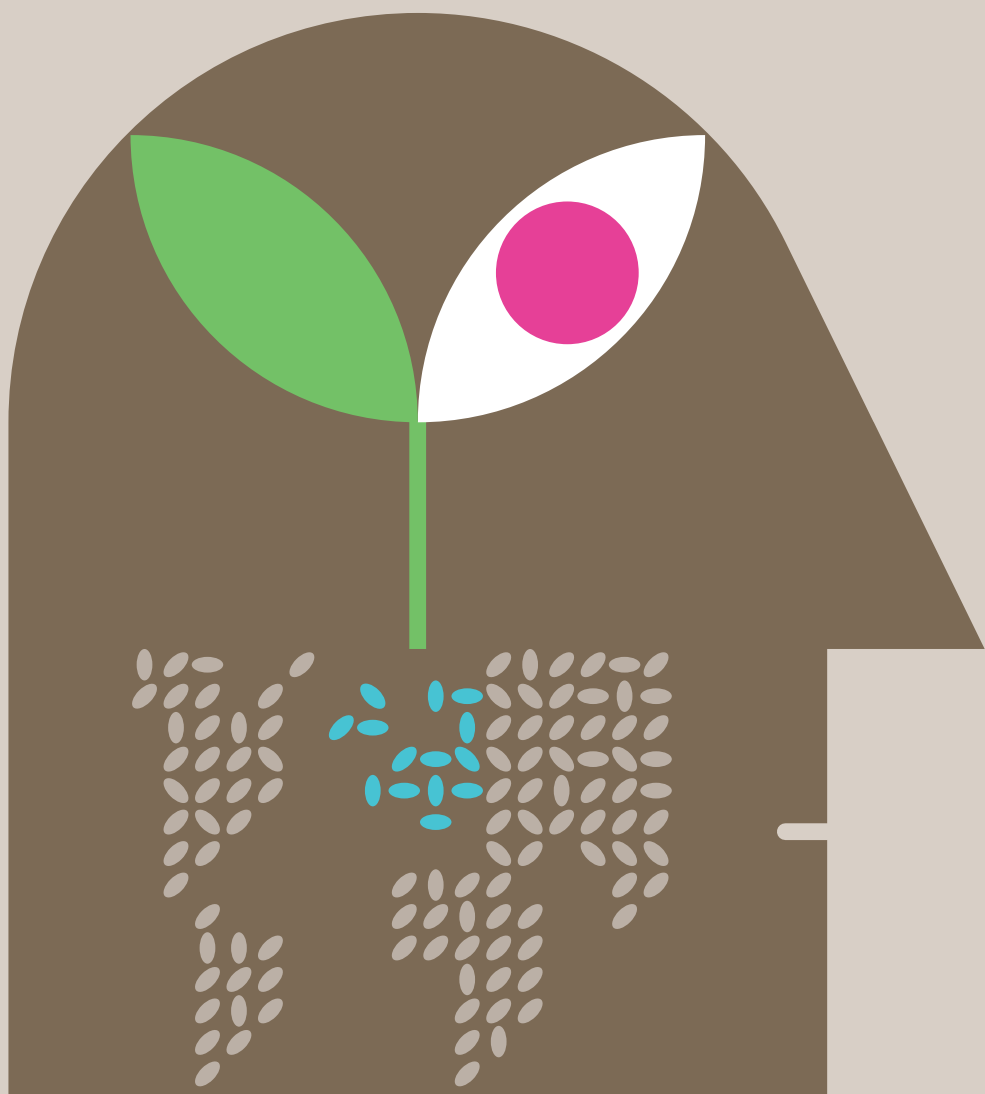


Report of the Unconventional Summit 2012



Celebrating the 10th Anniversary of the Network of European Foundations

Seeding the Future of Europe



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The Network of European Foundations (NEF) celebrated its tenth anniversary year by convening an 'unconventional summit' where we undertook to bring together seemingly unlikely allies for an open exchange on the future of Europe.

We wanted to celebrate our NEF anniversary by looking to the future: not in our lifetime have we in Europe been in such uncertainty about our political, economic, and social foundations. To overcome the current crisis we feel an urgent need to identify and to nurture our common values and key priorities.

The NEF Anniversary Project brought together opinion and policy makers, civil society, citizens, and innovators in fields from science to architecture to the performing arts to find creative ways to change 'crisis thinking' into 'future thinking'. One of the objectives of the summit was to gather as many different perspectives as possible and to bring together so-called 'insiders' – those working within the institutions, making policy, or influencing decisions – with 'outsiders' – those outside of institutional systems, who are actively and positively exploring other ways forward. We designed the summit in this way because we believe that if we keep talking to those we know and those who hold the same opinion as we do, we will never find a courageous way forward.

NEF is an operational platform established to develop projects or initiatives between foundations and other private and public partners on a European level, and mindful of the role of Europe on the global stage. Not all NEF members work on every project, but this one – celebrating NEF's ten years – galvanized all of the NEF members. Solutions to the complex issues of our times and systems change can happen only if the challenges are faced head on with many thinkers and doers.

The fifty delegates reflected diverse perspectives – activists, artists, scientists, economists, lawyers, community leaders, policymakers – and there were European thinkers of all ages, the majority of whom reflected the generation of committed Europeans who have grown up in a relatively borderless world and live and breathe Europe every day.

NEF sees its role in finding ways to connect further the delegates and provide some of the nourishment – resources at the right time for ideas to flourish and open platforms for exchange.

The weekend at the extraordinary Stift Altenburg monastery in Austria was not a beginning – all of the delegates had been working on the challenges posed by the crisis in Europe and across the globe before they came – nor was it an end, but a milestone in a process. This was really evident on the last day when individuals committed to take ideas (seeds) that had come out of the summit forward themselves, alone or in small groups. Over two days the knitting together of people and ideas was palpable, and at the close of the weekend, ideas were indeed clearly owned and committed to.

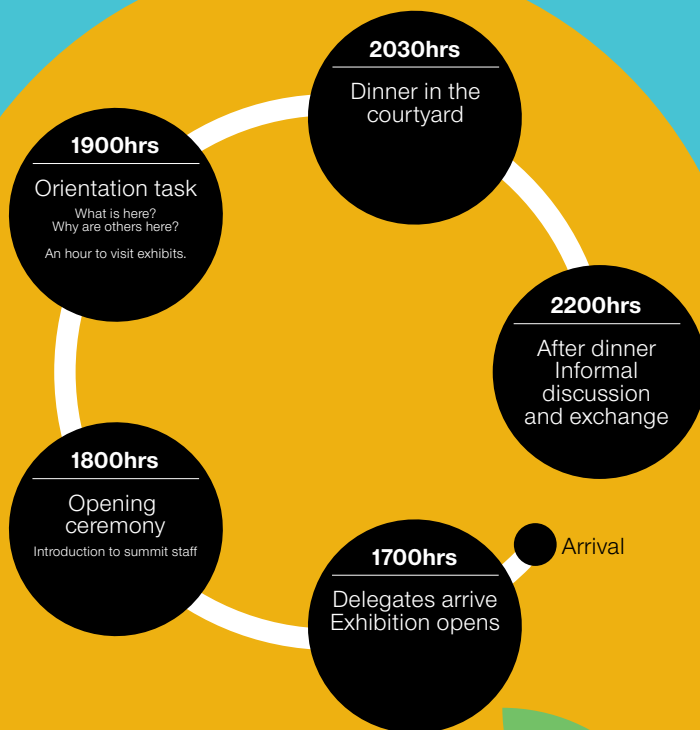
Connecting people and ideas locally across Europe and globally is a key first step in taking change-making to scale. Through its foundations' networks, NEF will also endeavour to foster links between the seeds of the summit and policymaking.





