EYE OF EUROPE

Showcasing Perspectives: A Stocktaking of R&I Foresight Practices in Europe

Eye of Europe

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1 Executive Summary

This report maps and analyses the current landscape of Research and Innovation (R&I) foresight practices across the European Research Area (ERA), highlighting both their diversity and their growing (yet still uneven) role in informing policies. The study used a mixed-methods approach that consists of desk research, an online survey, and qualitative interviews. A total of 181 organisations were identified as participating in R&I foresight initiatives. 51 organisations from 21 ERA countries submitted 69 recent R&I foresight projects that form the core evidence base for this report.

The findings reaffirms that R&I foresight is implemented by a wide range of stakeholders, including government entities, academic institutions, businesses, consultancies, and NGOs. Many organisations have long-standing experience and high project volumes, but the degree of institutionalisation and strategic embedding of foresight varies significantly across countries and actors. The portfolio of projects covers strategic national and regional agenda setting, responses to global challenges such as climate change and health, and anticipatory work on digital transformation and new technologies. This indicates that R&I foresight is already positioned at several critical interfaces between science, innovation and policy. From a methodological perspective, current practice is predominantly characterised by the use of scenarios, trend analysis and horizon scanning, with more limited application of Delphi, roadmapping and associated tools. Policy stress-testing, backcasting and futures literacy labs, however, are not being used to their full potential, indicating untapped potential for more robust, participatory and implementation-oriented foresight.

Country examples illustrate how R&I foresight can provide strategic direction, support better alignment of public resources, strengthen preparedness for uncertain futures and contribute to organisational learning and capacity building in public administrations and other stakeholder groups. Recurring constraints, such as difficulties in mobilising and sustaining diverse stakeholder engagement and limited uptake of results where long-term perspectives conflict with short-term political and organisational logics, reduce the strategic impact of many initiatives. At the sub-national level, there is an increasing number of regions which are using scenarios, horizon scanning and participatory processes, often with the support of dedicated units and training programmes.

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The surveyed community is in near-unanimous agreement on the need to build capacity, ranging from methodological and data-analytic competences to facilitation, communication and project management skills. The aim is to enable more systematic integration of R&I foresight into organisational routines and governance cycles. Analysed emerging practices indicate a shift towards more data-driven approaches, incorporating the use of AI and digital tools, as well as experiential and speculative formats that engage broader publics and address questions of representation, bias and human-centred, sustainability-oriented futures.

This report reveals that, although R&I foresight practices are methodologically mature across Europe, they remain unevenly institutionalised. While the R&I foresight cases clearly demonstrate the value of foresight when it is embedded in governance cycles, leverages diverse stakeholders and employs action-oriented methods, structural bottlenecks in terms of capacity, timing and uptake limit its strategic impact. To realise its full potential, foresight must be systematically embedded within governance structures, and dedicated foresight units must be established.

In this evolving landscape, the Eye of Europe project and its Futures4Europe platform aim to serve as a central engagement forum for the R&I foresight community. The Futures4Europe platform connects relevant stakeholders and practices, fosters mutual learning and supports the development of more coherent and influential R&I foresight approaches in Europe.

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2 Introduction

2.1 Background and Objectives of this study

Eye of Europe - The Research and Innovation foresight community

As a Coordination and Support Action funded by the European Union (EU), the project "Eye of Europe" aims to enhance the integration of foresight practices into Research and Innovation (R&I) policy making across Europe. Ultimately, the project envisions a more cohesive and influential R&I foresight community that contributes significantly, as a collective intelligence, to shaping and guiding policy decisions.

To this end, Eye of Europe builds on existing initiatives and experiences to foster knowledge-sharing between foresight practitioners and policy makers, attract domain experts in foresight endeavours, and engage a broader audience in futures thinking. Nurturing futures4europe as the online home for the community and running various face-to-face events with different stakeholders will underpin these ambitions.

The objectives of this stocktaking endeavour

On behalf of the Eye of Europe consortium, the DLR Projektträger (DLR-PT) conducted a stocktaking exercise to assess the organisation of foresight activities with a view to informing R&I policy in the ERA. This builds on the results of recent EU projects on R&I foresight. The report is based on the findings of a survey conducted as part of the previous Mutual Learning Exercise (MLE) on R&I foresight in 2022/2023. The mapping exercise was conducted using three main methods: an online survey, interviews with representatives of national foresight actors in Europe, and desk research.

The primary objective was to gain a comprehensive understanding of the diverse and innovative R&I foresight practices across the ERA and their impact on policy-making. Furthermore, we sought to understand how the identified actors are organised and how R&I foresight activities are implemented in diverse contexts and Member States. Finally, we aim to identify constraints, bottlenecks, and critical success factors in order to draw lessons for practitioners and for the wider European foresight community. The report moreover presents a selection of foresight and technology assessment networks and

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relevant conferences for anyone interested in joining the (online and in-person) Foresight-community.

Terminology, scope and limitations

The Eye of Europe project aims to assess and expand the landscape of R&I foresight activities across Europe. It recognizes the existence of diverse communities engaged in conducting prospective analyses and forward-looking studies. For the report at hand, the DLR-PT team invited all actors that consider themselves foresight actors with an interest in R&I foresight initiatives to submit their survey responses.

