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Models of in-government consulting

TSI project 23LV29: Developing in-house consulting in Austria, Belgium, the Czech Republic, France, Greece and Latvia

Austrian Community of Practice on Quality for Governance
11 June 2025, Vienna, Austria



Project overview

Objectives

- Reduced dependency on private sector expertise, increased in-house consulting capacity in selected service portfolio.
- Established network of in-house experts among the participating Member States (i.e., Austria, Belgium, the Czech Republic, France, Greece, and Latvia)

Outcomes

- Approved action plan to establish in-house consulting focusing on a selected service portfolio adapted to each MS.
- Capacity built for the implementation of the action plan.
- Increased awareness on the importance of in-house consulting and creation of an EU network of experts.

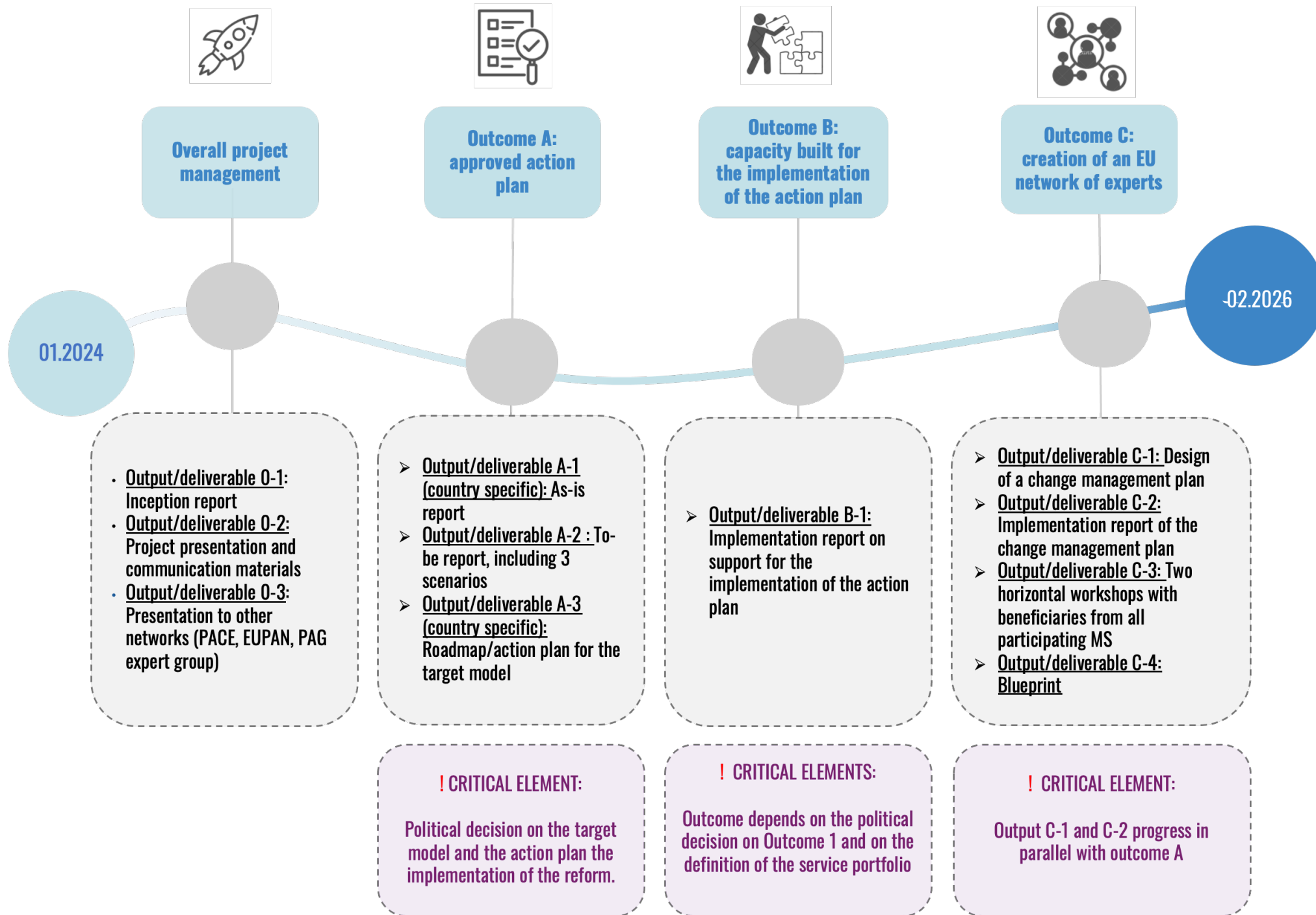
Project design

26-month span

Tight sequencing

Output overlap

Snowball effect





Key considerations

In-house/in-government consulting

- Dedicated service with a staffed team of experts and advisors who consults domestically and/or internationally on selected projects and priority consulting engagements.
- In-house consulting developed through this project will operate within the government and provide services to governmental clients.

Service portfolio

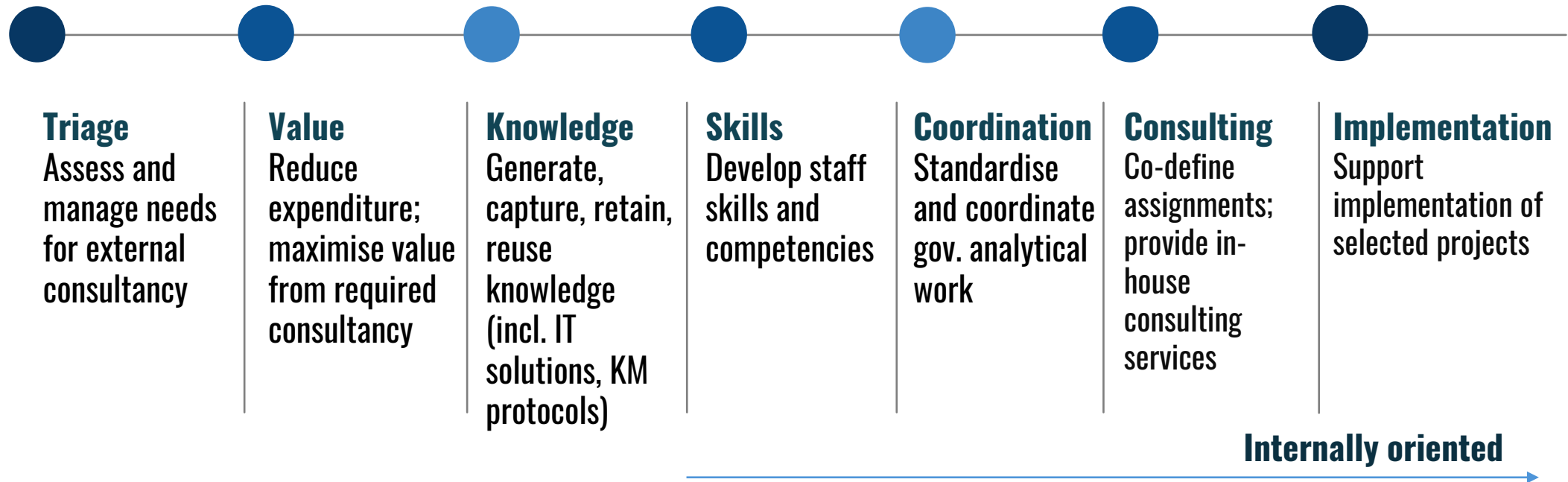
- Set of priority areas the in-house consulting will focus on.
- Member States to converge around three:
 - AI in/for public administrations;
 - Crisis and resilience, with a focus on futures and foresight;
 - Policy evaluation and impact assessment.

Functional scope

- Set of priority service lines for the in-house consulting.

