

MAKING A STEP CHANGE: TRANSFORMING THE EUROPEAN ADMINISTRATION TO DELIVER 21ST CENTURY PUBLIC SERVICE

A VISION FROM TOMORROW'S LEADERS

College of Europe Student State
Transformation Case Studies
Final Report 2019


accenture



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transformation

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The opinions expressed in the case studies are those of the individual student teams, and do not necessarily reflect the views of Accenture, the College of Europe, the Lisbon Council, the Government Executive Innovation Circle or any of their associates.

THE EUROPEAN CENTRE FOR GOVERNMENT TRANSFORMATION TURNS 10

The 21st century is a time of unprecedented challenge – and great opportunity.

The European Centre for Government Transformation strives to shape a high performing and innovative public sector, enabling the delivery of sustainable, modern and quality public services. It provides a unique and multi-stakeholder platform for constructive dialogue, exchange of best practices and formulation of innovative solutions. This network of frontline practitioners, change agents and thought leaders is complemented by ground-breaking research and analyses in an effort to shape and inform policy developments and the government of the future – a transformation in the way governments do business.

Founded in 2009 as a European research centre and practitioner-driven community, the European Centre for Government Transformation is dedicated to providing pragmatic and actionable solutions designed to help government agencies and other public service organisations improve the social,

economic and health outcomes of the people they serve through delivery of increased and improved public services. It is a new kind of ideas and solutions hub that recognises the interdisciplinary nature of state transformation and public sector modernisation. Its three founding partners – Accenture, the College of Europe and the Lisbon Council – bring a broad range of experiences and knowledge to this fast-growing community, contributing expertise and guidance to the debates and ensuring broad dissemination for the ideas developed in these fora.

In 10 years of existence, the European Centre for Government Transformation welcomed two prime ministers and four ministers in function, dozens of directors-general from the European Union institutions and the member states, as well as deputy mayors of innovative cities.



ACTIVITIES

Thematic High-Level Roundtables on

- Digital Diplomacy
- Tax and Revenue Collection in the Digital Age
- Smart Border Management
- Digital Government
- Employment and Skills
- Sustainable Public Finances
- Public Procurement

Collaboration with the European Commission's Research and Innovation Directorate-General

- College of Europe Students State Transformation Case Studies Based on the Winners and Finalists of the European Capital of Innovation Award (iCapital Award) and the European Prize for Innovation in Public Administration (PIPA Prize)
- Roundtable on Public Sector Innovation
- Launch of the Final Report by the Expert Group on Public Sector Innovation
- Fringe Session on Public Sector Innovation at the Innovation Convention

Annual Government Transformation Summits and Award Ceremonies



Executive Briefings on Key Themes, such as Employment, Public Procurement, Digital Readiness and Digital Diplomacy.



Landmark Publication *Delivering Public Service for the Future: How Europe Can Lead Public-Sector Transformation*, a unique collection of thoughtful essays on the future of public-sector reform and state modernisation by 12 of Europe's leading thinkers and policymakers.



Research Study *Driving Public Entrepreneurship: Government as a Catalyst for Innovation and Growth in Europe*, published in collaboration with Oxford Economics.



Diplomacy in the Digital Age – A High-Level Roundtable for Government Executives

COLLEGE OF EUROPE STUDENT STATE TRANSFORMATION CASE STUDIES: INTRODUCTION

Tomorrow's leaders analyse the challenges of today.

In 2018-2019, 12 students from the College of Europe were competitively selected to take part in a project on state transformation. They were divided into three teams of four students. Working together with Accenture, the staff and faculty of the College of Europe and the Lisbon Council, each team was asked to evaluate the challenges of a European public sector agency. The selected administrations are the Ministry of Finance of Finland, the Norwegian Labour and Welfare Administration (NAV) and the Irish Department of Employment Affairs and Social Protection. Each team visited the administration they were evaluating to learn about the particular challenges they faced, and ultimately help them better understand their public-sector challenges and improve their innovation strategies.

In completing this project, the students were coached by a team of top transformation managers at Accenture, the global management consultant firm, as well as by the **Government Executive Innovation Circle**, a European Centre for Government Transformation community committed

to developing and implementing solutions to high-level state transformation challenges. Members of the Government Executive Innovation Circle met with the students in Brussels in February 2019, and later agreed to evaluate the case studies, awarding a prize to the best of them. The case studies were presented in Bruges in June 2019. On this occasion too, the winning College of Europe student team received The 2019 Public Sector Innovation Award.

In a decade, through the state transformation case study programme, **140 College of Europe young leaders** examined the challenges and opportunities in **32 public sector administrations**, spread in **12 countries** (Austria, Belgium, Denmark, Finland, France, Germany, Ireland, Italy, the Netherlands, Norway, Portugal and Spain).



