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 Dominque 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.

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

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

The role of debate and building a consensus
- Ineffectiveness of top-down approach
- Need to develop shared assessments
- Consensus building
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
Evaluate

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

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

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

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*)
Anticipate

**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 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")
Debate

**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
- 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

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<tr>
<th>DIVERSE BACKGROUNDS AND EXPERTISE</th>
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<tr>
<td>• A full-time team of more than 40 experts, 15 scientific advisers and 20 staff working in HR, finance, internal affairs and archives</td>
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<td>• A wide range of experts, including economists, legal scholars, engineers, sociologists and political scientists</td>
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<th>HIGHLY ACCESSIBLE EXPERTISE</th>
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<td>• Constant interaction between France Stratégie’s analysts and a wider network of experts</td>
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<th>CROSS-CUTTING WORK</th>
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<td>• France Stratégie, which is under the auspices of the French Prime Minister, is capable of mobilizing expertise from all ministries.</td>
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<th>TRANSPARENCY</th>
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<tr>
<td>• All publications are accessible via the France Stratégie website.</td>
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<tr>
<td>• Documents from working groups are generally published online.</td>
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<th>AUTONOMY</th>
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<tr>
<td>• France Stratégie is solely responsible for its publications</td>
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<tr>
<td>• Work carried out in the general interest and in a non-partisan manner</td>
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<td>• Interaction possible with all parties and social and regional entities</td>
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<td>• Independent initiatives put forth regularly</td>
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<td>• Communicates independently</td>
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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”)
- “Le compte personnel d’activité, de l’utopie au concret” (“The Individual Activity Account: From an Ideal to Reality” [2015])

In English

- “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)
- “Bridging the Rifts in French Society” (“Lignes de faille, une société à réunifier”) (2016)
- “Is a France Where Privilege Trumps Merit Inevitable” (“Peut-on éviter une société d’héritiers”) (2017)
Organization

FOUR DEPARTMENTS

- Economics
- Sustainable Development & Digital Economy
- Labour Employment Skills
- Society Social Affairs

FRANCE STRATÉGIE
Commissioner General – Gilles de Margerie
Deputy Commissioner General – Fabrice Lenglart

TWO CROSS-FUNCTIONAL DEPARTMENTS

- General Secretariat & Development
- Publishing Communications Events
THE LATEST FROM FRANCE STRATÉGIE

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