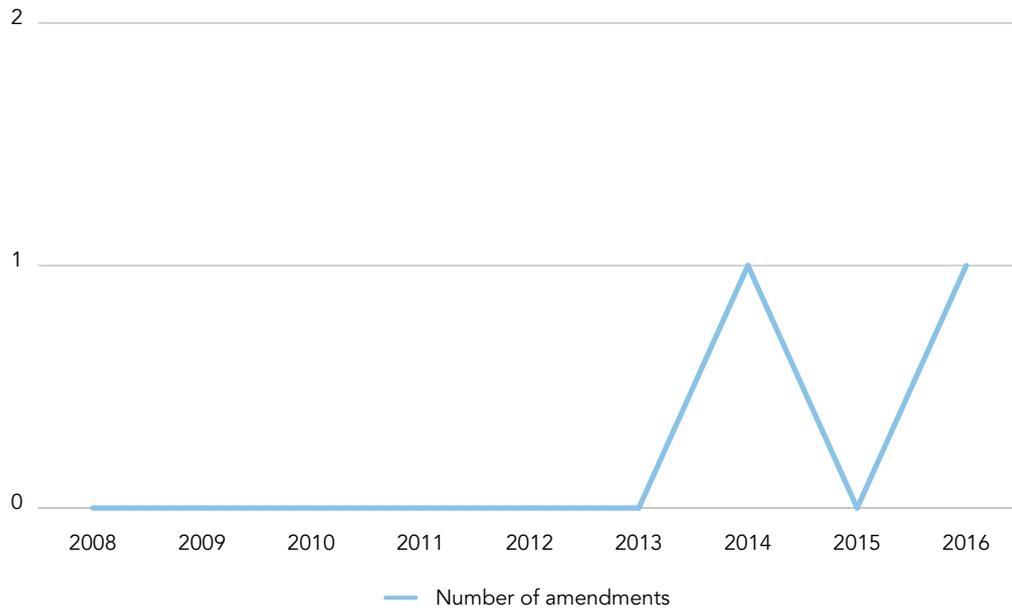


Figure 8 The number of proceedings (reports of plenary debates) mentioning one of the WRR's publications.

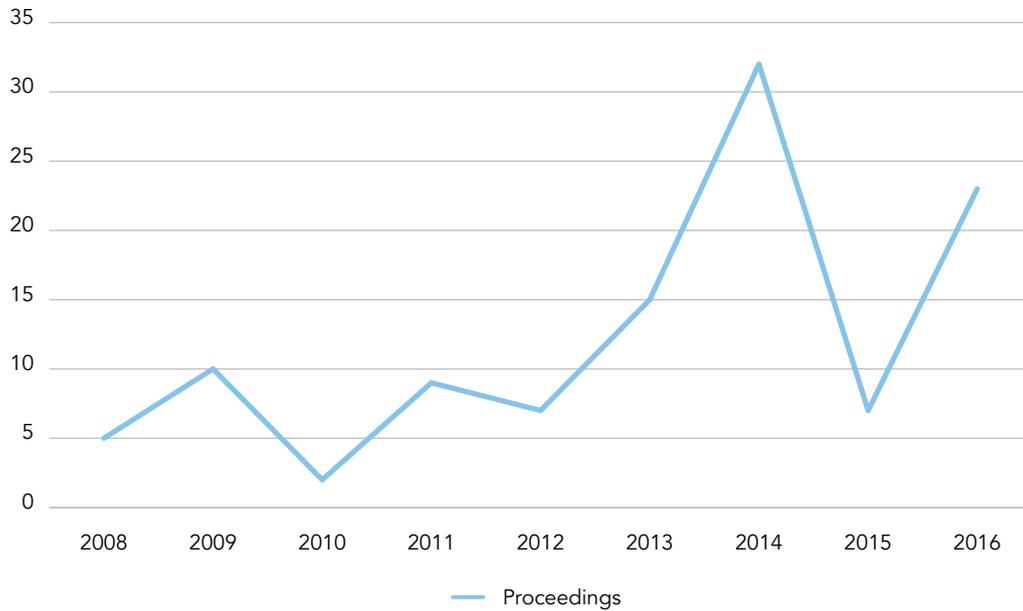


Figure 9 The number of general consultations mentioning or discussing one or more WRR publications.

