



FRANCE STRATÉGIE

ÉVALUER. ANTICIPER. DÉBATTRE. PROPOSER.

France Stratégie

Public Think Tank



A key post-war institution

ORIGINS

- **1946:** President Charles de Gaulle creates the General Commission of the Plan (**Commissariat Général du Plan**), appointing Jean Monnet to head it.

HEYDAY

- The institution, which is initially the point of contact for the Marshall Plan, plays a key role in modernizing France in the aftermath of WWII.
- Consulting systematically with the country's social partners becomes an integral part of the Commission's work.

CHALLENGES

- Planning the economy in the medium term is ineffective in the wake of the 1970s energy crises and subsequent stagflation.
- With the rise of free-market economics and rising globalization in the 1980s and 90s, policy makers are increasingly wary of economic planning.

A NEW ROLE

- Nevertheless, the Commission continues to carry out strategic economic analysis and forecasting.
- **2006:** Prime Minister Dominique de Villepin creates the Centre for Strategic Analysis (*Centre d'analyse stratégique*).
- **2012:** Following the first major conference on social affairs, Yannick Moreau proposes reforming the Centre.
- **2013:** Prime Minister Jean-Marc Ayrault creates the General Commission on Strategy and Forecasting (**Commissariat général à la stratégie et à la prospective**), otherwise known as **France Stratégie**, providing it with an extensive remit.



The context and goals

THE RETURN OF THE MEDIUM TERM

- There is a will to reinforce policies geared towards potential growth, with a view to necessary economic and social structural reforms.
 - Major societal changes, such as an ageing population, the digital revolution, the energy transition and spatial challenges, call for concerted government action.
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SIGNIFICANT CHALLENGES FACING FRANCE

- Deteriorating relative economic performance
 - Concerns regarding competitiveness and deindustrialization
 - Sustainability of the French social model
 - Social, generational, geographic and identity-related rifts running through society
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A NEED FOR PUBLIC INNOVATION

- Government spending not reactive enough, with poor redistribution of resources
 - Fragmented policies, too many measures, complexity of organizations
 - Need to evaluate existing policies and possible options
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THE ROLE OF DEBATE AND BUILDING A CONSENSUS

- Ineffectiveness of top-down approach
- Need to develop shared assessments
- Consensus building



France Stratégie's role

OUR MISSION: FORGE THE
PUBLIC POLICY OF
TOMORROW

- Evaluate public policies in the medium term
- Promote innovation and a culture of public policy based in fact
- Build trust and consensus around shared assessments
- Define the options for change

HOW



EVALUATE public policies



ANTICIPATE challenges



DEBATE with a plurality of stakeholders



PROPOSE new solutions





WHAT?

- Current policies (ex post)
 - Planning future policies (ex ante)
 - Lessons learnt from other countries' experiences
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WHY?

- Distinguish between facts and preferences
 - Foster public debate based on objective data
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HOW?

- Ensure neutral and rigorous evaluation of public policies
 - Develop efficient working practices
 - Entrust research work to independent research labs
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EXAMPLES

- Commission on monitoring business aid (with MPs and social partners)
- Evaluation of innovation policies
- Commission on the Investment Programme for the Future (*Programme investissements d'avenir*)
- A priori evaluation by independent committee of legal experts on growth and economic activity (*Loi Macron*)





WHAT?

- Demographic, technological, environmental, economic, societal and international challenges
- Generally a medium-term time frame (5-10 years), depending on the issue

WHY?

- Prepare for both the inevitable and the unexpected
- Help government, private sector and civil society plan for the future

HOW?

- Develop dedicated research
- Dialogue with professionals
- Exchange with counterparts in other countries

EXAMPLES

- 2017/2027 project
- “Job Professions in 2022” (*“Les métiers en 2022”*), “The Public Services of Tomorrow” (*“L’action publique de demain”*)
- Work done on pensions, healthcare, financing welfare programmes, employment, etc., by public bodies in France Stratégie’s network



Propose



WHAT?

- Reform of national public policies
- Reform of international policies, in particular European ones
- Possible paths for regional governments

WHY?

- Improve policy efficiency
- Reinforce interdisciplinary approach to policy

HOW?

- Public reports
- Notes to the French President and Prime Minister
- Work with the different ministries (e.g. economy, labour and education)
- Consultations with European and international bodies (e.g. EU Commission and IMF)
- Legislative measures

EXAMPLES 2016

- Report “The Purpose of the School System” (*“Quelle finalité pour quelle Ecole ?”*)
- Report “The Necessity of a Strategy for French Higher Education Abroad” (*“L’enseignement supérieur français par-delà les frontières : l’urgence d’une stratégie”*)
- Report “The Economic Cost of Discrimination” (*“Le coût économique des discriminations”*)
- Report “The Digital Revolution and Housing” (*“La révolution numérique et le marché du logement”*)
- Report “Youth in the Job Market” (*“L’insertion professionnelle des jeunes”*)





WHAT?

- Identify the challenges facing the economy and society
- Draw up public policy proposals

WHY?

- Clarify the nature of disagreements and seek to bridge divergences in viewpoints
- Test potential solutions
- Improve on public policy proposals

HOW?