For the purpose of this stocktaking study, we follow the definition of R&I foresight provided by Cornelia Daheim in the MLE Report *R&I foresight: An Introduction to the Current State of Play: Thematic Report* (European Commission, 2023a): "we understand research and innovation (R&I) foresight as foresight activities, i.e., a disciplined analysis of alternative futures, for and in R&I systems. It can thus cover questions of how R&I itself might develop, but also how other trends, developments or possible scenarios might influence and become relevant for R&I. In this understanding, such activities can be technology foresight activities, but may also cover other topics. Such activities may be undertaken at different levels (e.g., at EU, national or regional levels) and by different types of organisations, e.g., by international organisations, by companies, in the public sector" (p.6).

The stocktaking exercise focused on foresight service providers and beneficiaries[1] in the area of R&I in countries that are part of the European Research Area (ERA). None of the questions in the survey were mandatory, which explains the different numbers of total responses added to the notes (n=...) below the statistics. While businesses have contributed to this survey, the focus of this stocktaking is on R&I foresight for policy-making.

2.2 Methodology

The stocktaking report made use of a mixed-methods-approach, which consisted of extensive desk-research, an online survey as well as in-depth interviews.

[1] The term beneficiaries is used for clients and users that commission R&I foresight projects.

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Figure 1: The stocktaking process at a glance

2.2.1 Desk research

The DLR-PT foresight team conducted extensive desk research to identify R&I foresight actors and analyse previous stocktaking exercises. As part of this desk research, the team compiled and assessed a comprehensive list of existing literature, foresight networks and best practices used across Europe[2]. For example, we analysed resources such as academic articles or the findings of the previous Mutual Learning Exercise, which was organised by the European Commission.

Especially the findings of the MLE report on *Institutionalising foresight capability and creating wide foresight communities in the R&I system* (European Commission, 2023) significantly influenced the development of the online survey. The survey conducted for the MLE Report analysed the approaches to institutionalisation of R&I foresight at national level in EU member states.

[2] For further information, see e.g.
De Smedt, P. and Van den Broeck, F. (2024), POLICY BRIEF, Embedding Strategic foresight with a Multi-Level Perspective, United Nations University, https://cris.unu.edu/sites/cris.unu.edu/files/UNU-CRIS_Policy-Brief_2404.pdf;
Bovenschulte et. Al (2021), Regierungs-foresight- Stand und Perspektiven, iit perspektive, Working Paper, Institute for Innovation and Technology, Nr.59. Berlin, https://www.iit-berlin.de/publikation/regierungs-foresight-stand-und-perspektiven/
Törnurist, Piret; Hanson, Angela (2020): Anticipatory Innovation Governance: Shaping the future through proactive policy making. OECD Working Paper on Public Governance No. 44, Paris, https://oecd-opsi.org/wp-content/uploads/2020/11/AnticipatoryInnovationGovernance-Note-Nov2020.pdf
and all 5 Reports from the previous MLE: https://projects.research-and-innovation.ec.europa.eu/en/statistics/policy-support-facility/psf-challenge/mutual-learning-exercise-mle-ri-foresight

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Conducted two years later, this Eye of Europe study builds on these findings by showcasing the implementation approaches of R&I foresight projects by different actors in Europe. Furthermore, it broadens the scope: whereas the previous MLE involved participants from nine countries, the **Eye of Europe study draws on evidence collected from 51 R&I foresight actors from 21 European Research Area (ERA) countries that submitted 69 R&I foresight cases.**

The OECD's Strategic Foresight Unit's publication on *Foresight and Anticipatory Governance in Practice - Lessons in effective foresight institutionalization* was moreover helpful in understanding different approaches and practices in Strategic Foresight across Europe and beyond (OECD, 2021). The authors of this Eye of Europe study contacted foresight networks, such as the Foresight Europe Network and the Association of Professional Futurists, to inform them about the Eye of Europe's stocktaking and endeavour to grow the R&I foresight community.

The call for participation in the survey was also shared among national (R&I) foresight networks (see chapter 7.2). This allowed us to build on existing knowledge, avoid duplications and have a solid evidence base for this report. The desk research was moreover used to identify R&I foresight experts and organisations, that were targeted with the dissemination of the online survey.

The desk research was further intensified following revisions received from the European Commission. The approach was therefore slightly altered to provide a more comprehensive overview of institutions and their practices. Rather than relying on institutions' commitment to submit the survey, more emphasis was placed on desk research to provide a more complete landscape of R&I foresight institutions in Europe. **This revised report identifies 181 organisations and institutions involved in R&I foresight** (see Annex for a full list).

2.2.2 Online Survey

The DLR-PT foresight team designed an online survey, which was conducted in April-June 2024 as well as in October-November 2025 following the European Commission's revision. The survey was distributed using the snowball principle, with the team initially contacting all partners within the Eye of Europe consortium. Each consortium partner was then invited to extend the survey to their respective networks and partners from previous foresight projects, particularly those conducted within an EU context.

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This method ensured that the survey reached individuals and institutions deeply embedded in R&I foresight practices and policy development, while also leveraging personal and professional networks to maximize engagement. All invitations were sent directly by our team or through intermediaries within the consortium. In total, the consortium sent out nearly 130 personalised invitations.