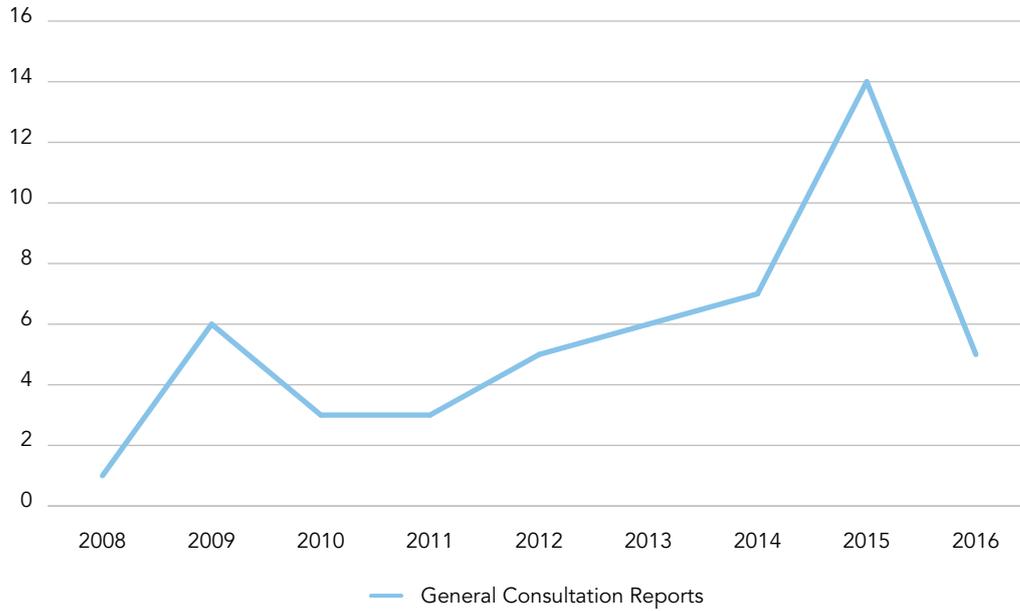


Figure 10 The number of reports of written consultations mentioning one or more WRR publications.

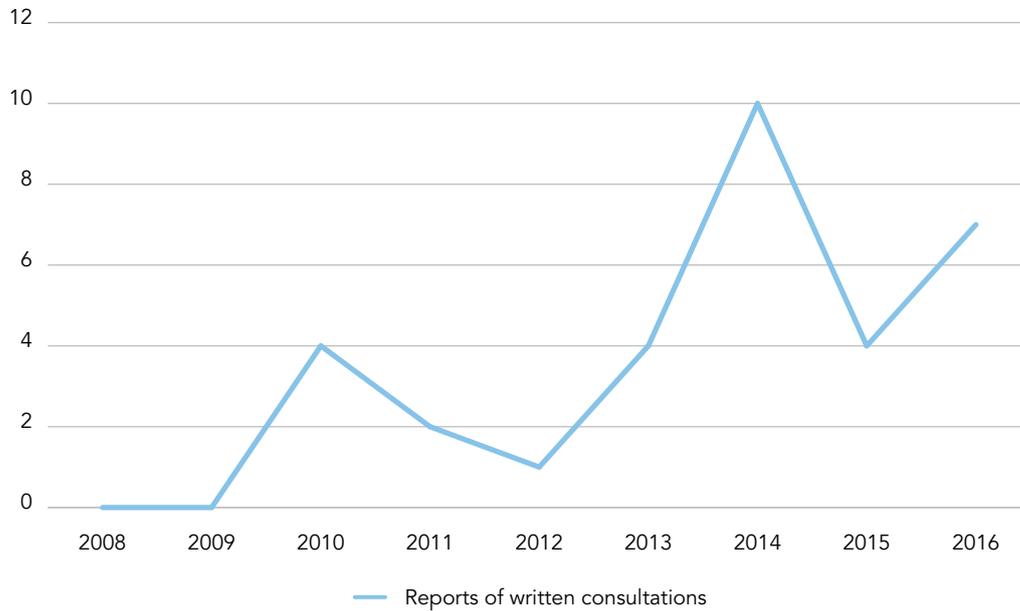


Figure 11 Responses to written questions to the government ('parliamentary questions') in which one of the WRR publications is mentioned or cited.