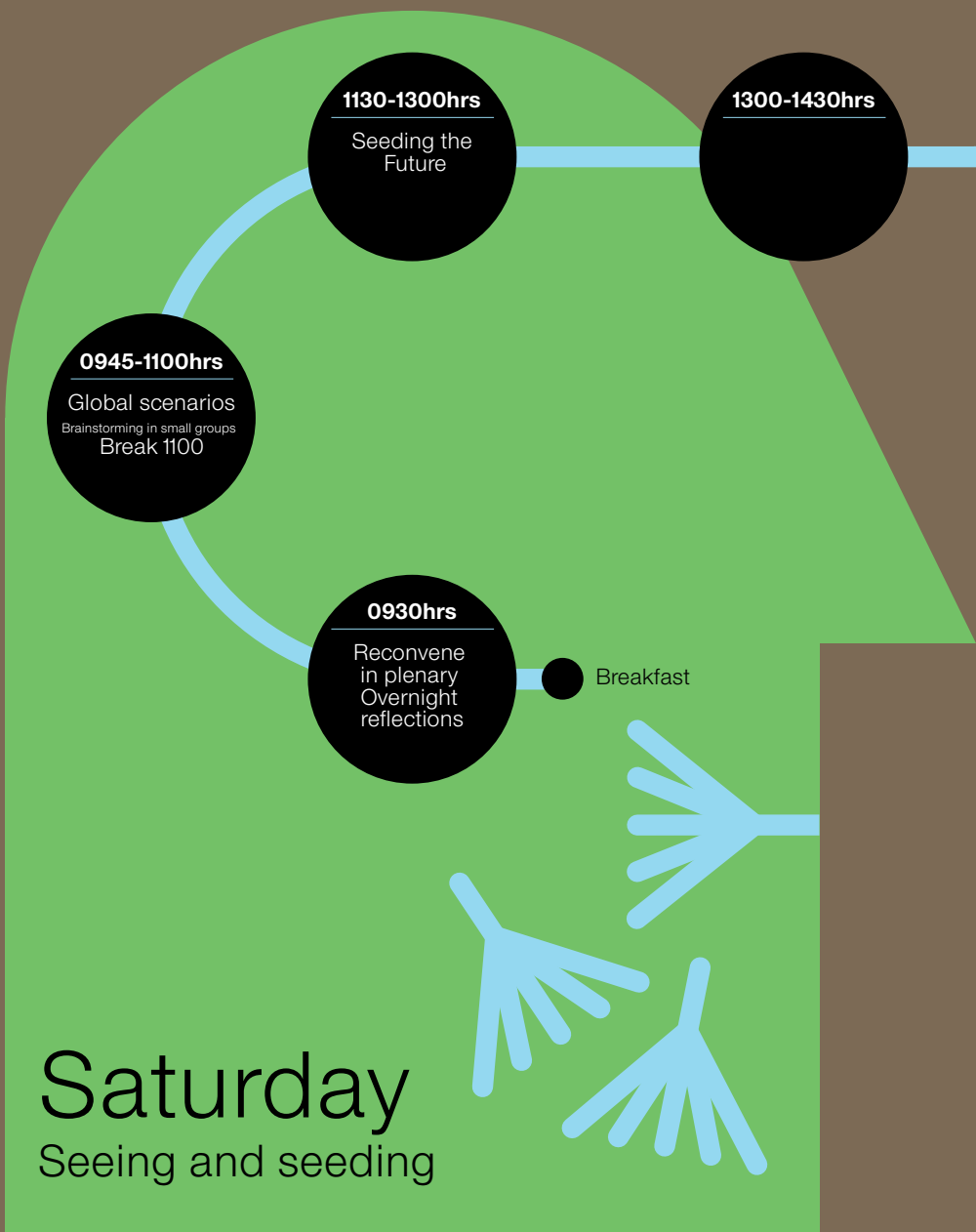
Bernard Van Leer Foundation (Netherlands)
ERSTE Stiftung (Austria)
Fondation de France (France)
Institusjonen Fritt Ord (Norway)
Körber Stiftung (Germany)
Charles Stewart Mott Foundation (USA)
European Foundation Centre (Belgium) observer
Fundação Calouste Gulbenkian (Portugal)
Joseph Rowntree Charitable Trust (UK)
Robert Bosch Stiftung (Germany)
Compagnia di San Paolo (Italy)
European Cultural Foundation (Netherlands)
King Baudouin Foudantion (Belgium)
NEF (Belgium)

Quotations contained in this booklet have been sourced from the interviews and summit discussions.



Friday

Preparing the ground



1430-1540hrs

Realistic visions
of Europe in 2030

Discussion and exchange
in small groups

1540-1630hrs

From value creation
to transformation

Discussion and exchange
in small groups
Break 1630

1700-1830hrs

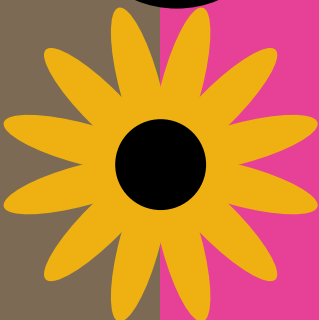
Seeding the future

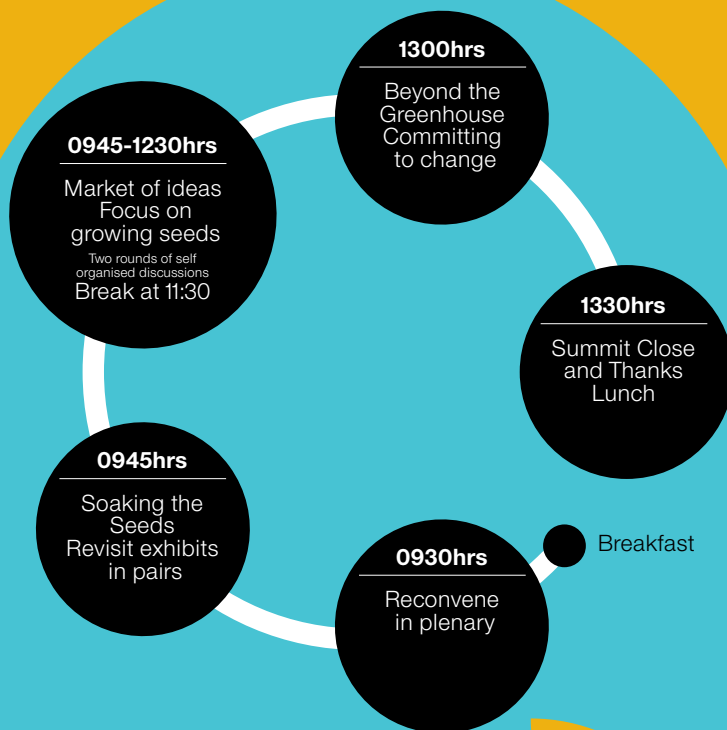
2130hrs

EuroSouvenirs
Live cinema
experience

1930hrs

Dinner in
courtyard





Sunday

Growing the future

In September of 2012, the Network of European Foundations (NEF) celebrated its tenth anniversary by hosting an unconventional summit on the future of Europe. Fifty delegates gathered at the Benedictine Altenburg Abbey in lower Austria to think, discuss, and, ultimately, to create and commit to specific 'seeds' – the beginnings of actions that could be nourished into a better future for Europe.

Before the summit, facilitators conducted in-depth interviews with participants and others to explore different perspectives, map key ideas, and source suggestions for interesting and relevant background materials. A selection of quotations from these interviews was also prepared for use in the meeting.

The summit itself was designed with no keynote speech, no power point slides, no formal presentations, and no panel discussions. The only in-depth, formal presentation was artistic: the European Souvenirs – a collaborative of five artists from five different countries – created, on stage, an improvisational 'mash-up' of sound and image archives from each of their cities. Instead of formal presentations, delegates were asked to work with different perspectives of time in order to come to a deeper shared understanding and to clarify what actions they could take that would really make a difference.

These perspectives of time were represented by three exhibits.

The *exhibit of the past* was designed to provoke ideas about the long and rich history of Europe and to encourage reflections about how our version of history shapes our understanding of the present.

The *exhibit of the present* was a room filled with perspectives, opinions, analysis, and projections. How should we relate to these contradictory interpretations of the current situation, and shouldn't we better start creating the future we aim for?

The *exhibit of the future* was a virtual greenhouse, empty on the first day, but populated with seeds – ideas for the future of Europe – by the end of the summit. Commentary was encouraged through the use of seven ‘animal cards’ that could be pinned on an exhibit or held up during discussion to express such ideas as “That’s a good idea for heaven, but too idealistic for earth” (bird of paradise card), or “That idea is immune from criticism” (sacred cow card).

Group work during the summit emphasized the value of learning with futures, initially by drawing on analyses of megatrends and existing sets of global scenarios to ask: given these alternative stories of the futures coming at Europe from the rest of the world, what do we need to be prepared for, whether we want it to happen or not? These discussions revealed big questions about the future of Europe. Common themes included: revitalizing democracy; addressing structural inequalities; rethinking economic progress; the possible marginalization of Europe on the world stage; the drive towards self sufficiency to avoid global conflict over access to resources; and the possibility of a return to a fragmented Europe.