GOVERNMENT EXECUTIVE INNOVATION CIRCLE

Chair

Gertrud Ingestad

Director-General, Informatics
European Commission

President, State Transformation
Case Study Jury

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FOREWORDS

By Gertrud Ingestad

Director-General, Informatics
European Commission

President State Transformation
Case Study Jury

In many European cities, this winter, thousands of young people have been organising weekly demonstrations. Through this powerful action, they are urging their governments to act decisively against climate change. They are ringing alarm bells for the environment, but they are also showing an incredible leadership and fierce pugnacity in their demand and action for change.

It is with the same determination that, as director-general for informatics at the European Commission, I am working with my services to make my institution more responsive, as well as with the member states to make their administrations more modern. This is a long-term undertaking, which of course moves forward thanks to the opportunities brought by digital technologies, that we are pursuing consistently with the ISA² programme. But it progresses also – and probably mainly – thanks to the constant interactions between public sector modernisers and intrepid proposals by innovation enthusiasts. And to foster this dynamic, we, at the European Commission's directorate-general for informatics (DIGIT), launched the “co-everything” framework. With this agenda, we want to co-create, co-design and co-deliver the business solutions that will ultimately provide new, tailor-made public services and bring the European administrations closer to their citizens.

I see my role as chair of the **Government Executive Innovation Circle** at the **European Centre for Government Transformation** as a unique opportunity to extend and reinforce this network of public sector change agents, to learn from their successes, and to hear their suggestions for cross-fertilisation of our initiatives. I'm convinced

that these kinds of networks are very powerful and need to be sustained if we want to reach our common objective of making the step change towards a new era of public service delivery.

And I am equally eager to hear from the College of Europe students who work on state transformation case studies because, as young leaders and young citizens, they are the new disruptors. Thanks to their zeal, innovative minds, and fervent desire to change the world, they can easily connect the dots and show us the way to a brighter future. I enjoy immensely serving as president of the high-level jury, which is evaluating their case studies, because they keep proposing solutions that really fit with the picture of advanced, 21st century public services. They are an inspiration and indeed a reminder that the clock is ticking for the administrations that have to become ready to serve these citizens in-the-making.

Finally, on this year where the European Centre for Government Transformation is turning 10, I am delighted to have accompanied the development of such a hub for public sector modernisation over the past three years. The Centre was a first-mover 10 years ago, when it was created to explore how half of the European economy should respond to the challenges of our ever changing society. Over a decade, it constantly put forward on the agenda the need for a vibrant public sector that empowers its citizens. As a civil servant, this is of course what I deeply care about and I wish the Centre many successful years ahead.

By Professor Olivier Costa
Director of the European Political and
Governance Studies Department
College of Europe

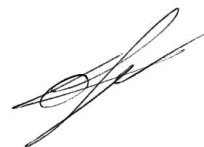


The original mission of the College of Europe was to train post-graduate students to work in the public sector at European level. For decades, the priority for our alumni was to enter the European institutions and organs. By the end of 1980s, as a consequence of the Single European Act, the increased presence of private companies in Brussels and the incremental development of consultancy, public relations and lobbying firms have created new professional opportunities. In the recent years, the declining prospects offered by EU institutions, due to the stagnation of their staff and to the moroseness surrounding the European project, and the growing presence of multinational companies in the EU sphere have confirmed the attractiveness of the private sector.

Nevertheless, a growing number of young professionals are nowadays looking for jobs that make sense to them and fit with their values and their will to contribute positively to our societies. To them, the public sector does not look obsolete; reversely, the private sector is not seen any longer as the only place for professional self-fulfilment. We witness a drift in young professionals objectives: today, the priority of many of our students is not the income level or the prestige linked to the function, but a complex mix of working conditions and quality of life, as well as noble goals, such as contributing to missions of general interest and avoiding meaningless jobs. However, if the future European leaders have a strong interest for public services and public institutions, they also expect to be able to shape them and to participate in their modernisation process. They await to adapt public action to the evolutions of society and technology, because they do not consider that action and change are the privilege of private companies.

This is undoubtedly the reason why the students of the Department of European political and governance studies of the College of Europe are so interested in the **European Centre for Government Transformation**. Of course, they are motivated by the idea of gaining professional experience, working with skilled consultants, meeting high-level politicians and civil servants, and participating in an overall exciting project. But, beyond that, they are driven by the will to contribute to the development of new projects by public authorities.