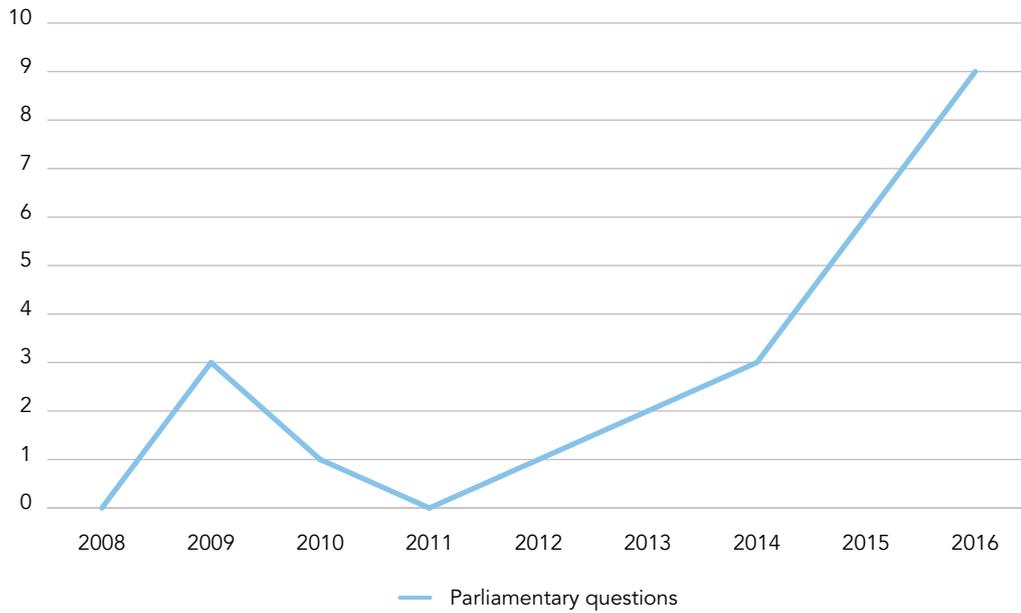


Figure 12 Number of bills – in this case the explanatory memorandum – in which at least one of the WRR publications is mentioned.

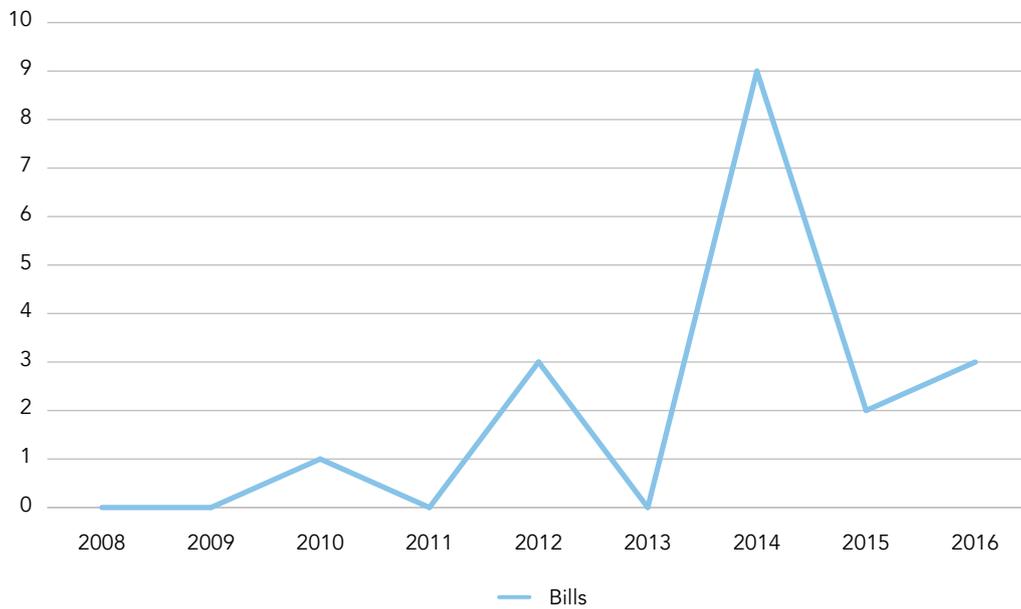
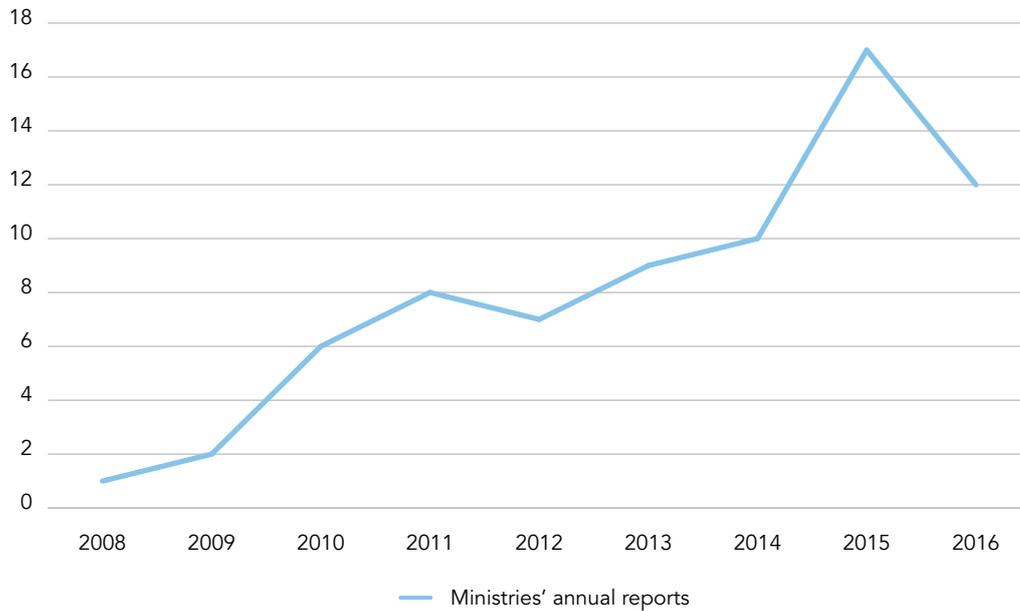