Next, delegates created visions for Europe’s future, which incorporated five essential sources of value creation needed to ensure a healthy society: natural, social, intellectual, human, and financial ‘capital’. There was general agreement that the vision of the ‘peace dividend’ that had united Europe fifty years ago was no longer enough. Instead, Europe was seen to need a vision that differentiated itself on the global leadership stage from the US and China and at the same time empowered the diversity of cultures and societies within its borders. A strong and active civil society, more democratic governance, a new economic model, a better financial system, a pooling of defense, and an authentic model of human rights were featured in the new vision.

Delegates then moved from visioning to exploring what changes are needed to catalyze and secure progress. They identified seven fundamental transformations needed to achieve the progress towards this new vision:

- A common European Resources Policy.
- A better economic model and financial system.
- The effective realization and enforcement of human rights in Europe.
- A sound society, educated in democracy and diversity.
- A second peace dividend.
- The creation of a functioning European sphere of democracy.
- A reconceptualization of Europe's identity.

Following each round of discussions on the global scenarios and megatrends, and the European vision and transformations, delegates co-created new ideas and generated specific options – the *seeds* for growing the future of Europe – and reflected on what these new seeds needed in order to grow and flourish. And, in a concluding ceremony, many of the delegates selected a seed to plant and nourish in order to begin the journey from discussion to transformation.

In total seventy-eight seeds were created – with some seeds carrying detailed growing instructions and including many commitments and others requiring further development and the support of growers.

Whether these seeds are indeed nourished to fruition depends on the delegates themselves – whether they can maintain the momentum and continue the mutual support that was pledged at the end of the summit. Several of them expressed the desire for a website to keep up with the progress on individual seeds in order help each other in providing the structure (the 'soil'), resources ('rain'), and communication strategy ('sun') necessary for 'seeding' the future of Europe.

In addition to the many ideas and commitments that were generated by the summit, the Abbey itself and the warm hospitality that Father Michael and others extended to the delegates created an environment in which many new generative relationships and supportive networks were formed. These new networks of support may indeed be another enduring legacy of the summit.



Before the summit, the facilitation team interviewed twenty-one delegates and created an analytic synthesis based on eight major areas.

1. Motivations to Participate

The aim of collaboration and co-creation stood out from all identified motivation factors, followed by mentions about the European project being too good to fail and the search for a new vision and meaning of the European project. A certain curiosity about the engaging and innovative approach and a feeling of being honored to participate in an important project about the future of Europe was also largely shared by the interviewees. Several mentioned the chance to have an unusual summit, not just the same old discussions, and to take forward tasks and activities that could really make a difference.

2. European Metaphor

The interviewees mentioned a wide range of positive metaphors: Europe as a melting pot, a system at a crossroads, a soup that is good for the heart, 'heaven' – a place where everyone can go and live, a critical region of the world for anybody who is hoping for a better world, a provider of images of democracy, human rights, and multiculturalism, and a building that will eventually bring nation states into closer union. But Europe was also seen as declining, shaky, uncertain, not solid and ambitious as in the past, a scam or an unruly school class, a disaster waiting to happen. Europe was seen as 'half' – half integrated, half pregnant. Europe finds it difficult to speak with one voice and is at risk of tearing itself apart. One image was of the crowd of Eurocrats who hang around every Thursday on CÉPlace Lux, an in-crowd that is ultimately very detached from reality. These images and metaphors reveal the feeling of uncertainty in difficult times along with a loyalty to some profound values and principles of the European identity.

3. Crisis

A number of descriptions were provided about the current crisis, reaching from a consensus about the existence of an economic and financial crisis to a strong focus on the accompanying political crisis. There was a feeling of loss of political unity and that the EU today is too much focused on the economic dimension. However, crisis was also seen as challenge, providing the opportunity to grow and create better lives by opening up mature conversations about dysfunctions in Europe and then to remove or improve them. Finally, in a complex world, the crisis was often referred to as being multidimensional and interconnected: economic, financial, and social. Several statements about the “crisis of democracy” highlighted a lack of inclusive democracy between the big and the small countries and a perception that laws come from the bureaucracy of Brussels rather than from the people.

4. The Bigger Picture

A common perception of the interviewees was that the ‘European model’ – that is, a fair social and economic democracy – was very attractive. Also admired was the way Europe has pushed forward the integration project over the last decades. Europe was seen as a diverse cultural space with a lot of soft power. Its focus on humanitarian and cultural values contrasts favorably with the hard-fact politics of other world powers. However the EU does not always do as it preaches – for example, its agricultural and trade policies are inequitable vis-à-vis growers and producers in developing countries. Originally, people understood the ideas of a peace project, but this is now less relevant for younger generations, and there is no new vision of what it means to be European. Interviewees also felt that the public is not defending or standing up for Europe – the politicians are the only ones who defend it. This reticence is fueled by complacency (“Europe won’t vanish”) and an almost exclusively ‘economic framing’ of the European project. The root cause of Europe’s inertia, interviewees felt, is a lack of obligations and responsibilities for the citizens of Europe – there is too much emphasis on ‘taking’ in Europe, and not enough on giving back to the system.

Even though Europe is no longer the center of the world, with a pressure on new power politics tending towards more collaborative models, it is expected to keep playing an important role in the world. While the US and China might see Europe as irrelevant, developing countries expect Europe to cooperate with them and help with their development processes. There was a feeling that democracy in Europe is shifting to dominant players, and away from consensus-making as a democratic process. The European Institutes are critiqued regularly. The political institutions of the Union have lost touch and show scant regard for what citizens want. If referenda do not yield the desired result, they are simply held again. The Commission has no accountability towards its constituencies. The Parliament is powerless. Europe's greatest contribution is its framework for tackling issues such as equality, and social justice.

“Nobody stands up and tries to defend Europe in a proper way.”

“Civil society is in crisis as well. It's not fit for purpose.”

5. Distinctiveness

Over the last fifty years (except for the Balkans, which should serve as a lesson), Europe has existed peacefully. The European integration process itself has also brought some very practical advantages for the Europeans: freedom of movement for goods, persons, services, and capital, a common European currency, and economic integration. Europe is widely seen as still too much divided, but the political integration is expected to catch up with the economic integration that has already moved forward. There is also a vast gap between the European standard of life and rights of Europeans and the very strict immigration laws that denies these rights to other people. Many of the laws are applauded as bringing progress across all the EU states, particularly in terms of standards of living, but there were stories of regulation being taken to extremes.

“We have unprecedented fiscal consolidation and freedom of movement.”

“One of the biggest challenges is to recreate trust.”

The ability of the European model and European funding, particularly the European Structural Fund, to build up the infrastructure of new member states was greatly applauded. Europe has developed a unique social-economic model that combines economic and market-based views with a sense of social purpose and morality. But the gap between rich and poor has also widened under this model in almost all European countries. Finally, Europe is still seen as an important player in the world, and education, culture, and art are seen as important pillars of Europe's distinctiveness. While Europe has a positive influence around the world, it is also sometimes seen as a cash cow, and its protectionist agricultural policies distort world markets. An important issue involved the challenge of European identity versus the cherishing of differences. To what extent do national cultural identities have to adapt to a common European identity?

6. Visioning

Most interviewees expressed the desire for stronger European integration and the dream of an intercultural and socially peaceful Europe. A 'dream Europe' included images of a completed and attractive Europe, a resilient Europe able to adapt to different external conditions, a collaborative Europe moving towards a republic of ideas instead of a republic of people, an ethical Europe willing to stand up for its beliefs, an economically strong Europe being a major world power driven by soft power, a sustainable Europe becoming a world leader for renewable energies and sustainable business practices, and a fair Europe where all children have the same educational and life opportunities. Important enablers of this better Europe include the common currency, transparent and legitimate EU institutions, a power balance between big and small countries, and the patience and persistence to move the European project on over a long period of time. Major constraints for this better Europe were seen as a lack of transparency in European decision-making and a hypocritical attitude of national politicians with regard to the European Institutions.

When interviewees spoke about what they would like their generation to be remembered for, they shared some common elements. They wanted to be a generation who did not mess up the project of European integration when faced with crisis; a generation that is inspired by the dream of a better future, but also realistic in terms of accomplishments; and a generation of active shapers, with the capacity to develop a model that takes people's interests into account at any moment, using the internet as an important lever (crowdsourcing, collective intelligence, micro politics, etc.).