Functional scope of in-house consulting

Externally oriented



Objectives:

- Reduce reach to the market and expenditure on external consulting engagements
- Maximize and retain value from the required external consulting engagements
- Build internal – human and institutional – capacities to meet consulting needs
- Develop support and expert networks, maximize cross-fertilization

Existing models of government consulting

- **Embedded consulting service**
 - Australian Government Consulting (Australia)
 - L'Agence de conseil interne de l'État (France)
 - Government Consulting Hub (United Kingdom, closed)
- **Standalone government agency**
 - Expertise France (France)
 - Vinnova (Sweden)
- **State-owned company**
 - Mo.Re (Cyprus, closed)
 - HAUS (Finland)
 - PD – Berater der öffentlichen Hand (Germany)

Embedded consulting service (1)



Operational structure

- Government unit or department.
- Embeds into existing structures and leverages mandates.
- Steers sector-wide consultancy engagements; provides in-house consulting services.
- Positions well on cross-ministerial issues; potential to drive insourcing at scale and ensure internal coordination.



Functional scope

- Assumes all or a substantial subset of Triage, Value maximisation, Skills, Knowledge management, Coordination and Consulting functions.
- Rarely assumes Implementation support function.



Staffing and expertise

- Staffed with civil servants with expertise in the functional and thematic areas of in-house consulting.
- Staff, especially at the executive levels, typically have prior consulting backgrounds.



Expediency and political feasibility

- Expedient due to optimization of existing structures rather than creation of new entities that may be perceived as an expansion of the public sector.
- Responds to concerns over public sector integrity, perceived competence and public trust, including calls to retain control on 'core' government work.

! Key considerations

- Susceptibility to budgetary constraints, internal optimization and cuts.
- Possible challenges in proving its cost-effectiveness and in recovering costs.

Standalone government agency (2)



Operational structure

- Standalone government agency, own governance framework.
- Provides analysis, research, capacity building, and consulting services to public sector clients.
- Public funding, grant-based funding and private sector partnerships.
- May serve both domestic and international clients.



Functional scope

- Assumes Skills, Knowledge management, and Consulting, and Implementation support functions.
- Typically does not assume Triage, Value maximisation, and Coordination functions.



Staffing and expertise

- Staff with academic, consulting and civil service backgrounds.
- Draws expertise and collaborators from across the government and sectors.
- Senior-level appointments, including the DG and Board of Directors, may be made by national governments.



Expediency and political feasibility

- Possibility of being perceived as government expansion.
- Expedient for MS that opt for lean internal operations, while developing the required consulting capabilities.
- Responds to concerns over public sector integrity and facilitates alignment with government priorities.

! Key considerations

- Requires cross-sectoral reform, including with education and research, to draw on their infrastructure.
- Draws in foreign affairs when international reach or links to ID priorities are foreseen.

State-owned company (3)



Operational structure

- State-owned, for-profit consulting firm; shareholders classified as public contracting authorities.
- Direct contracting of the firm's services by public sector clients/shareholders possible.
- May serve both domestic and international clients.



Functional scope

- Assumes Skills (training), Consulting, and Implementation support functions.
- Typically does not assume Triage, Value maximisation, Knowledge, Skills (workforce) and Coordination functions.



Staffing and expertise

- Employees with civil service, research and management consulting backgrounds
- Additional networks of subcontractors and consortia.



Expediency and political feasibility

- May be less expedient and feasible where creation of a new entities is perceived as expansion of the public sector and does not garner the required support.
- Contingent on robust and sustained political mandate, inconsistent backing risks dismantling (e.g., Cyprus' Mo.Re).

! Key considerations

- Sizable initial investment needed, with a long maturation period before reaching full maturity.
- Lack of competitive bidding may impact competition, limit innovation and challenge the firm.



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THANK YOU

Iulia Sevciuc
Head of Unit
Capacity Building and Inclusive Growth
UNESCO (United Nations Educational, Scientific and Cultural Organization)

i.sevciuc@unesco.org

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