Figure 13 The number of annual reports of ministries in which one of the WRR publications is mentioned.



Media

There is no doubt that the WRR is more visible in this Council term than in the previous term. In particular the Learning Economy report and the subsequent parliamentary debate received a great deal of additional attention. The number of mentions in 2017 covers only the first half of the year.

Figure 14 Mentions in Nexis of 'WRR' in Dutch sources.

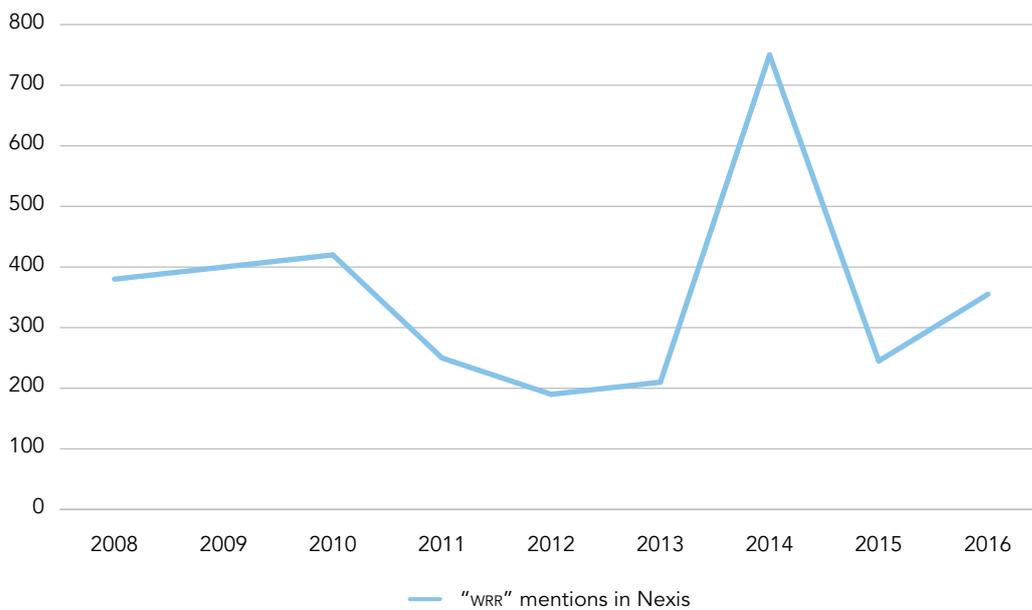


Figure 15 Mentions in Nexis of 'Wetenschappelijke Raad voor het Regeringsbeleid' in Dutch sources.