7. Seeds of Change

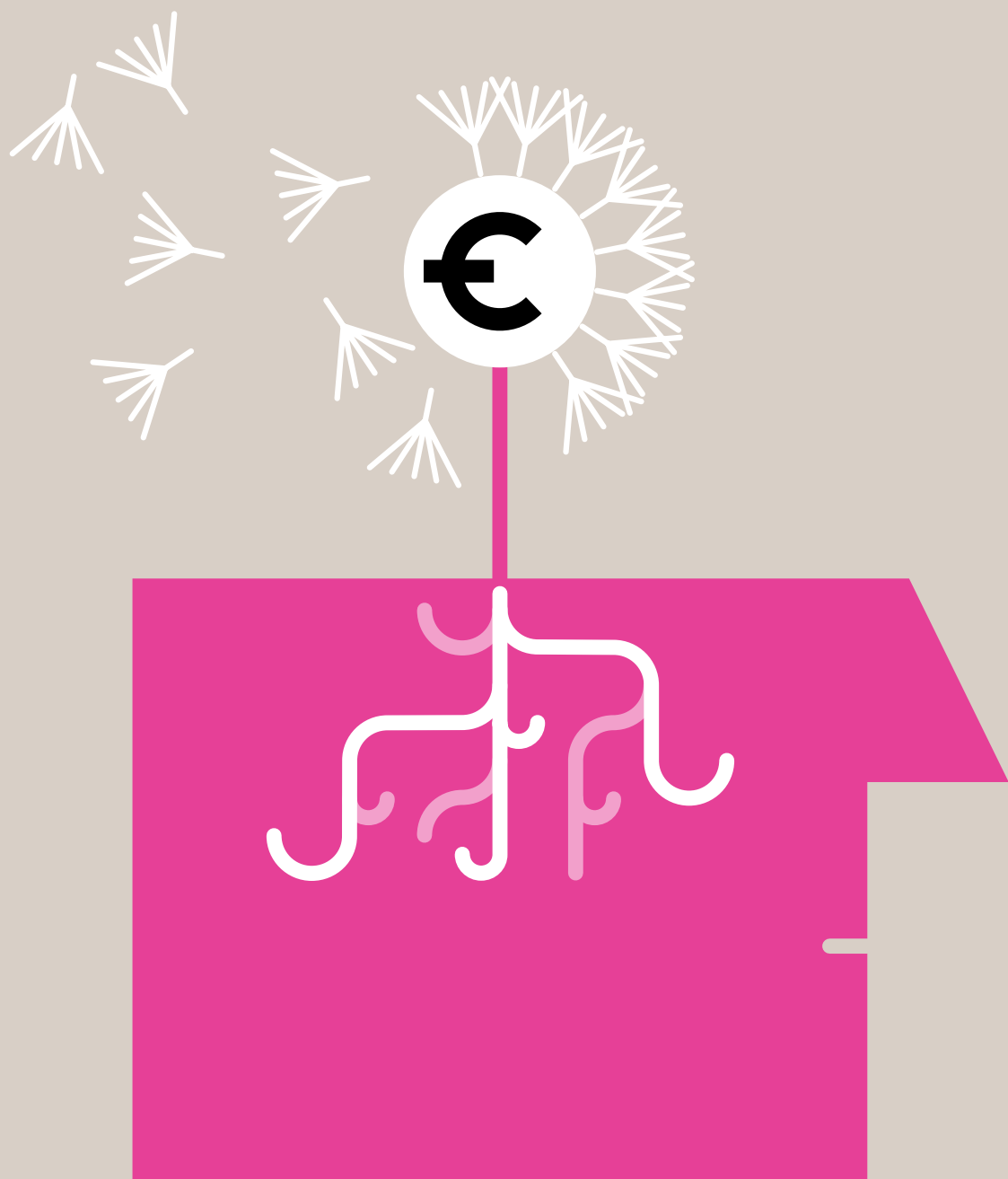
At this stage, the most important seeds for change dealt with investment in innovation and education, the rediscovery of European strengths, injecting more pride in the European identity, and changing the way priorities are set through more and better dialogue and mutual understanding. Interviewees also mentioned political action, such as the increase of democratic legitimacy of EU institutions through the election of an EU president, the empowerment of the ECB, a better monitoring of the national transformations of European standards, and a more transparent decision-making process. Grassroots initiatives included the set-up of a 'Cultural Greenpeace' and the use of open data to create a more transparent democracy from bottom-up. One proposal that was much discussed in the summit was the introduction of educational curricula, including the history of diversity and respect for minorities as well as knowledge about the European project to learn the basic European values and principles in an intercultural way. Other proposals dealt with immigration, religion, pension schemes, and retirement, among others. There was a general consensus that both European leaders and citizens at the grassroots level must be in charge of bringing these changes forward.

8. What Does Success Look Like?

Finally, interviewees were asked what success for this NEF project would look like. The two main answers were the identification of real and concrete actions to move forward in building a better Europe and the definition of a message that would be transferred to people in power after the summit. Secondary but important elements of success included the opportunity to use the NEF network as a creator or weaver for good teamwork, to meet interesting and inspiring people, and to make a personal contribution to a project that is of great importance to all participants.

“We do not need a small elite, but a broad and strong population that is able to think for themselves.”

“Our mind-set at present is fear.”



The first task of delegates was to visit two exhibits: the Museum of the Past and the Museum of the Present. The exhibit of the past was designed to provoke ideas about the long and rich history of Europe and to encourage reflections about how our version of history shapes our understanding of the present. The exhibit of the present was a room filled with perspectives, opinions, analysis, and projections.

These exhibits gave delegates the opportunity to take a step back and rethink present options by exploring Europe's diverse and long history and various alternative futures that are currently being presented through news and other media.

In addition to exploring how the political map of Europe has changed over time, the exhibit of the past displayed word clouds of seminal texts in Europe's road to democracy, that is, visual representations of the most frequently used words in texts such as the Magna Carta, the 1789 Declaration of the Rights of Man and of the Citizen, and the Charter of the Fundamental Rights of the European Union.

The exhibit of the present contained a selection of existing reports and a forest of information – including recent books on the future of Europe, editorial cartoons, stacks of editorials and articles, video presentations, images, and analytical reports. Similar to the room of the past, this exhibit also featured selected quotations from the interview phase. The exhibition was designed to encourage open and generative conversation among the delegates during their first meeting of the summit. In this sense, the room of the present also reflected what the delegates themselves brought into the summit.

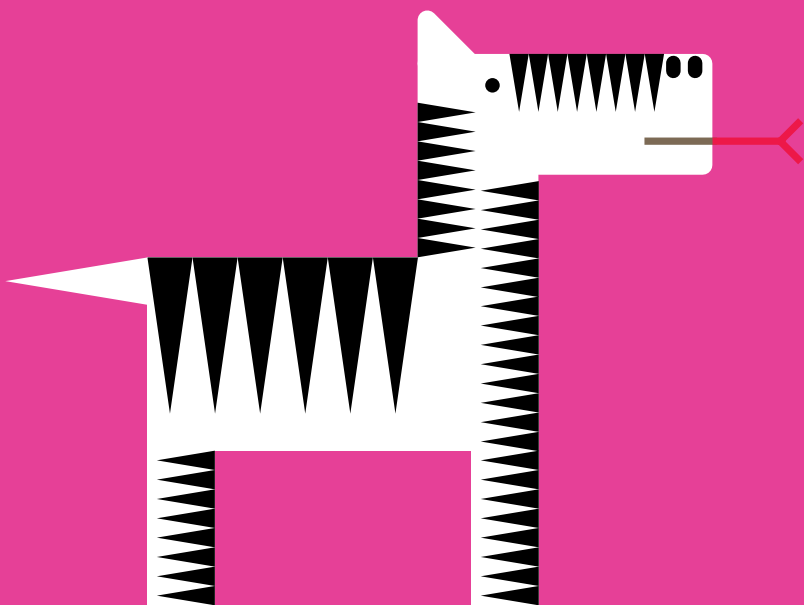
The rooms of the present and the past provided an opportunity for the delegates to meet each other and engage in first conversations facilitated by the rich pictures, artifacts, movies, and reports in these spaces. They were also asked to explore two key questions: What is here? Why are others here? After visiting the exhibits, delegates had the opportunity to visualize the answers to these questions on dedicated graffiti walls with the support of our graphic recorder.