With the ongoing support of Accenture and the Lisbon Council, 12 students of the POL Department had once again the great privilege to work on public service reform projects that are being undertaken in three different European countries. They have enjoyed advice and training of high-level professionals who were most generous and accommodating in giving their time and sharing their insights. The College of Europe is grateful to Accenture and the Lisbon Council for such an opportunity. We are also very proud of our students who worked on their projects on top of a highly demanding study programme at the College. This year again, they have shown that it is possible to support the European conception of public services by creative thinking. We hope that their analyses and proposals will be valuable contributions to this end.





By Gabriel Bellenger

Europe Health & Public Service
Consulting Lead & Global Revenue
Industry Consulting Lead
Accenture

Ten years! When I recall the start of Accenture's collaboration with the College of Europe and the Lisbon Council, I remember the excitement of bringing academic research, transformation experience and in-depth European policy expertise to solve public organisations challenges. 2009 was the year when Obama had been sworn in as the president of the United States, Slumdog Millionaire had received the best picture Oscar and Palm Personal Digital Assistants were still around.

Where are we today? Well the phone technology feels a bit like out of Star Trek and generally technology maturity has improved exponentially.

Reflecting on this, I believe that the next wave of government transformation is even more exciting than ten years ago. This adventure has been fun, instructive and full of surprises and Year Ten is no exception.

This year our brave future leaders had to deal with a unique context. Macroeconomic and geopolitical trends are putting pressure on European governments to meet skyrocketing demand for more and better services. By 2050, the ratio of working-age individuals to retirees will reach 2:1 compared to 4:1 today. Youth have displaced the elderly as the largest at-risk of poverty group in the European Union with 7.8% of the under 24-year old population at risk. Additionally, the challenges presented by escalating internal business and technology gaps make it more difficult for public sector agencies to respond to citizen needs. Indeed, 59% of agencies report having trouble finding people with the right skills and 43% of central government employees retiring in the next ten years are senior managers.

Against this backdrop, the College of Europe students took on their assignments and explored policy, business and technology solutions.

They worked closely with their clients at the Finnish Ministry of Finance, the Norwegian Labour and Welfare Administration and the Irish Department of Employment Affairs and Social Protection.

All of their recommendations had three points in common:

1. The need to take a citizen-centric view to truly transform public services
2. The benefit of taking a European approach continues to be a strong driver for success
3. The realisation that technology continues to be a force for good by improving service quality, helping protect those in need and offerings new solutions for employment.

This year they have truly analysed how to transform European public services at the speed of life.

When looking into the power of the DARQ technologies of the 4th Industrial Revolution (Distributed ledger Technology, Artificial Intelligence, Extended Reality, Quantum Computing), I know that our future is bright.

