

## Some tentative conclusions

Philippe Pochet\*, Jean-Yves Boulin\*\* and Christian Dufour\*\*\*

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This special edition of *Transfer* has looked at various facets of the Lisbon strategy. Although no firm conclusions can be drawn about all the aspects covered, we can nevertheless carry out an initial appraisal with less than two years to go before the 2010 deadline.

On the whole the contributors are broadly critical, not only of the capacity of the Lisbon strategy to foster a real policy of innovation and growth, but also of its effects – modest, to put it mildly – in terms of governance (for a more positive evaluation see Rodrigues 2009). On the positive side, however, Lisbon was the first attempt to devise an all-embracing strategy rather than drawing up one-off policies. Moreover, even though the results have been modest, there was an avowed intent to encourage stakeholder participation.

Our provisional conclusions will be presented in three stages. The first consists in summarising some of the key indicators of the Lisbon ‘project’, one of whose distinctive characteristics was the setting of numerical targets, a key component of the mode of governance propounded by the Lisbon agenda. The second stage concerns the modes of governance themselves and the potential of such an approach for solving Europe’s present and future problems. Lastly, we shall attempt briefly to suggest some ways forward in the post-Lisbon period.

### The Lisbon strategy in the light of a few indicators

As is well known, Lisbon is based on benchmarking: standard indicators are used to compare and assess the performance of Member States. The latest publication by the Centre for European Reform (Tilford and Whyte 2009) finds that not one of the indicators adopted at, or since, Lisbon will be attained. Thus failure is not confined to any particular area, one reason being that many of the indicators were very ambitious, if not over-ambitious or even entirely unachievable from the outset. At the same time, the

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