Reactions to the exhibits and commentary was encouraged through the use of seven 'animal cards' that could be pinned on an exhibit in one of the museums or held up during discussion to express such ideas as "That's a good idea for heaven, but too idealistic for earth" (bird of paradise card), or "That idea is immune from criticism" (sacred cow card). The cards, like postcards, contained an illustration on one side and space for writing a note on the other. The eighth card was an 'Aha!' card used to mark the birth of an idea – a 'lightbulb' moment.

The cards worked as catalysts for conversations and provided a way for delegates to respond to exhibits and sometimes to speakers.

Following is a sampling of statements on cards and where they were used:



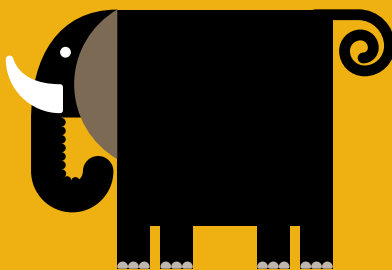
**Bird of Paradise –
an idea that belongs in heaven, not earth**

"Nothing in between us and 2050
but world peace?!" (on a poster of Euro
2050 scenarios).



**Elephant in the Room –
an obvious truth being ignored**

"Convenient history – insist on the Roman
Empire as first definition of united Europe,
and ignore the major presence of Islam
in European history (Spain)" (on poster
of the political evolution of Europe).



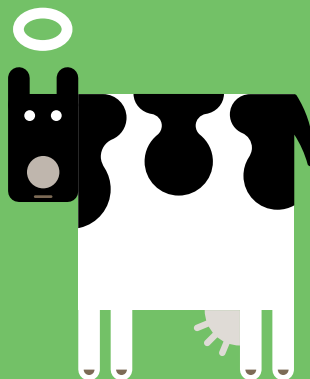
**Hobby Horse –
an argument habitually advocated**

"It is always easy to criticize without
knowledge of all the aspects of the topic"
(on interview quote "The people are
smarter than their leaders").



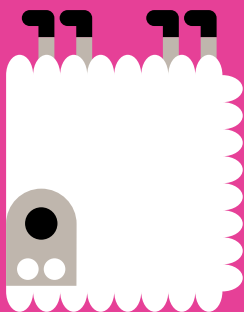
**Sacred Cow –
an idea immune from criticism**

"What does a European look like?"
(left as a general comment, not attached
to a specific poster)



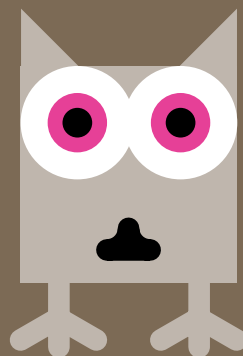
**Sacrificial Lamb –
something given up for the common good**

"The Roma!" (left as a general comment in the Museum of the Past).



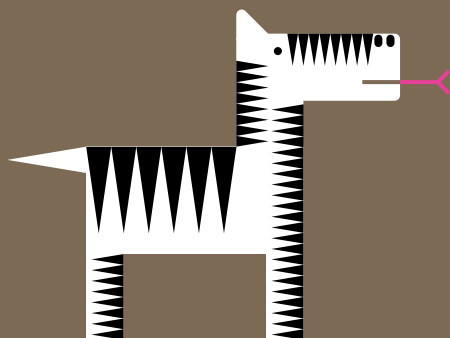
**Wise Owl –
an existing and valuable idea**

"How can we work to a common framework when the 'US' and 'them' defines how Europe sees itself?" (general comment).



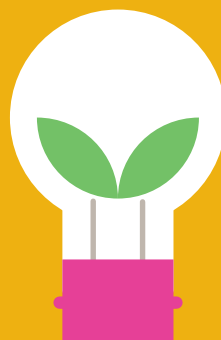
**Zebra –
a politically incorrect idea**

"Can Europe move away from its 'growth' focus?" (on poster of the Health and Growth Scenarios in the Room of the Present)

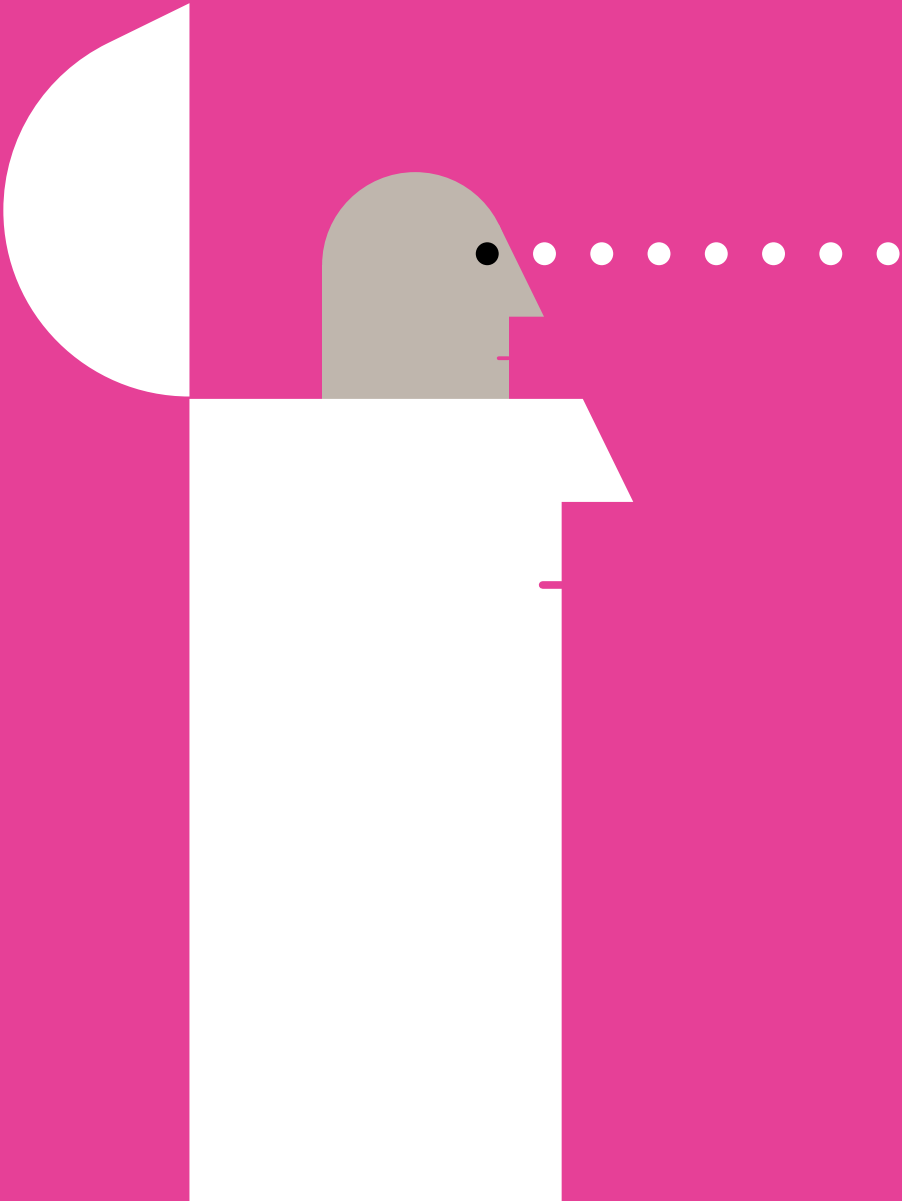


**Lightbulb Moment –
the birth of an idea**

"Let's work together, with, not against or competing with China / India / US." (on the interview quote regarding the wealth gap, "How soon before Chinese and Indian incomes reach that of the OECD?")



“Young people are stereotyped and powerless. They have no voice in shaping the future.”



Group work during the summit emphasized the value of learning with futures, first by drawing on analyses of megatrends and existing sets of global scenarios to ask: given these alternative stories of the futures coming at Europe from the rest of the world, what do we need to be prepared for, whether we want it to happen or not? What seeds are needed to ensure Europe can flourish in a new global context?

Three groups – about half the delegates – looked at existing long-term scenarios, adapted from *The Oxford Scenarios: Beyond the Financial Crisis* and discussed what seeds of change would help prepare for the future in each scenario.