By Paul Hofheinz
President and Co-Founder
The Lisbon Council

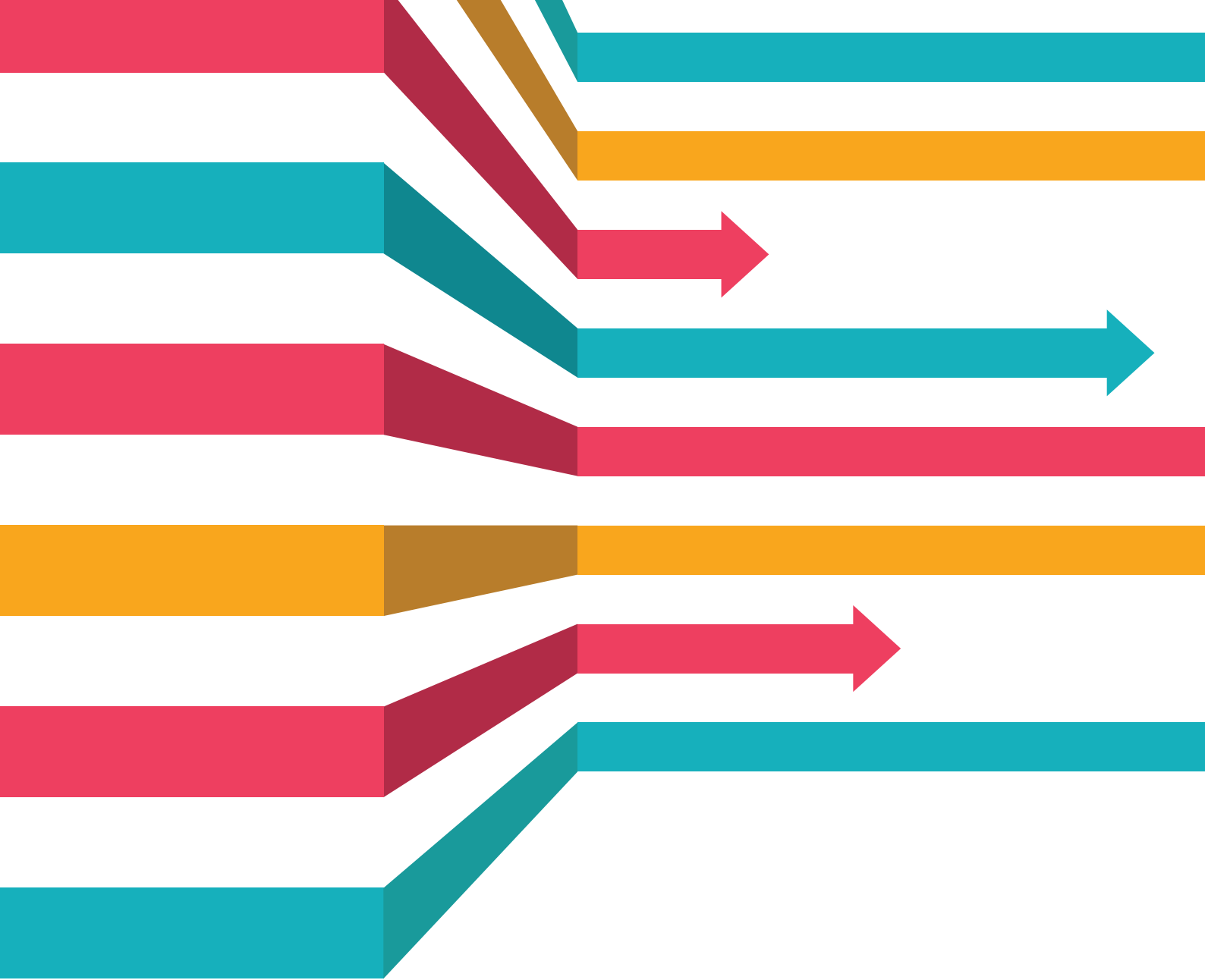


2019 is a year that will be remembered for the crucial elections that took place – in the European Union as a whole and in several member states, sometimes against a backdrop of rising mistrust of public institutions. 2019 was also the year which the United Kingdom passed a key milestone in its relationship with Europe and the European Union. In brief, 2019 is one of those years where you could easily become scared of the future...or you could see it all as an intensely fertile moment for change, a time when the opportunities far outweighed the challenges, a moment of renewal and new beginnings.

Looking at the audacity with which College of Europe students from the Manuel Marín González promotion envisage the challenges posed to three public sector agencies – the Finnish Ministry of Finance; the Norwegian Labour and Welfare Administration; as well as the Irish Department of Employment Affairs and Social Protection, I definitely choose the side of the opportunities. In making concrete and refreshing proposals to accelerate the transition of the public sector to the age of artificial intelligence; enhance the digitalisation of a parental benefit scheme; and design a support service for citizens with multiple barriers to employment, the young leaders give us a glimpse of how they envision the public services they want for themselves as citizens, and for their fellows: a public sector which is tech-savvy, highly responsive to the extremely personalised needs of the citizens, very inclusive in taking care of the most vulnerable among us, and very open to the best practices gleaned in Europe and around the world.

Likewise, year after year, I'm impressed by the very experienced civil servants who share a bit of their time and wisdom with the **Government Executive Innovation Circle** community. They are very hard-working, motivated professionals who are deeply aware of the benefits that can be brought in by the constant re-assessment of the citizens' expectations, the efficiencies of the administrative procedures to deliver on them and the relationships to be built to achieve the desired transformation. They really want to make a difference in the lives of the people they serve, and I totally respect and support their dedication to this mission.

Ten years ago, the Lisbon Council, together with the College of Europe and Accenture, co-founded the **European Centre for Government Transformation**, because in these three, very different but complementary organisations, we all believed in the power of innovation and the positive outcomes it can deliver to citizens in terms of efficiency, harmony and prosperity. I'm proud that over these 10 years of activities, the European Centre for Government Transformation has engaged with dozens of European administrations and accompanied more than 140 College of Europe students on their journey, as they become aware of the potential held in the public sector and most importantly, become active players in its transformation. Many of the alumni of the state transformation case study programme are now pursuing brilliant careers in the administrations of their country of origin or in the European institutions. And I am confident that the actions they take are guided by the same passion and enthusiasm they demonstrated while participating in the European Centre for Government Transformation. The best is yet to come.