The survey was also shared through various established networks and platforms to reach a broader audience. The Mutual Learning Events in Bratislava, Budapest, and Chisinau (organised by the Eye of Europe consortium) helped to further disseminate the survey.

In addition, all members of the Foresight Europe Network, which has over 300 foresight experts on its mailing list, and the European members of the Association of Professional Futurists (APF)[3] received the survey invitation. This approach not only amplified our reach but also diversified the pool of perspectives and insights collected.

2.2.3 Qualitative interviews

In order to gain further insight into the national R&I foresight ecosystems, actors, and approaches, the team conducted in-depth interviews based on questionnaires as well as explorative interviews with experienced representatives from European R&I foresight beneficiaries and providers. This helped the authors of the report to gather further qualitative insights beyond the survey results. The DLR-PT team would like to thank Totti Könnölä (IF-Institute, Spain), Mikko Dufva (SITRA, Finland) and Maria João Sequeira (FCT, Portugal) for their insights which further enriched the analysis. The interviewees were chosen on the basis of different national backgrounds that reflect different foresight cultures. This revised report also benefits from explorative interviews with the participants of the vision building workshop ("Future of R&I foresight") held on 18-19 September 2025 in Mamaia, Romania, as well as from consultations and discussions with DLR-PT R&I country experts.

[3] The APF has 600 members from 60 countries worldwide.

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3 An overview of R&I foresight actors in Europe

The report's mapping of the R&I foresight landscape in Europe yielded 181 organisations and institutions that are listed in the Annex. A more detailed analysis of the approaches, methods used and practices is based on the survey responses of 51 **R&I foresight organizations** across **21 ERA countries** and **4 non-ERA**. It is acknowledged that the report does not contain all R&I foresight organisations and **we invite all interested organisations to register their organisation's profile on the Eye of Europe's platform** Futures4Europe**.** On the platform, you can find a detailed overview of each of these actors, past and ongoing projects as well as the staffs' expertise on R&I foresight.

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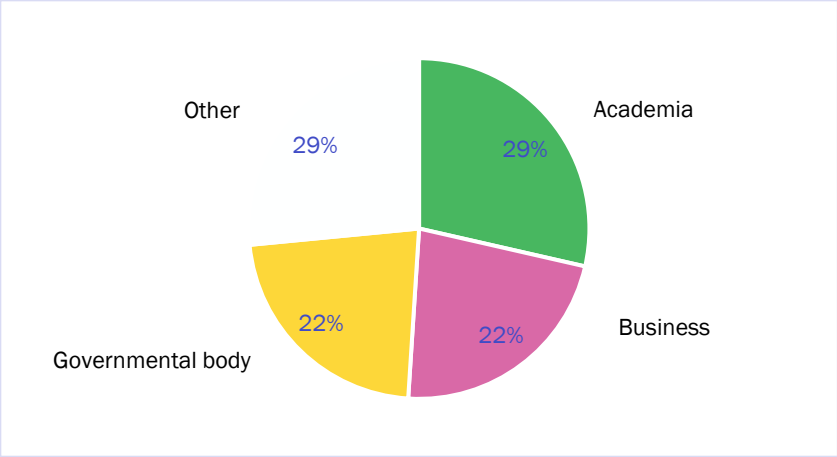
A profile of the survey's respondents

The responses to the survey on **institutional set-up** yielded a similar share of representatives from governmental bodies, academia and businesses. In addition, consultancies, project management agencies and NGOs contributed to the survey.

Figure 2. Who are the R&I foresight actors that responded to the survey?



Note: n= 49, Businesses that contributed to this stocktaking have done R&I foresight in a policy context. other= consultancies, project management agencies and NGOs

In addition to the institutional background, we wanted to find out in which capacity these R&I actors stand vis-à-vis the foresight projects. 61% of respondents act as **service providers** for R&I foresight, 12% as **beneficiaries**, 8% as both beneficiaries and providers, and 18% do not work with R&I foresight at all but only with foresight in general.

89% of respondents had either **experience in coordinating foresight projects** (74%) or experience as a participant in foresight consultations (16%). 47% of respondents are experts in R&I, while 31% have extensive experience.

The R&I foresight actors have a vast experience in conducting these projects. On average, the organisations conducted **23 foresight projects in the last five years**, with 11 of these specifically focused on R&I. However, there are significant discrepancies among the organisations, ranging from one single foresight project to 400 projects. The high coordination experience (74%) and significant variance in project volume—from single to 400 projects—suggest considerable heterogeneity in foresight institutionalisation across the ERA.

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3.1 A Clustered Overview of 69 R&I Foresight Projects in Europe

We asked respondents to identify one or more **R&I foresight projects they had carried out in the last 5 years**. This allowed us to compile a list of 69 different R&I foresight projects from ERA countries. These cases were sorted by primary topic areas, dominant methods and practitioner backgrounds. The clustered analysis reveals clear patterns in current practice, with climate and sustainability leading with 20 examples (29%), followed by R&I priority setting with 15 cases, and digitalisation with 12 cases. EU Missions, including those relating to health, food and emerging technologies, are each represented by twelve examples. There is a heavy emphasis on national strategies and EU Missions, coupled with the frequent use of participatory tools such as workshops (featured in 40% of cases) and Delphi methods. Table 1 summarises these clusters, providing key examples, methods and actor types.