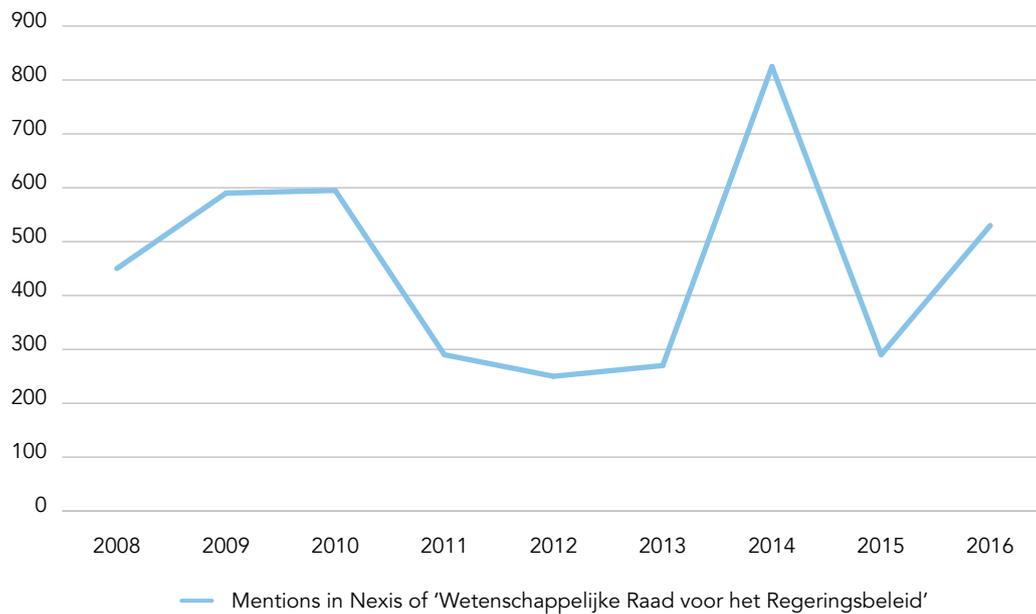
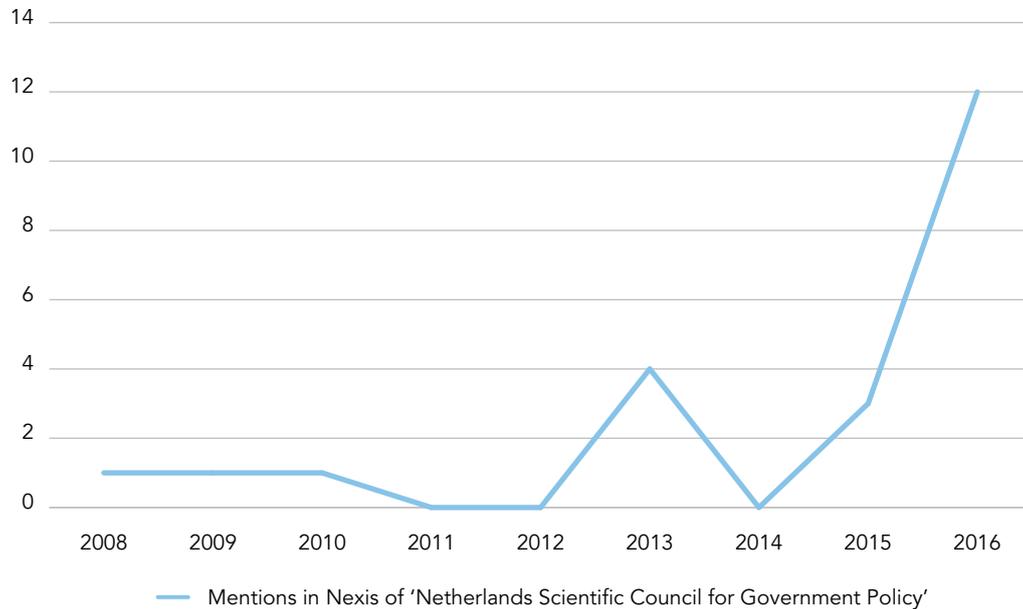


Figure 16 The English name 'The Netherlands Scientific Council for Government Policy' has not produced many hits up until now. Mentions in Nexis of 'Netherlands Scientific Council for Government Policy'.