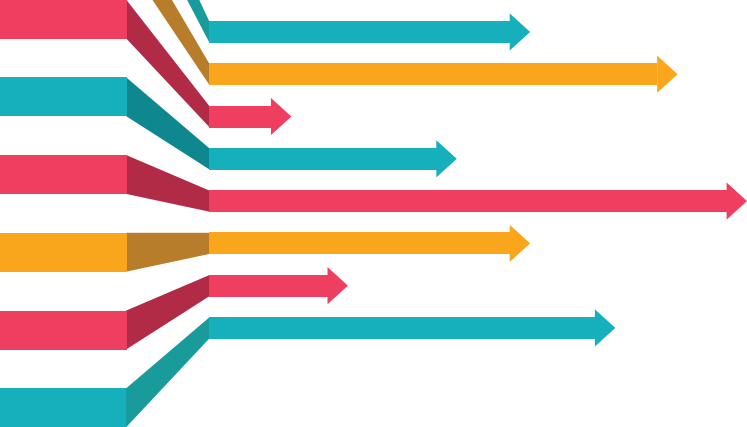


CASE STUDIES

How to expand AuroraAI in order to promote a human-centric approach at the European Union level?

How the best practices tested on parental benefit scheme can be re-used in other social benefits areas to build a cost-efficient and user-friendly communication in the Norwegian Labour and Welfare Administration (NAV) digitalisation strategy?

How could the Irish Department of Employment Affairs and Social Protection design a catch-all activation support service, focused on assisting people with multiple barriers to employment, to address changes in the labour market?



CASE STUDY

ARTIFICIAL INTELLIGENCE AND LIFE-EVENT ECOSYSTEMS

Clients

Ministry of Finance, Public Sector ICT
Department, Finland

Objective

How to expand AuroraAI in order to promote
a human-centric approach at the European
Union level?

Team

Chloé Dussutour (FR), Jillian Gaborieau (FR),
Corinna Vetter (DE) and Karl Wallén (SE)



EXECUTIVE SUMMARY

With the advancement of Artificial Intelligence (AI), the emergence of tools for the development of a predictive society is now a reality. The government of Finland – our client – is implementing the AuroraAI platform in order to give citizens access to personal data-based solutions in their life events: moving cities, filling a tax report, accessing life-long learning trainings... It is an AI-based customer service platform for both public and private services where users can give their consent to share non-anonymised personal data in order to receive tailor-made recommendations in various aspects of their life. AuroraAI takes a clear human-centric approach to data which means that the platform's services are based on users' consent and data is used in the interest of individuals. Following the

Finnish goal of large-scale adoption of human-centricity for AI, this study aims to develop the expansion strategy of the AuroraAI initiative across Europe.

Our business challenge focuses on five main elements:

- Trust and Ethics: users' concerns over data privacy and the ethical use of data;
- Digital Skills: the digital skill gap in Europe represents a threat to the expansion of the AuroraAI platform;
- eGovernment: digitalisation of public services needed as a first step;
- Public Sector Infrastructure: efficient collaboration of different levels of governance required;
- Funding: mobilisation of important financial resources is necessary.

A two-stream strategy: from a regional cooperation to an EU-wide expansion

With our results, we recommend the following approach to Finland:



• **Trust and Ethics:**

following our recommendation on the establishment of common ethical principles among the Nordic countries, we recommend the implementation of both soft and hard regulations on ethics at the EU level.



• **Digital Skills:**

using the opportunity of the Finnish EU presidency, it is important to showcase Finland's expertise in digital education and push for further action in digital skills, training and reskilling of the EU population.



• **e-Government:**

in accordance with the Tallinn declaration, it is vital to strengthen the mobilisation of EU countries to digitalise their public services. The Council presidency will help Finland to showcase its expertise by – for instance – setting up an innovation lab or organising conferences. Furthermore, Finland should draft a Helsinki declaration on human centricity in AI.