Growth scenario description

In the *Growth* scenario, the economy comes first. Complex technological systems, such as banking and financial services, are managed by experts. There is a strong focus on using markets to enable nature resource management. The links between the real economy and natural and financial capital are acknowledged. Local and global markets and pricing mechanisms for carbon, water, and other natural goods and services flourish. Huge gains in efficiency and productivity are secured, which pushes back the peaks of oil, carbon, and water. But markets and prices alone do not always ensure everyone gets a fair share or that the physical limits to Mother Nature's store cupboard are respected. For long periods the top-down control mechanisms of *Growth* deliver social and economic stability, but recurring bubbles and crises occur, and periods of turbulent and volatile change cause havoc for the least resilient in societies across the world.

“Our trade and agricultural policies are taking a lot of opportunities away from developing countries.”

“The ultimate nightmare scenario is ending up as we were in the 1930s.”



Health scenario description

In the *Health* scenario, policy-making acknowledges that much is unknown and unknowable, which limits human capacity to control the future. More inclusive and adaptive governance mechanisms are sought to deal with recurring surprises and crises. In the search for resilience, social domains, not just physical resources, are explicitly considered. *Health* recognizes the trade-offs between the scale of the economy and democracy, and between productivity and wellbeing. The ecology is seen as deeply interconnected with both the economy and the social realm and is no longer treated as an externality. Institutional innovation and the evolution of social norms are recognized as change agents alongside the usual economic and technological levers. This is a world where experiments are encouraged and seen as a way of learning with futures. A consequence is that while fairness and social equity are prized as values, it is often not possible to deliver these, as events and policy experiments unfold. *Health* has more ongoing volatility than *Growth*, but fewer large discontinuities such as wars or financial collapses.

Although it was acknowledged that both scenarios were equally plausible, delegates expressed a strong preference for *Health*, and many seed cards were generated in relation to this scenario frame.

The remaining four groups created scenarios in response to six megatrends proposed by the facilitation team based on preparatory research:

- 1. Natural resources** – More people with more wealth are increasing pressure on natural resource availability. The prices of water, climate capacity, metals, oil, and food become more volatile as demand and interconnections grow. Issues of equality of access, of rapid fluctuations of scarcity and abundance, and of the management of global commons become increasingly visible and poignant. Who wins and who loses?

2. Rising inequality – While rapid growth in developing countries is starting to narrow the gap between the rich and the poor, within most societies, the gap is widening to levels not seen since the 1920's. There are two reasons why the rise in inequality is a problem: one is that rich economies seem to provide disproportionate and growing returns to the already wealthy; the other is that inequality may literally be making people miserable by increasing stress. Is this a Gini we can live with?

3. Population shifts – Although 'peak child' is now behind us, the world population of humans will continue to grow up to 9 billion. Underlying this growth in numbers, significant shifts are occurring: a greying population will create different societies; more than half now live in cities; the number of obese outnumber the underfed; female infanticide is creating dangerous imbalances; women are doing better across the board in education; Africa will be young. How will these shifts play out?

4. Third industrial revolution – The digitization of manufacturing will transform the way goods are made; now a product can be designed on a computer and 'printed' on a 3D printer, which creates a solid object by building up successive layers of material. The internet and cell phone location data have fathered Big Data that is only starting to be mined. Distributed power technologies, led by the German-funded cost breakthrough of solar PV in 2015, will change the dynamics of energy globally. Where will benefits accrue?

5. Social norms – Social norms are not fixed – increasingly, we understand how they evolve and emerge through contagion and network effects. Perceptions and valuation of the local, of green, of religion and spirituality, of happiness, of material wealth, of privacy, of solidarity are all liable to change in unexpected and unforeseen ways. Will social networks provide a new speed of the spreading of social norms? Will social norms be constructive and sufficiently stable, or will new connections also increase their volatility?

6. A polycentric world – Connected and more diverse centers of power call for new governance systems. Developments such as the rebound of India and China after centuries of absence as dominant world players, the emergence of the European Union as an innovative structure, the challenge of global institutions like the UN, WIPO, or WTO to deal with global issues like climate change, nuclear proliferation, or hunger open doors to new ways of governing. What new structures will emerge and be effective?

In addition to these six drivers, one of the groups added seven additional drivers: climate change, social divides, energy, new agents, technology, geopolitics, and governance. This group created two scenarios, *BAU* (*Business as Usual*) and *System Revamp*.

BAU

Enabled by new social media, existing institutions become better regulated and more transparent. Business and government collaborate to drive R&D, and sustainable energy becomes a reality. Social divides remain, but as all boats rise, their impact is lessened. Recognizing the opportunities and needs in Africa and the ambitions of China, Europe begins to engage and invest. The success of tech innovation drives education to deliver higher-level and more relevant skills.

System Revamp

Increased and enforced delivery of well regulated transparency regimes and open access to information increasingly reveal that existing institutions are not fit for purpose. Using the convening power of social media, grass roots movements increasingly develop alternative institutions and 'new agents' that are self governing and accountable to their constituents. Global issues, such as climate change, cannot be addressed by the old institutions that have lost legitimacy. Instead, a number of local initiatives coalesce to deliver progress.

The second scenario group did not name their scenarios, but used the same descriptor in one of their scenarios that the first group had used – “business as usual.”

Scenario 1

This is a world of imbalances (often artificially maintained) with “business as usual” – more or less a linear extrapolation of today. Europe’s stature is diminishing vis-a-vis rising powers in the east and south, but Europe itself still continues to benefit from global growth. There are new migratory patterns (for example, from Spain to South America) and a redistribution of cultural power – for example, the Anglo Saxon dominance of education begins to fade. Natural resource constraints lead to conflicts.

Scenario 2

This is a world of balances with alignment of global middle class aspirations and progressive erosion of BRIC comparative advantage, while the US hegemonic position begins to unwind. Under natural resource constraints a regulatory level playing field is created in the fiscal domain. With dwindling migratory flows, Europe falls back on its own resources. In this world, also, there are major changes in global governance.

The scenarios created by the third group echoed the themes found in the first two groups as well as mirroring the *Growth* and *Health* scenarios in many respects:

A Free Market Rules

This is a world of a Darwinian “winner takes it all” ideology. Individual achievements are valued, with entrepreneurship and innovation encouraged through financial motivations and material rewards. Globalization of manufacturing continues. While there is a digital revolution, there is no third industrial revolution. With fossil energy remaining an Eldorado for multinationals, sustainable innovation fails. Rather than a world of greening growth, natural resource extractions are enhanced.

“We overdo the significance of China and India as engines of growth – they’re clearly important, but most of our trade is within Europe itself.”



The growing populations in Africa and Asia remain dependent on fossil energy. Europe's growth, meanwhile, is sustained only by heavy immigration, with socio-cultural impacts. It remains a world with continuous tension between conservative, socio-democratic, and liberal movements and with a highly fragmented worldview.

A Balanced Socio-Economic Model Prevails

In this world, with its decentralized structure, a more balanced social and democratic model prevails. Natural resources are understood to be finite, and the state has a role as mediator and regulator. The combination of a change in social norms and digitization leads to the development of more freedom and a participatory culture, and access to information is defined and understood as a human right. Transparency is a shared value and organized in a way that allows people to process and capture information relevant to their lives. Africa takes advantage of its natural resources and young population through a partnership approach that fosters innovation and sustainable energy use and production. Developing countries shortcut an irresponsible growth and development cycle based on the extraction of fossil and other natural resources by pushing directly into a period of green growth through sustainable innovation. This world is characterized by a better understanding and interplay between States and citizens using direct and open democracy tools. There is also high legitimacy for activists, NGOs, international organizations, and other non-state actors. This is a world based on partnership, trust, and creative leadership, with a high level of participation at all levels of society.

The fourth group produced one scenario and a manifesto.

Scenario 1

In this world, Europe as a monolithic block breaks up into competing zones, including Benelux, Iberia, and the Nordics. There is a new economic and cultural geography and a new hybrid, highly competitive, asymmetric, and fragmented European reality.