Tabelle 1.Clustering of 69 R&I Foresight Projects by Topic, Methods, and Practitioners

Cluster	Example Count	Key Examples	Dominant Methods	Main Practitioners
Climate & Sustainability	20	Foresight-on-Demand Climate Change; Pesticide-Free Agriculture 2050	Workshops, Delphi, scenarios	Government, NGOs
R&I Priority Setting	15	Czech National R&D&I Priorities; Romania's Strategy for Research, Innovation and Smart Specialization 2022-2027	Expert panels, Dynamic Argumentative Delphi	Academia, Government
Digitalisation	12	MFG4.0; MASTT2040	Horizon scanning, trend analysis	Business, Academia
Missions, incl. Health & Food	10	Fighting Cancer Mission; Soil Health Mission	Literature review, scoping workshops	EU bodies, Research institutes
Long-term strategic decision-making and megatrends	10	VORAUSschau! (BMFTR); Lithuania 2050	Thematic deep dives, scenarios	Government, Policy agencies

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Emerging Tech & Innovation	10	STEM Material; Strategic Foresight in the Western Balkans	Scanning, expert evaluation	Research institutes, Business
Education & Capacity Building	8	beFORE Futures Literacy; Mutual Learning Exercises	Surveys, e-learning pilots, workshops	Academia, EU networks

Note : Counts are based on keyword and theme matching in descriptions; total exceeds 69 cases due to multi-cluster overlaps

The table reflects very well the **wide range of applications** for which foresight can be used in R&I. It includes projects that aim to anticipate technological and societal changes in order to **inform national/regional R&I strategies** and make them more robust:

Projects: *Strategic Foresight in the Western Balkans: Recovery on the Horizon*

On behalf of the European Commission, the International Service Facility conducted a foresight study in the Western Balkans. The study devised regional and national scenarios for 2035 in collaboration with stakeholders from the private sector, civil society, academia and government. The scenarios assist policymakers in establishing an environment conducive to innovation policies and determining priorities for strategic investments. Together with R&I experts from the region, R&I Roadmaps for each of the Western Balkans 6 was elaborated.

Romania's Strategy for Research, Innovation and Smart Specialization 2022-2027

The country's Strategy was developed through a comprehensive process in 2021. This included expert panels, online consultations and input from citizens. Six thematic expert panels comprising 100 panellists were established to identify impact areas and provide future-oriented arguments. Over 2,300 stakeholders participated in a Dynamic Argumentative Delphi survey, which expanded on expert arguments and assessed impact areas. Additionally, two citizen workshops were conducted in 2022 as part of the European ProEthics project, ensuring a well-rounded approach that combined expert knowledge with broader public perspectives.

Some projects apply foresight to **deal with complex global problems** like climate change, cancer or rare diseases.

Projects: *Foresight on Demand: Climate Change Adaptation and Societal Transformation*

This foresight project was set up and implemented to provide the Mission Board for "Adaptation to Climate Change including Societal Transformation" with forward-looking evidence. The project comprised two main activities: a foresight workshop with key experts to map drivers/trends of climate change and barriers to adaptation, and a real-time online Delphi study involving more than 300 experts on key systems, social infrastructures, health, water, agriculture and food, and ecosystems.

Converging Technologies for Sustainable and Healthy Food

The global challenge of providing sustainable food security and healthy nutrition to a growing population requires a new approach in the coming decades. While current caloric production

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capacity could theoretically meet 2050 needs, issues like malnutrition persist due to mismatches in quantity/quality ratios and geographical distribution of production versus need. Innovation has the potential to increase local food production capacity, addressing specific regional demands and challenges posed by climate change. To achieve this, an interdisciplinary, forward-looking approach is necessary, considering entire food systems and chains. Concepts such as the "Smart Grid for Food Systems" and "Diversified Adaptable Food" developed by international experts provide a framework for addressing common issues and connecting food systems globally.

Others try to make sense of **new developments** like the digital transformation and analyse the social and economic impacts of these changes.

Projects: *Digital Divide*

A foresight project was conducted for the Danish Refugee Council over a six-month period. The project focused on the humanitarian sector and the potential impact of the Digital Divide. It employed foresight and futures thinking methods to explore how the Digital Divide might unfold for the humanitarian sector. The process included creating a research report on trends and weak signals, conducting training sessions on innovation and futures thinking, and organising workshops to co-create desirable futures. This approach aimed to provide insights and strategic foresight for the humanitarian sector in the context of digital challenges and opportunities.

Participatory foresight on next generation online platforms

The project, entitled "Participatory foresight on next generation online platforms", is an investigation into the prospective impact of online platforms on European society and the economy. Online platforms are undergoing rapid evolution and are playing an increasingly significant role in our lives. The objective of this research is to provide the European Commission with insights that will inform its policymaking process. This will be achieved by identifying potential challenges and opportunities related to online platforms, as well as by strengthening the Commission's use of participatory foresight techniques. The project employs participatory foresight techniques, which involve bringing together stakeholders to envision different future scenarios.