• **Public Sector Infrastructure:**

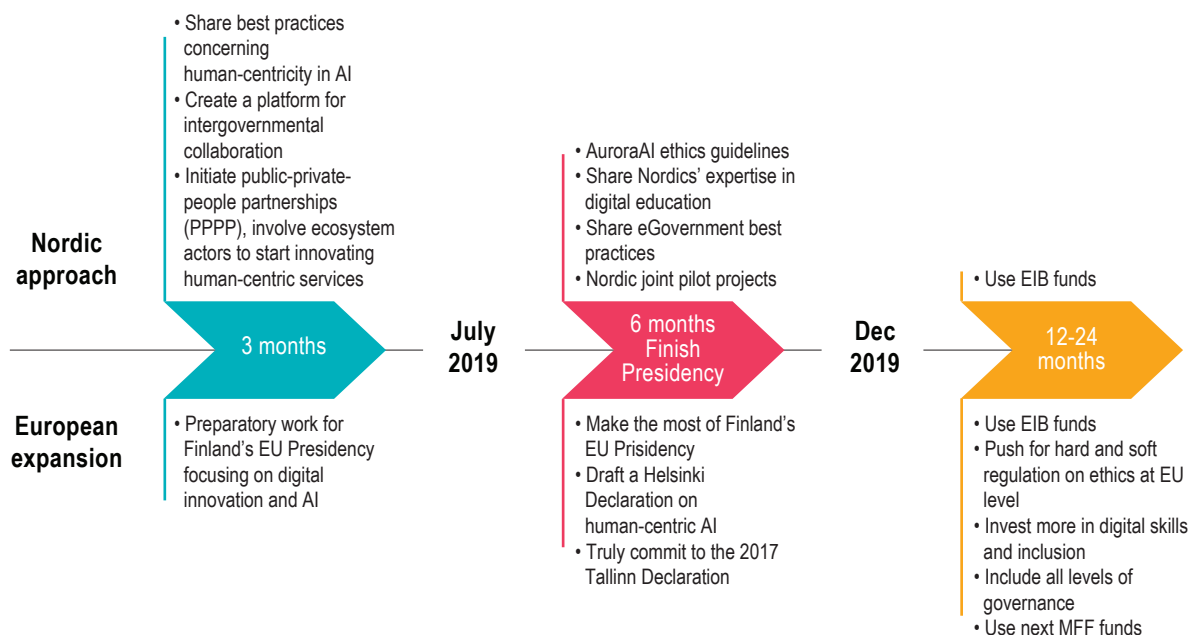
for AuroraAI to expand, it is crucial to incentivise the participation of European decision-makers from all levels of governance (local, regional, national and European). To do so, we recommend to implement a cooperation platform at the Nordic-level and use pan-European networks to involve local administrations.



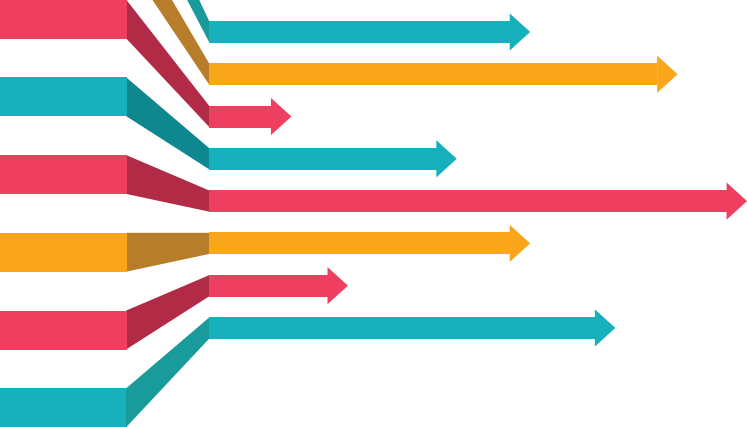
• **Funding:**

In addition to the resources of the next Multi-Annual Financial Framework, leveraging private funding through European Investment Bank guarantees will ensure proper financing of AuroraAI in Europe. Furthermore, the Nordic countries shall pool their resources especially regarding the running of joint pilot projects or impact studies.

These recommendations can be implemented using the following roadmap:



By following this advice, Finland will be able to expand AuroraAI across Europe and to gather a European coalition around human-centricity in the AI sector.



CASE STUDY

DIGITAL COMMUNICATION

Clients

the Norwegian Labour and Welfare Administration (NAV)

Objective

How the best practices tested on parental benefit scheme can be re-used in other social benefits areas to build a cost-efficient and user-friendly communication in the Norwegian Labour and Welfare Administration (NAV) digitalisation strategy?

Team

Dorin Frasinianu (MD/RO), Christina Kattami (GR), Paulina Santos (MX) and Katerina Terlixidou (GR)



EXECUTIVE SUMMARY

In a context of increasing need for welfare services in the future, NAV – the Norwegian Labour and Welfare Administration – has developed a three-tier strategy to digitalise its services with the aim of providing more user-friendly, cost-efficient and high-quality communication services for the users. Modernisation, rationalisation and prioritisation are the principles at the core of NAV's strategy, and in particular in the ongoing project of digitalisation of the parental benefits scheme.

The **aim** of this project is to find best practices, test them on the parental benefits and re-use them in other social benefits areas, such as the sick-leave scheme. Under full digitalisation, the scope is to assess the quality and take-up of digital channels, improve the services' costs, deliver a high-quality customer experience, and ultimately induce change in users' behaviours.

Business challenge

Under NAV's digitalisation strategy, the main challenge is to understand how to communicate efficiently in a context of full digitalisation.

Methodology and findings

The scope is to compare NAV's digitalisation practices with those of frontrunners in digitalised public services in Europe, namely Denmark and Sweden. Through our benchmarking analysis, we expected that with increased online presence, the digitalisation culture of the public sector will increase, leading to a significant decrease of overall calls and a change in their content.