Engagements with the prime minister and/or other government members, 2013-2017

2/3/2013	Discussion of work programme with the Prime Minister
24/4/2013	Catshuis Session with the Prime Minister, the Minister of Education, Culture and Science and the Minister for Housing and the Central Government Sector on the WRR's work programme
10/7/2013	Discussion of the WRR <i>Learning Economy</i> report with the Minister for Foreign Trade and Development Cooperation
4/11/2013	Catshuis Session with the Prime Minister, the Minister of Education, Culture and Science and the Minister of Finance on the WRR <i>Learning Economy</i> report
29/9/2014	Catshuis Session on the 'Netherlands and the European Unions' project
5/6/2014	Discussion of the Food and Social Divisions projects with the Prime Minister
4/11/2014	Discussion of the Financialization project and the work programme with the Prime Minister
1/6/2015	Discussion of the Security and Migration Diversity projects with the Prime Minister
26/10/2015	Catshuis Session on the WRR <i>Society and the Financial Sector in Balance</i> report
10/12/2015	Catshuis Session on 'Future of Work' and robotization
11/4/2016	Catshuis Session on the WRR <i>Society and the Financial Sector in Balance</i> report
30/1/2017	Catshuis Session on 'Public Functions in the European Union'
	Half-yearly consultation between the WRR and the Prime Minister

Hollands Spoor meetings 2013-2017

Hollands Spoor meetings are an initiative of the Interdepartmental Strategy Council (SBR) and the WRR. The aim of the meetings is to make a high-quality contribution to the government's policy formation and strategy definition with a select group of policy officials, administrators and renowned scientists. A Hollands Spoor meeting takes place under the responsibility of the SBR and the WRR. The content is organized by one or more ministries jointly with the WRR and the practical arrangements are made by the WRR. This means that one or more ministries must consider a specific subject to be of sufficient strategic importance to invest staff time in organizing the content for the meeting.

Why knowing what to do is not enough

Reinier van Zutphen (National Ombudsman), Daan Hoefsmid (CAK)

System responsibility in the social field

Kim Putters (SCP), Stephan Brandligt (Municipality of Delft), Ruud Klarenbeek (JP van den Bent Stichting), Caspar van den Berg (Leiden University), Bernard ter Haar (Ministry of Social Affairs and Employment), Vera Bergkamp (House of Representatives)

Internal and external security

Edwin Bakker (Leiden University/Centre for Terrorism and Counter Terrorism), Nicole Bogers (National Police), Bertjan Doosje (University of Amsterdam), Arnout de Vries (TNO)

Environmental policy: embedded or evaporated?

Frank Dietz (PBL), Chris Kuijpers (Ministry for Infrastructure and the Environment), Peter Driessen (Utrecht University), Ben Geurts (Ministry of General Affairs)

Decentralizations and the will to be different

Jacques Wallage (ROB), Annemarie Jorritsma (Municipality of Almere),
Kim Putters (SCP)

WRR lecture 2013-2017

The WRR Lecture, in which internationally renowned scientists are invited to present their views on a current topic in the field of science and policy, is an annual initiative of the Netherlands Council for Scientific Government Policy.

2017: Open Society: Its Old Enemies and its New Companions **Michael Ignatieff**

Preceded by a discussion with the Prime Minister, Mr Ignatieff and the Chairman of the WRR.

2016: Living on the Edge: the growth of precariousness and why it matters for health

Martin McKee

Preceded by a discussion with the Prime Minister, Mr McKee and the Chairman of the WRR. The recording of the Lecture generated 208 views on YouTube, but did not lead to any interviews in daily newspapers or on radio/TV.

2015: Europe in crisis: Looking ahead from a historical perspective **Mark Mazower,**

Beatrice de Graaf

Preceded by a discussion with the Prime Minister, Mr Mazower and the Chairman of the WRR. This Lecture led to two interviews (with FD and NRC) and the recording generated 1,509 views on YouTube.

2014: The future of globalization **Joseph Stiglitz**

Preceded by a discussion with the Prime Minister, the Minister for Foreign Trade and Development Cooperation, Mr Stiglitz and the Chairman of the WRR. The Lecture led to two interviews (with Trouw and NRC) and 9,794 views on YouTube.

2013: How much (in)equality can societies sustain? **Richard Wilkinson**

Preceded by a discussion with the State Secretary for Health, Welfare and Sport and the Chairman of the WRR. This Lecture generated 3,458 views on YouTube but did not lead to any interviews in daily newspapers or on radio/TV.