Other projects have used foresight methods to **develop and design new products**.

Projects: Stem materials

A foresight exercise has been conducted to identify research paths to design a new generation of materials which can provide multi-functionalities. These material systems have been named "stem" in analogy to living cells, where a base of primitive units can be designed and assembled for self-reacting to external inputs. These materials will embed a concept of "internet in things," where their processing capacity will enable the systems to interact with the environment and express diverse functionalities. Stem materials do not yet exist, but many clues from different theoretical and experimental results suggest they can be developed, and because living organisms exist.

MFG4.0

The manufacturing industry is undergoing a digital transformation, with an increasing number of processes becoming automated and service-driven. This has the potential to result in significant shifts in the structure of industry and society. The MFG4.0 project examines these changes from a variety of perspectives to develop strategies that will enable Finland to adapt to and benefit from the transformation. One of the working packages examines trends and drivers of the future of automated manufacturing and Industry 4.0. The project consortium aims to develop tools for

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identifying emerging technology areas where new products can be created and for evaluating which areas are most suitable for Finland.

Unfortunately, it is not possible to present all 69 projects in this report. More details of each case can be found on the **Eye of Europe's platform** Futures4Europe. **If your organisation would like to present your R&I foresight project, you are encouraged to submit it to the platform using the easy-to-use** template. The Eye of Europe team will be happy to assist you and it will take no more than a few minutes.

3.2 Which stakeholders were involved in these submitted R&I foresight projects?

The type of stakeholder to be involved in an (R&I) foresight initiative depends, among other things, on its objective, scope and resources. The composition of the stakeholders involved in the submitted R&I foresight projects (Figure 4) reveals a strong focus on expert and governmental actors. Scientists and experts (93%) and public bodies (90%) dominate participation. This reflects the integration of foresight within formal R&I governance structures. However, the lower involvement of citizens (30%) indicates that the adoption of participatory approaches varies across European foresight practices. As emphasised in the section on success factors, meaningful stakeholder engagement is essential for effective R&I policy design and implementation. This data moreover indicates that, although expertise-driven R&I foresight is well established, broader societal participation, including business actors, civil society and citizens, is less systematically integrated. Expanding stakeholder diversity could enhance the legitimacy and robustness of foresight outcomes, particularly for R&I challenges with wide societal relevance.

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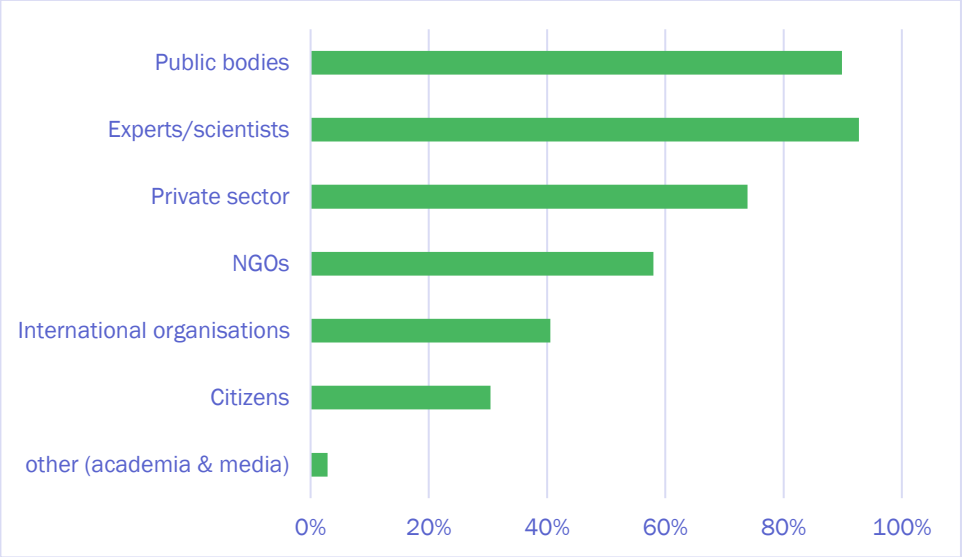
Figure 3. Which type of participants /representatives have been involved in these projects?



Note: n=69 projects

3.3 Foresight methods used in these R&I foresight projects

The choice of appropriate methods for an individual foresight project depends on a number of factors such as objective, scope, resources, etc. In the case of the 69 projects submitted for this report, the methodological landscape of European R&I foresight reveals a concentration around exploratory and visioning techniques, with scenarios (64%), trend analysis (52%), and horizon scanning (48%) forming the backbone of practice. This emphasis on understanding possible futures and emerging trends reflects the field's primary orientation towards anticipation and strategic direction-setting.