Our interviews and research have shown that both UDK in Denmark and Försäkringskassan in Sweden introduced internal re-organisations on both the call and digital streams of communication on their website so as to make information available and clear for the public, leading subsequently to a significant decrease in calls **and** a change in the calls' content.

5 areas of improvement for NAV

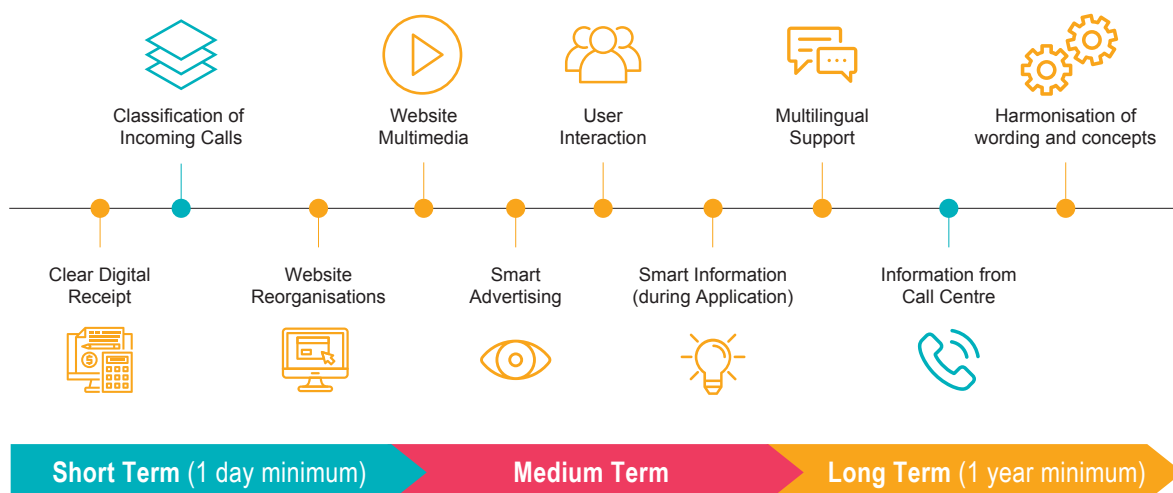
In line with our findings, we have identified five main areas of improvement for NAV, that can be addressed through our recommendations:

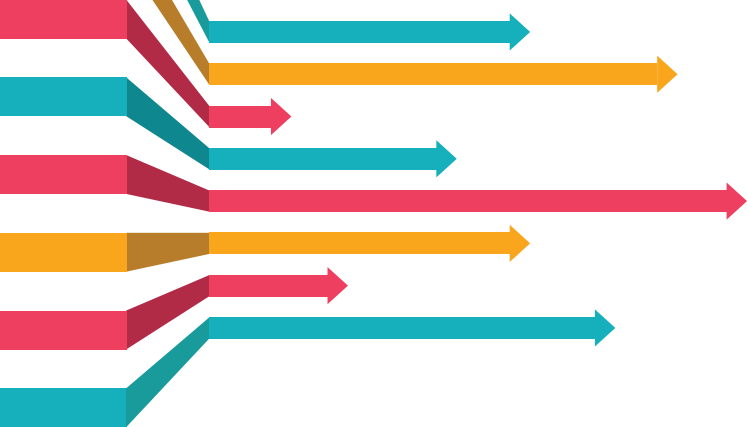
1. Visibility
2. Clarity
3. Guidance
4. Inclusivity
5. Facilitation

We have grouped our recommendations into the digital stream, through website restructurings and the call stream, through call centre reorganisations. We have evaluated each recommendation according to: costs, timeline of implementation and results, expected outcomes – taking into account Key Performance Indicators (KPIs) – and the areas of improvement each recommendation tackles.

Timeline of recommendations

The recommendations can all be implemented within a span of maximum a year. All of them tackle and trigger improvements in the five areas identified above, therefore creating cost-efficient, high-quality and user-friendly services in the new communication streams under full digitalisation.





CASE STUDY

A TAILORED EMPLOYMENT ACTIVATION SUPPORT SERVICE

Clients

The Department of Employment Affairs and Social Protection of Ireland

Objective

How could the Irish Department of Employment Affairs and Social Protection design a catch-all activation support service, focused on assisting people with multiple barriers to employment, to address changes in the labour market?