- Workshops and conferences with experts, professionals and different stakeholders
- Dialogue continually with social partners and civil society
- Consult regularly with parliamentarians and regional governments
- Develop online debates dedicated to different issues
- Engage experts both in France and abroad in debate

EXAMPLES

- CSR
- Cycle of debates “Social Change, Technological Change” (“*Mutations sociales, mutations technologiques*”)
- Consultation on new wealth indicators
- Countrywide consultation for the report “France in 10 Years” (“*Quelle France dans dix ans ?*”)
- Summit of French and German social partners and their involvement in France Stratégie’s network on pensions, healthcare, family affairs and financing welfare



The 2017/2027 project

Publication of a series of non-partisan papers laying out the major challenges France faces over the next decade

THE PROJECT

2017
2027

- 13 working papers published starting in March 2016
- Debates organized, contributions from experts and civil society representatives solicited and published online
- Series of briefing notes, known as Critical Actions, detailing policy choices, published as of December 2016

WORKING PAPERS AND CRITICAL ACTIONS NOTES IN ENGLISH

- “Boosting Employment in France” (“*Quels leviers pour l’emploi ?*”)
- “Europe at a Crossroads: Moving Beyond Constructive Ambiguity” (“*Europe : sortir de l’ambiguïté constructive ?*”)
- “Climate Action: Now or Never” (“*Climat : Comment agir maintenant ?*”)
- “Capitalizing on the Digital Revolution” (“*Tirer parti de la révolution numérique*”)
- “Taking Stock of Global Growth over the Next Decade” (“*La croissance mondiale d’une décennie à l’autre*”)
- “Job Benefits and Protections for 21st Century Workers” (“*Nouvelles formes du travail et de la protection des actifs*”)
- “What Model for the Future of the Eurozone?” (“*Quelle architecture pour l’avenir de la zone euro ?*”)
- “Improving Investment to Foster Growth” (“*Mieux investir au service de la croissance*”)



How France Stratégie operates

DIVERSE BACKGROUNDS AND EXPERTISE

- A full-time team of more than 40 experts, 15 scientific advisers and 20 staff working in HR, finance, internal affairs and archives
- A wide range of experts, including economists, legal scholars, engineers, sociologists and political scientists

HIGHLY ACCESSIBLE EXPERTISE

- Constant interaction between France Stratégie's analysts and a wider network of experts

CROSS-CUTTING WORK

- France Stratégie, which is under the auspices of the French Prime Minister, is capable of mobilizing expertise from all ministries.

TRANSPARENCY

- All publications are accessible via the France Stratégie website.
- Documents from working groups are generally published online.

AUTONOMY

- France Stratégie is solely responsible for its publications
- Work carried out in the general interest and in a non-partisan manner
- Interaction possible with all parties and social and regional entities
- Independent initiatives put forth regularly
- Communicates independently



France Stratégie's network

SPECIALIZED ADVISORY COUNCILS

- Pensions Council (*Conseil d'orientation des retraites*)
- High Council on the Future of Health Insurance (*Haut-Conseil pour l'avenir de l'assurance maladie*)
- High Council on Family, Children and Age (*Haut-Conseil de la famille, de l'enfance et de l'âge*)
- High Council on Financing Social Protection (*Haut-Conseil au financement de la protection sociale*)
- Council on Employment (*Conseil d'orientation pour l'emploi*)

CSR Platform (*Plateforme RSE*)

Council on Economic Analysis (*Conseil d'analyse économique*)

Centre for Forecasting and International Studies
(*Centre d'études prospectives et d'informations internationales [CEPII]*)



A selection of reports and papers published since 2014

- “*Quelle France dans 10 ans ?*” (2014) (“France in 10 Years”)
- “*Les métiers en 2022*” (2015) (“Job Professions in 2022”)
- “*Le compte personnel d’activité, de l’utopie au concret*” (“The Individual Activity Account: From an Ideal to Reality” [2015])

In English

- “Collective Bargaining to Drive French Labour Law Reform” (*Rapport Combrexelle, “La négociation collective, travail et emploi”*) (2015)
- “An Energy Union for the 21st Century” (“*L’Union de l’énergie*”) (2015)
- “The Borderless Digital Economy” (“*Le numérique. Comment réguler une économie sans frontières*”)
- “Up Against the Wall: The French and American Middle Classes” (“*Classe Moyenne: un Américain sur deux, deux Français sur trois*”) (2016)
- “The Economic Cost of Rolling Back Schengen” (“*Les conséquences économiques d’un abandon des accords de Schengen*”) (2016)
- “The Economic Cost of Workplace Discrimination in France” (“*Le coût économique des discriminations*”) (2016)
- “French Transnational Higher Education: The Urgent Need for a Strategy” (“*L’enseignement supérieur par-delà les frontières : l’urgence d’une stratégie*”) (2016)
- “Bridging the Rifts in French Society” (“*Lignes de faille, une société à réunifier*”) (2016)
- “Europe at a Crossroads: Moving Beyond Constructive Ambiguity” (“*Europe : sortir de l’ambiguïté constructive*”) (2016)
- “Is a France Where Privilege Trumps Merit Inevitable” (“*Peut-on éviter une société d’héritiers*”) (2017)
- “Giant with Feet of Clay? Germany’s Surplus Bind” (“*Les mutations socioéconomiques en Allemagne : bilan et perspectives*”) (2017)



Organization

FOUR DEPARTMENTS



FRANCE STRATÉGIE

Commissioner General – **Gilles de Margerie**
Deputy Commissioner General – **Fabrice Lengart**



TWO CROSS-FUNCTIONAL DEPARTMENTS



THE LATEST FROM FRANCE STRATÉGIE



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