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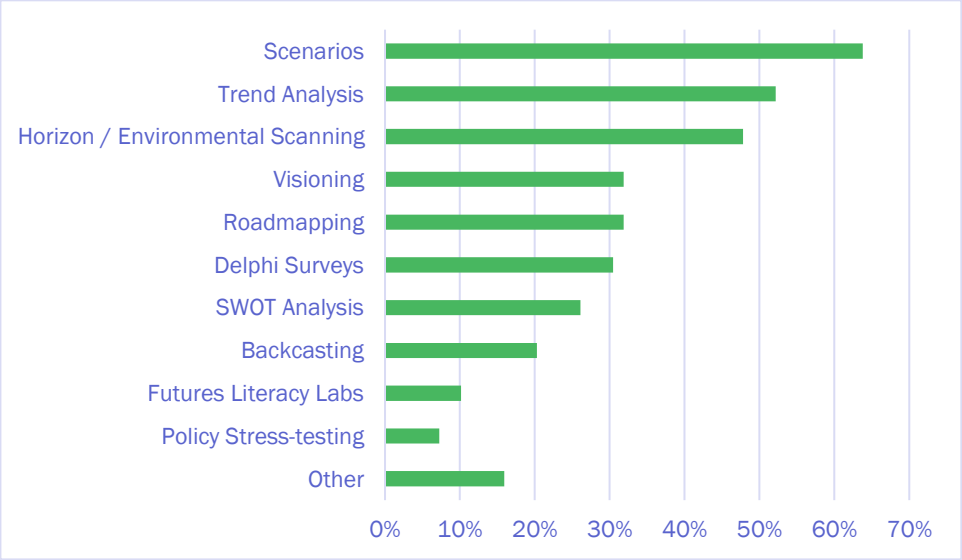
Figure 4. The type of methods used in R&I foresight projects submitted for this study



Note: n=69 projects, survey respondents could indicate multiple methods per project

The moderate adoption of roadmapping (32%) and Delphi surveys (30%) suggests that foresight is becoming more embedded in strategic planning processes, drawing on expert consensus-building. However, the data also points to the significant underutilisation of certain methods. Notably, policy stress-testing is used in only 7% of cases, despite its direct relevance to the resilience and robustness of policy design, which is a central concern for R&I policymaking (UNDP, 2022, p.46[4]). Similarly, backcasting (20%) and futures literacy approaches (10%) remain marginal despite their potential to enhance strategic capability and broader engagement.

[4] For another very useful handbook on Strategic foresight methods see European Commission (2023b), R&I foresight in Government: A Handbook for Policymakers, Final Report, https://op.europa.eu/en/publication-detail/-/publication/875850ec-68c2-11ee-9220-01aa75ed71a1/language-en/format-PDF/source-294303501

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4 Making the case for R&I foresight: An analysis of benefits for policy-making in Europe

Convincing senior decision-makers - whether in government or in other sectors - of the added value of R&I foresight methods remains a challenge. Although our interviewees noted that the appointment of a Vice-President of the European Commission with a clear mandate for strategic foresight has helped to make the case for institutionalising (R&I) foresight in national governments, **working towards a foresight culture in public administration** remains a challenging (but worthwhile) endeavour.

The following analysis of the benefits that the R&I foresight projects have brought, according to European R&I actors, should help to make the case for using these methods in policy making. There is a wealth of additional research and publications[5] that assess the benefits of (R&I) foresight for policy-making. However, due to the focus of this stocktaking study, the chapter is mostly based on the survey results and interviews conducted for the study.

One of the key benefits of foresight activities is their ability to **provide strategic direction for policy priorities**. For instance, one respondent noted that the R&I foresight exercise contributed to "strategic direction for policy implementation and **budget allocation towards social, economic and environmental needs**, which will help **solve fundamental current and expected future problems and challenges** in our country". Another case saw the project contribute to the "more effective **use of public resources for the support of R&D**".

In Romania, the research agenda developed through the R&I foresight project has been adopted by Government Ordinance as part of the "National Strategy for Research, Innovation and Smart Specialisation 2022-2027". This is similar to the approach taken in

[5] See e.g. Van Woensel, L. (2021), *Evidence for policy-making: foresight-based scientific advice*, European Parliamentary Research Service, Brussels, https://www.europarl.europa.eu/RegData/etudes/BRIE/2021/690529/EPRS_BRI(2021)690529_EN.pdf
T. Könnölä, F. Scapolo, P. Desruelle, R. Mu (2011), *Foresight tackling societal challenges: Impacts and implications on policy-making*, Futures,
Volume 43, Issue 3, 2011, Pages 252-264, https://doi.org/10.1016/j.futures.2010.11.004
Da Costa, O., Warnke, P., Cagnin, C., & Scapolo, F. (2008). The impact of foresight on policy-making: insights from the FORLEARN mutual learning process. Technology Analysis & Strategic Management, 20(3), 369–387. https://doi.org/10.1080/09537320802000146

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the **Czech Republic,** where the outcomes of the foresight initiative informed the country's **Smart Specialisation Strategy**.

Foresight activities also contributed to **future preparedness and anticipation** by **identifying research gaps** and working with technological and socio-economic trends. In another case, R&I foresight methods fostered anticipatory thinking, as exemplified by the response highlighting "positive outlooks and the creation of desirable futures". **Capacity building and knowledge sharing** are significant benefits realised through foresight exercises in R&I projects. Respondents noted that many people, particularly from the public sector, had been exposed to such a methodology for the first time and had learned how to do it and how to use it. These activities have also allowed **specialised knowledge and specific tools used in foresight activities to be disseminated to a wide community**. Similarly, one R&I foresight project has helped to "give visibility to foresight, contributing to greater awareness on the need to institutionalise R&I foresight and **creating bigger literacy through capacity building on foresight**". Innovation and the generation of new ideas are also facilitated by foresight activities, according to respondents.