Team

Olena Chertilina (UA), Eva Gerland (FR), Cas van der Lee (NL) and William Schun (FR)



EXECUTIVE SUMMARY

Ireland was hit hard by the economic and financial crisis, facing over 16% unemployment in 2012. However, as a result of the government's policies - and in particular those implemented by the Irish Department of Employment Affairs and Social Protection (DEASP) - and a favourable economic environment, the situation of the labour market significantly improved. With a current unemployment rate of 5,6% the DEASP is ready to focus on the groups with multiple barriers to employment, which were not focused on during post-crisis recovery in terms of employment support. The cohorts identified in cooperation with the DEASP - with a significant number of citizens - are:

- "Qualified adults" (mostly unemployed women, whose partners can claim benefits on their behalf)
- Lone parents
- People with disabilities.

The business challenge was to design a **catch-all activation support service** that provides a tailored approach to all customers, including the indicated cohorts. The revised activation support service needs to be flexible to respond to the changing labour market while also focusing on assisting people with multiple barriers to employment.

Having studied the business case, completed desk research, held interviews with stakeholders and conducted benchmarking of employment services in Canada, New Zealand, Sweden and the UK, we have formulated **nine recommendations** within three main themes.

Theme 1. Rationalisation of the activation support services' organisational structure

Irish activation support services suffer from complexity and overlap of services offered by different providers. Target cohorts can access existing services, but they can only provide them with limited assistance to overcome specific barriers to employment. The DEASP should thus:

- Simplify and specialise the employment services' organisational structure
- Provide enhanced support to the cohorts to fully include them in the activation support services
- Coordinate cooperation within public employment services to share best practices

Theme 2. Adaptation of the profiling of jobseekers and their measures of success

Profiling of jobseekers and providing support along the journey should be adapted to customers with multiple barriers to employment. The following steps should be considered:

- Move towards more comprehensive initial profiling of customers
- Reward and incentivise personal progress to employment with a step-by-step measure of success
- Ensure that work pays

Theme 3. Launch of an inclusive communications strategy

The DEASP does not have a dedicated communications strategy for its activation services for the targeted cohorts. Such communications strategy should aim at enhancing their awareness and take-up of activation and employment services. Recommendations in this regard are:

- Shift consumer perception of the DEASP services and staff
- Harmonise branding for employment services
- Provide the right information to the right people in a user-friendly way

The recommendations are summarised in terms of magnitude of impact on service outcomes to selected cohorts and difficulty to implement to allow prioritisation: ones with higher magnitude and lower difficulty can be considered as “quick wins”, such as targeted information delivery. These changes will help to engage closer with the cohorts and to activate Ireland's full potential.



A decorative graphic on the left side of the page consists of several vertical bars of varying heights in shades of teal, orange, and pink. From the top of each bar, an arrow of the same color points upwards. The arrows vary in height, with the tallest one being a pink arrow on a pink bar. The overall effect is one of upward movement and growth.

ACKNOWLEDGMENTS

The European Centre for Government Transformation would like to thank Gabriel Bellenger, Gaurav Gujral, Bernard Le Masson, Caitriona Sheehan, Ingrid Zakariassen, Konstantin Vdovenko of Accenture; Professor Michele Chang, Professor Olivier Costa, Frederik Mesdag, Rector Jörg Monar and Andrea Sabatini of the College of Europe; Paul Hofheinz, Stéphanie Lepczynski, Cristina Moise and David Osimo of the Lisbon Council, Niall Egan of the Irish Department of Employment Affairs and Social Protection; Pekka Sivonen, executive director of Business Finland; and most of all the students of Political and Governance Studies at the College of Europe, Manuel Marín González Promotion (2018-2019), who have participated in the project.

Photography by Yves Fonck

ABOUT ACCENTURE

Accenture is a global management consulting and professional services company, which collaborates with clients to help them become high-performance businesses and governments. More than 477,000 people serve clients with offices and operations in more than 200 cities in 56 countries. Accenture Strategy operates at the intersection of business and technology. As one of the world's leading management consulting and technology services companies, it helps clients deliver better social, economic and health outcomes for the people they serve. Its home page is www.accenture.com.



ABOUT THE COLLEGE OF EUROPE

The College of Europe, founded in 1949 and based in Bruges (Belgium) and Natolin (Warsaw, Poland) was the first and is one of the most reputed institutes of European postgraduate studies, which prepares annually up to 400 students from over 55 countries to work and live in an international environment. The European Political and Governance Studies programme (Bruges) offers a wide range of courses on the functioning and policies of the European Union, including an option devoted to "European Public Policy Analysis." Its home page is www.coleurope.eu.



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ABOUT THE LISBON COUNCIL

The Lisbon Council is a Brussels-based think tank and policy network committed to making a positive contribution by engaging political leaders and the public-at-large in a constructive exchange about the economic and social challenges of the 21st century. Incorporated in Belgium as an independent, non-profit and non-partisan association, the Lisbon Council is among Europe's most authoritative and thoughtful voices on economic modernisation and social renewal. Its home page is www.lisboncouncil.net.