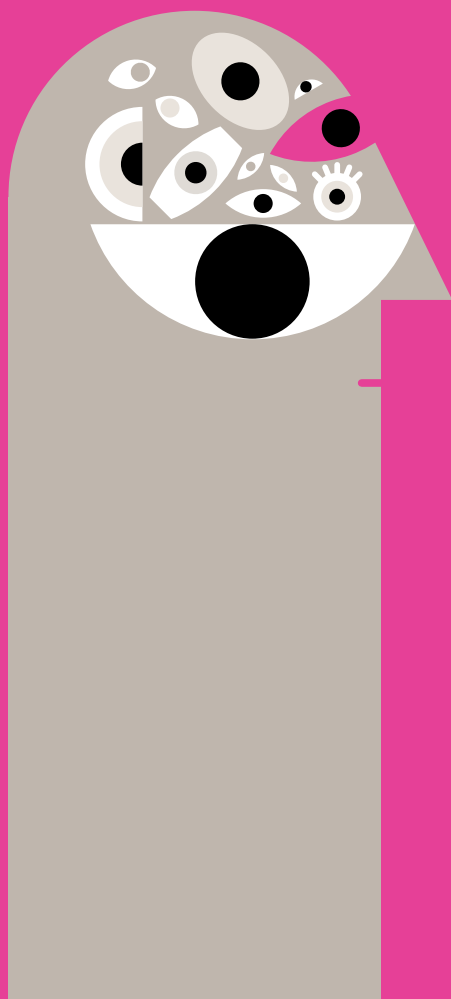
The Marx / Monk Manifesto

Is there a way to change the current situation in which the economy dictates the politics and the culture? By re-introducing the concept of the class struggle and the commons, we may change the industrial power plays.

In a second step, all groups developing scenarios from global drivers of change generated a number of seed cards in relation to their respective scenarios frames that were placed into the greenhouse.

These broader landscapes of the future global context in which Europe will survive or thrive revealed big questions about the state of Europe today, which extended well beyond the focus of concern about the economic and financial crisis and indicated a sense of shared concern about the deeper foundations for a pan-European society:

- Democratic deficit – Europe as an elite project.
- Loss of trust in big institutions.
- Too much emphasis on material wealth as 'progress'.
- The intrusion of property rights into the everyday life of citizens.
- The possible marginalization of Europe on the world stage.
- A lack of self sufficiency, resulting in global conflict over access to resources.
- The possibility of a return to a fragmented Europe.



Exploration of the global context for the future then led to work on creating a vision for Europe. Discussions touched upon the historical foundations of the 'peace dividend' that initially united Europeans. Delegates felt that a new vision that goes beyond simply preventing war is essential to unite Europeans for their common future. The model of Europe as an economic convergence machine did not inspire many delegates – instead, many conversations touched upon the need for a new myth of progress.

As delegates worked on their vision for Europe, they appeared to agree that the European vision would differ from the American Dream, with its spirit of radical freedom, and would differ as well from the pursuit of material wealth that characterizes emerging economies.

Using five different sources of value creation – natural, social, intellectual, human, and financial – delegates listed elements that would characterize a positive vision for Europe.

Natural

Green growth leading to being a leader in sustainability; responsible use of natural resources; promotion of renewables and energy efficiency; access to global resources; a low or zero carbon economy; the capacity to be climate-change proof; clean air; good food; preservation of biodiversity and landscapes; energy self-sufficiency through renewables; drinking water reserves; sustainable management; investment in biodiversity; the establishing of a process for mediating conflict; an EU policy that would take into account our depleting natural capital; green technologies; local production and consumption; a flourishing Europe that lives within environmental means; greater equality.

Social

Rediscovery of community; no more exploitation of Europe's unpaid labor; the development of Europe's diverse cultural heritage; demographic balance; openness to newcomers; smart cities; public debate; egalitarian meritocracy; ethics-based politics; 'one voice' in foreign and financial affairs; a functioning polycentric governance; a new social contract for Europe – from an economic-based union to a value-based Europe; tolerance for diversity; more open government; locally and globally connected communities; strong and active civil society; genuine subsidiarity; neighborliness; people engaged and included in thinking about Europe; people comfortable with and appreciative of cultural diversity; social values basis for policy decisions.

“The European Union has created a voice even outside of the EU for social justice, global equality, and environmental sustainability.”

“Democracy is made by words and also open data.”

Intellectual

Encouragement of knowledge sharing; global leadership in governance institutions; encouragement of open source initiatives; encouraging the building of a research community; much more open access to knowledge and new ideas; more invention and discovery; better renewable energy and waste technologies; free access to a universal knowledge database; free quality access to education; free access to information; the best schools; unconventional educational networks; a global mindset; mastering complexity; more equality of access to education; education that promotes creativity and divergent thinking; better promotion of excellence; recognition of knowledge coming from the interaction of diverse cultures; a knowledge base that supports experimenting with new models of education.

“One way to get out of this crisis would be to look at all the things we have that are very beautiful and very European and that hold us together.”

Human

A family friendly environment; best work-life balance; human rights and equality of treatment; quality equal healthcare; gender equality; a democratic culture; ethics and professional development; new roles as an international partner; a high trust society; a global hub of education; more equality of distribution; maximum opportunities for young people from all areas and immigrant populations; better language skills (mother tongue plus two) leading to intercultural competence; enough strategically useful jobs; enlightenment rationality and intellectual curiosity; tolerance and equality; a different education system that promotes values and human flourishing; a higher value placed on a diversity of human capital and promotion of that value; equal access to education; freedom of movement; support of entrepreneurship.

“The long-term vision is completely evaporating. The short-term pain is the only thing people can see.”

“Interdependence isn’t a guarantee of peace.”

Financial

A single European marketplace; Euro-diversity; accessible financial capital; money seen as the tool to organize our time and resources; trustworthy and stable financial system; credible and harmonized regulation; transparency in financial services; genuine entrepreneurship and creativity; responsible finance and micro finance; a re-design of 'capitalism'; more integration of financial policies; green growth; more equality of distribution; sustainable growth served by financial institutions; put an end to the speculative economy in which value is floating, fictional, and volatile; smart capital controls; co-operatives; venture capital; environmental taxes; abolishment of tax havens.





To move from visioning towards a shared sense of a more concrete and systemic model of value creation, the delegates explored the realistic, fundamental transformations involved in catalyzing and sustaining progress. Delegates started by pondering seven questions derived from an analysis of the initial interviews:

1. How can we, as citizens, take ownership of Europe's governance?
2. How can we give the peace dividend a second lease on life?
3. How can we turn Europe into a globally recognized model for human rights practice?
4. How can we put a real, sustainable, equitable economy at the heart of Europe?
5. How can we create a European society that truly thrives on diversity?
6. How can we position Europe as a global leader in new knowledge and ideas?
7. How can we make sure that Europe plays a significant role in stewardship of the world's resources?

The vision revealed seven transformations that are fundamental in uniting Europeans for a common future:

1. A common European Resources Policy

Interaction between various stakeholders is key, but there is no clear model about how to promote collective decision-making around complex challenges.

2. A better economic model and financial system

We need to change the assumption (or myth) that there is no alternative to the financial system we have. We need a new system that values not just economic growth but other aspects of value.

“I can go anywhere in Europe, and there is something about the values that make you feel like you are part of this, like you know this place, even if you've never been here.”

3. The effective realization and enforcement of human rights in Europe

Our aspiration is that Europe becomes a model for human rights for the world. We need better human rights education for all citizens, and we need to create an independent human rights body at the European level. We need to expand protection rights beyond the workplace to other areas such as housing.

4. A sound society, educated in democracy and diversity

We need to become more deeply integrated, but while doing this, we don't want to lose national and cultural richness.

“If we frame the European Project as only an economic project, then it’s quite logical in a downturn to say, “Get rid of it!”.”

5. A second peace dividend

We need to spend less on defense and to pool our resources, but we also need to reframe the idea of peace as something beyond just the absence of war.

6. The creation of a functioning European sphere of democracy

In this new sphere, openness and transparency as well as individual ownership of data, are key.

7. A reconceptualization of Europe's identity

Europe is still young – we are still very influenced by our national identities even though we know we need to go beyond them so that we thrive on diversity. The current lack of transparency leads to distrust of leaders.

