

Prof. Stefan Kuhlmann, University of Twente, member of the PRIME Executive Committee, is member of the "**Expert Group for the follow-up of the research aspects of the revised Lisbon strategy (LEG)**". LEG was created by the European Commission (Directorate General 'Research') in 2006 to give support in analysing and monitoring the research aspects of the revised Lisbon strategy. The group focuses its work on the following activities:

- critical review of the research and innovation sections of Member States' National Reform Programmes and Progress Reports
- analysis of ongoing and emerging trends in R&D at MS and EU level
- identification of new challenges for the development of R&D policies with a particular focus on ERA
- analysis of the policy instruments used to coordinate R&D policies between Member States and between Member States and the Community
- provision of advice towards the development of an enhanced knowledge policy

Recently, the European Commission has published a synthesis report of LEG's activities: "**Lisbon Strategy: Between revolution and illusion. The governance challenge for knowledge policies**" (Brussels 2008). LEG reports can be downloaded from http://ec.europa.eu/invest-in-research/monitoring/leg_strategy_en.htm.

LEG's message in short: Eight years after its first launch, and three years after its re-launch, the fate of the Lisbon strategy still lies between success and failure. And a clear and resolute evolution towards an integrated European Research Area is not yet visible. The main message is that **governance weakness is becoming a key bottleneck** preventing the advancement in knowledge policies in Europe. Policymakers at the national and regional levels are faced with a difficult dilemma – how to design effective policies which are both serving the interests of their constituencies and helping Europe reach Lisbon and ERA objectives. LEG advocates:

1. A **change in policy approach**: an evolution towards open, dynamic and systemic knowledge policies in Europe, based on a broad and efficient mix of policies and instruments, adapted to the diverse landscape of actors and S&T domains, and incorporating a multi-level dimension;
2. **New modes of governance** of knowledge policies: reinforcing the existing voluntary approach by enhanced strategic intelligence capacities, strengthened policy experimentation, empowerment of change agents, and the establishment of stronger incentives towards the Lisbon and ERA goals.