One participant highlighted how foresight exercises "**revealed their** [the stakeholders'] **assumptions about the future**, had intense conversations about different futures and **stretched the stakeholders' imagination muscles**". Another R&I foresight actor noted that engaging stakeholders in foresight methodology organically, as a process directly embedded in the strategy building, is the most important advantage, as it ensures that the foresight exercise carries immediate **relevance and impact.** There are numerous examples of how actors, including the United Nations, have employed foresight methods in regions with political tensions. One of the R&I foresight projects highlighted these benefits, stating that it "brought together different stakeholders from all Western Balkans with politically tense relations to jointly discuss potential futures of R&I in the region." The R&I foresight project thus incorporates elements of "**science diplomacy**" and the **bridging of political divides**.

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5 Critical success factors & constraints for R&I foresight

5.1 Critical success factors for R&I foresight projects in Europe submitted for this stocktaking study

What were the critical success factors that yielded these benefits, according to the R&I foresight actors in Europe that contributed to the stocktaking survey and interviews? While it is acknowledged that each of the submitted projects differs, some commonalities in the success factors can be derived. At the top of the list of critical success factors – mentioned by almost all respondents – is **high-level commitment and support from representatives in governments**. For foresight practices to be truly successful, respondents identified a mandate and subsequent uptake by decision-makers as crucial. Another factor frequently mentioned was **ensuring cross-sectoral stakeholder engagement**.

Impactful projects submitted for this report have demonstrated the value of extensive engagement with a wide range of actors from different sectors, including academia, the private sector, politics and civil society. This includes not only the involvement of leading actors and experts, but also the effective mobilisation of a wide range of stakeholders, which contributes to the legitimacy and ownership of the processes. It is therefore crucial to ensure that not only that all stakeholders are invited, but also that the key stakeholders working on the issue are targeted. **Leveraging existing networks or databases of expertise** were mentioned as crucial success factors by some of the respondents, as they enable the **swift mobilisation** of the right experts.

Our interview partners highlighted that while the outcomes of the foresight processes are important to the clients, the co-creative process to get there yields equally important benefits for those that are included in it. In the ideal case, this entails the decision-makers for whom these foresight initiatives are conducted.

How can we ensure that we reach the relevant stakeholders?

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Several respondents emphasised the importance of **defining and communicating a clear purpose** for the project and explaining **why it is important and worth stakeholders' time**. During in-person or virtual workshops, it may be beneficial to take this down to an individual level and allow participants to relate the purpose to their own work. That way, each stakeholder knows exactly "What's in it for me" and might stay more engaged throughout the duration of the project. In addition to the purpose,

it is also important to **demonstrate that foresight can add value** in the context of today's R&I challenges. It is possible that the stakeholders may initially perceive their involvement as irrelevant. However, in the long run they may prove to be crucial. In this context, the R&I foresight organisations underlined that recent high-level visibility of foresight methods by the European Commission or the OECD have helped to make the case for the benefits of foresight for R&I.

It has been suggested that **facilitating direct interaction between participants in creative settings** has the potential to be beneficial, allowing for more dynamic and contextually rich foresight results. Furthermore, interaction has the capacity to create ownership and increase the likelihood that stakeholders will remain engaged throughout the process. Results from the projects submitted for this study show that it is important to allocate **sufficient time for interactive discussions**. Wherever possible, it is recommended that the **setting** be **in-person**.

Transparency of methods contributes to credibility. It is important to be clear about the purpose of the activity and the rationale behind it. What can foresight achieve and what are its limitations? It is also essential to ensure that participants are fully aware of what has been done, what is being done and what is planned for the future. It is essential to ensure that participants remain engaged throughout the process and do not become disillusioned or lose interest, according to the R&I foresight actors' responses.

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5.2 Constraints and bottlenecks that impede R&I foresight projects

In addition to identifying critical success factors, we have identified some commonalities in the submitted R&I foresight projects in relation to constraints and bottlenecks that impede R&I foresight projects. One of the most frequently cited constraints is the **limited time and resources** available for such endeavours. Foresight initiatives often suffer from insufficient time for comprehensive analysis and stakeholder engagement. Furthermore, **budgetary constraints** can restrict the ability to conduct in-depth trend analysis and other essential foresight work.

Another significant challenge is **stakeholder engagement**. Mobilising and recruiting a diverse range of experts and policy-makers for participatory exercises can be a time-consuming and challenging process. Furthermore, there is often a **lack of commitment and buy-in from beneficiaries and stakeholders**, who may be reluctant to accept foresight as a valuable source of input.

Short-term thinking and resistance to change can also hinder the success of foresight activities. Public officials and policymakers are often preoccupied with immediate action plans, making them reluctant to embrace and use the long-term perspectives offered by foresight outcomes. Furthermore, stakeholders may find it challenging **to think freely and challenge their established beliefs**, making it difficult to explore alternative futures. Furthermore, **maintaining objectivity in horizon-scanning activities** and **avoiding the pitfalls of techno-optimism** can be challenging.