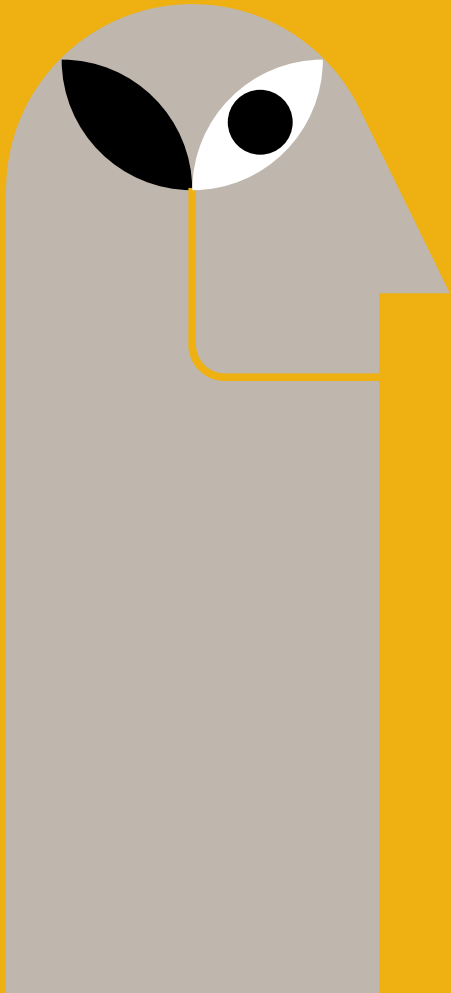


We see elites protecting systems ordinary citizens no longer believe in. We're caught in a global growth paradigm we don't feel aligned with and that seems to operate counter to our own sense of values. We haven't yet met the challenge of articulating a European values proposition despite clearly sharing common values.

Each transformation discussion provided the catalyst for seeding the future of Europe and resulted in a number of seed ideas ranging from a European Ministry of Culture and schools for creative democracy to a pan-European observatory of migration to collect data.

“Europe is the only place where people aren't making plans for armed conflict.”

“We don't have the infrastructure to engage people in the European Project.”



Throughout the summit, the delegates created a number of individual seed cards as well as group seeds for collaborative projects – seventy-eight in all. Delegates were introduced to three modes of seed creation: *coding*, *hacking*, and *mashing*.

Coding involves elements of reinventing, refining, or enhancing the existing codes of conduct of an established system or organization, or questioning existing principles or rules by proposing new, more transparent, more inclusive, more effective, or fairer codes. (An example given was the establishing of the Global System for Mobile Communications [GSM] standard throughout Europe.)

Hacking involves breaking into an existing, encrusted system, accessing spaces by circumventing traditionally closed systems, or using an anti-authoritarian approach to drive change without formal legitimization. (Jean Monnet, one of the founders of the European Coal and Steel Community, which later developed into the EU, was a citizen with no formal government office who worked behind the scenes for closer unity.)

Mashing involves the combination of different existing or new ideas under specific conditions into powerful initiatives or projects that contribute to aspired changes. (After its War of Independence, the newly created US paid off its foreign debts as a single nation rather than as a federation of states – which meant that wealthier states, which had no debt, assumed the debts of poorer and more profligate states.)

The seeds for the future of Europe created by the summit can be grouped into four categories:

1. Reframe

These seeds focused on the development of new narratives about wealth, wellbeing, consumption, corporate citizenship, leadership, solidarity, and national and European identity.

2. Reconnect

These seeds emphasized rebuilding trust in democracy, rediscovering European values, revitalising the peace dividend, and reinforcing European identity.



3. Unify and harmonise

These seeds included projects to harmonise member states in terms of governance capacity and economic performance, to harmonise policies, tools, and rules to eradicate criminal practices, and to reinforce human rights practices and solidarity mechanisms.

4. Create degrees of freedom

These seeds sought ways to reinforce EU democracy, educate to empower, reskill consumers, provide open access to information, create transparency, secure citizen ownership of key public infrastructures, enable responsible immigration, leverage cultural diversity, and spur corporate innovation.

“Ideas ranged from the micro to the macro.”

“Europe has the resources and the capacity to grow the things it needs.”

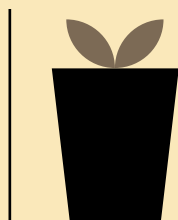
The European value proposition is about diversity, inclusivity, social creativity, and caring. The picture that emerges is the desire by summit delegates to make European society more open and humane. There is a strong distrust of big institutions and, based on the seeds, most have lost their belief in the capacity of current institutions to be a force for the common good. Delegates made scant references to the business world and the power of innovation and technology. Not even the 'green economy' emerged as an attractor. Also, the seeds offer hardly any references to urban space, agriculture and food consumption, or even financial systems.

“What has to emerge is profound thinking about what kind of economic model is going to work, not just in Europe, but globally.”

“When it comes to the media,
we don’t have many European
platforms – media’s a very
national affair.”

Meta seeds. Delegates' suggestions to NEF for continued support of the 'growers network'.

Other seeds.



A follow-on NEF organised Summit/Gathering



NEFscape – an online exchange platform by and for Delegates



Energy Bank – 'own your power'



Myth busting/New vision



Politics of daring to try, rather than politics of fear



Observatory on Migration and its impact on economies and society



Championing Sustainable Consumerism



New measures of progress, not GDP or economic growth



Revive the European Dream



Study EU history through different cultural lenses/national representations



Create new narratives of identity relevant to younger generations



Pan-European youth media program for EP elections 2014



Reframe: develop new narratives about wealth, wellbeing, consumption, (corporate) citizenship, leadership, solidarity, national and European identity



Reconnect: rebuild trust in democracy, rediscover European values, revitalise the peace dividend, reinforce European identity;



A European Upper House



A democratic audit of the EU (MARK II)



Strengthening human rights watchdogs



Protect human rights



Schools for Creative Democracy



An Erasmus for activists



Pan-European youth media program for EP elections 2014



Platform for a European public sphere



Reconceptualising of diversity in European identities



Equality access to natural resources



Access to information as a fundamental right



Unify: harmonise member states in terms of governance capacity and economic performance, harmonise policies, tools and rules to eradicate criminal practices, to reinforce human rights practices and solidarity mechanisms;



Diversify: educate to empower, reskill consumers and citizens, provide open access to information, create transparency, secure citizen ownership of key public infrastructures, enable responsible immigration, leverage cultural diversity.



Summit After-Life

In a short burst of intensive activity – similar to ‘code-a-thons’ in the software development world – delegates to “Seeding the Future of Europe” created specific ideas as well as made personal commitments in the form of seeds, or projects for the future of Europe. These seeds, if nourished, could help transform Europe and grow the elements of the vision highlighted in the summit.

Not all the seeds that emerged from the summit could be grown by the summit delegates, yet none should be forgotten. Several groups of delegates have been developing more detailed plans for growing specific seeds together. They are looking to the NEF and others for help in ‘transplanting’ – that is, linking their seed development to EU insiders and others who can help nurture and grow the future. Delegates have also remained connected via Facebook and are actively trying to develop a website platform to enable further exchange and seed propagation.

Individual NEF member organisations are exploring the rich variety of seeds that emerged from the summit. Suggestions have also been made to the NEF Steering Group on options for the summit afterlife by the facilitation team. These suggested options range from picking specific seeds to support, especially those that fit with the four NEF project themes, to initiating a new NEF joint Programme on the Futures of Europe, to continue these fruitful exchanges between different actors across Europe in partnership with other pan-European institutions.

Concluding Thoughts

Seeing requires an open mind and often involves finding a new perspective from which to see the bigger picture. In this summit, learning with futures through scenarios, trends, and visioning coupled with the exhibits of the past and present were designed with that in mind.

Seeding requires appreciating the bigger picture, but finding effective means to intervene and shape the future is another matter. This summit focused on co-creating new seeds rather than presenting a list of challenges for others to deal with.

“All of this requires starting with a mind-set change, which the NEF can help achieve – sharing ideas, cross-fertilizing perspectives, and bringing in new perspectives.”

Growing – every seed needs soil, light, and water to grow. This summit highlighted that the focus by governments and businesses on the national politics and economics of Europe are laudable but insufficient. Who is Europe for? What is Europe for? There is an urgent need to grow a common vision that unites Europe and establishes the social bedrock or continued peace and prosperity. This vision must be coherent and act as a magnet in relation to the diversity of cultures that characterizes the richness and dynamism of Europe.

This summit recognized that Europe is at a transformational moment. Creating the future can be achieved by seeding seven significant transitions. No single person, community, or organization can do this alone. This summit was just one step along the journey to create a better future for all Europeans.

Also needed are more and better seeds for change, created through generative dialogue between different sectors of society and so-called EU 'insiders' and 'outsiders', and planted and grown through sustained collaborative actions.

The challenge after any event like this summit is to harness the creativity and sustain and increase momentum for change. The people who are attempting to grow a better future for Europe are everywhere. Look in the mirror, and you will see another!

If you are interested in finding out more about this summit or the seeds it has generated and started to grow, please visit the NEF website www.nef-europe.org and/or contact Peggy Sailler at peggy.sailler@nef-europe.org.

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“We went on a journey from
‘crisis thinking’ to ‘future making’.”



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