Another set of constraints that was cited by various R&I foresight actors is ensuring **relevance and uptake of R&I foresight results**. Representing diverse opinions, producing synthesised and easy-to-understand communication materials, and ensuring the effective use of foresight recommendations in policy-making has proven challenging in the case of the submitted R&I foresight initiatives. One of the most significant challenges in the uptake of foresight results is **their limited impact on decision-making.**

The majority of outputs from R&I foresight initiatives take the form of written reports. However, the surveyed experts noted that this **over-reliance on written summaries can limit the impact of foresight work**, as more engaging and immersive communication methods

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are often required. In one submitted initiative, the project team included speculative designers to co-create artefacts from the future that were continued to be exposed in festivals, workshops and events related to futures (see the box on Using speculative design in R&I foresight: The Futures Garden project in Chapter 8). The creation of such immersive experiences can therefore be an alternative approach to yet another report.

6 Foresight at sub-national level

A growing number of European regions are actively engaging in structured and systematic strategic foresight practices to explore, anticipate and shape their future. Adopting a multi-level approach to strategic foresight represents a significant shift in governance, moving beyond traditional hierarchical models towards adaptive co-management and collaborative learning among multiple actors.

This involves embedding strategic foresight in policy-making processes to cultivate a culture of anticipation and adaptability within government bodies and international networks (De Smedt and Van den Broeck, 2024). This notion is echoed by Kaplan et al, who argue that to be most effective, strategic foresight should be integrated into a multi-level system that takes account of global trends and promotes strategic interaction at different levels (2021).

In 2023, the Committee of the Regions (CoR) has published its first “Opinion of the European Committee of the Regions — Strategic Foresight as an instrument of EU governance and better regulation” (CoR, 2023). The document highlights the benefits of strategic foresight for local and regional authorities. Members emphasised the need for regions and cities to develop their own foresight capacities through appropriate dissemination and training activities for local and regional decision-makers and public authority staff.

By promoting learning and involving citizens and local and regional authorities in horizon scanning, identifying weak signals and recognising long-term trends, the visibility and impact of foresight activities can be enhanced, helping to develop future options (CoR).

These foresight capacities at subnational level are equally important for R&I policies. A survey conducted by the Committee of the Regions (CoR) in 2021 revealed that 52% of

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local and regional authorities already had some form of foresight activity in place (ESPAS, 2023, p.9). Accordingly, there is a growing number of sub-national authorities engaged in comprehensive cross-sectoral foresight – including with a focus on R&I. The CoR's report "Embracing Uncertainty: Harnessing Strategic foresight for Regional and Local Progress" (ibid.) showcases examples of how subnational governments have used foresight in their policy-making processes:

Scenario Development and Strategic Planning

Regions across Europe are increasingly recognising the value of strategic foresight in shaping their future development. These sub-national entities are actively using a range of foresight approaches to improve their strategic planning and decision-making processes, including on R&I policies. A key application of foresight at the regional level is the development of scenarios for territorial development. The **Friuli Venezia Giulia** (FVG) region in **Italy** has produced the 2020 foresight Scenarios FVG Report, which outlines potential models for territorial development. These were developed in collaboration with the foresight agency Skopia and the University of Trento with Professor Roberto Poli as UNESCO Chair in Anticipatory Systems.

Similarly, the **Helsinki-Uusimaa** region in **Finland** engaged in scenario-based reflection, considering alternative long-term futures that included themes such as the green transition, drivers of the economy, and local community spirit. The scenarios provided the Regional Council with reflections for its Regional Programme 2022-2025 and enabled it to prepare for an uncertain future and to influence it - for decision-making and for regional development activities.

The **Italian** region of **Sardinia** exemplifies a comprehensive approach with its Regional Strategy for Adaptation to Climate Change 2021-2050 and Sardegna 2030 - Regional Strategy for Sustainable Development. The climate change adaptation plan, based on scientific data, outlines the most probable climate scenarios for various areas within the region through 2050 and offers future-oriented recommendations (ibid.).

Horizon Scanning and Trend Identification

Horizon scanning is an important foresight activity undertaken by regions. The German-speaking community of **Ostbelgien** employs this technique to identify emerging trends, such as citizen-centred digital government, as part of its visioning process for 2040. The

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Hauts-de-France region is implementing projects on the future of coastal areas, city centres, and industries, as well as foresight analyses on issues such as early school leaving and the evolution of working patterns (ibid.).

Participatory Foresight and Stakeholder Engagement

Participatory foresight processes are becoming increasingly common, with regions involving a variety of stakeholders in their future-oriented activities. Ostbelgien's foresight project includes workshops with citizens, stakeholders, and experts, resulting in a mission statement outlining the primary objectives that will guide how people in the German-speaking Community aspire to live in 2040. Sardinia's sustainable development strategy, created through a multi-stakeholder participatory process, aims to empower civil society and enhance the multi-governance system and addresses all facets of sustainability (ibid.).

Investing in (R&I) foresight capacities

To support these activities, regions are investing in foresight capacity building. Friuli Venezia Giulia, for example, provides strategic foresight training for regional directors, heads of unit, and even high school teachers. Some regions have gone a step further by setting up dedicated foresight units. The Hauts-de-France region has a team of 17 experts specifically dedicated to strategic foresight and regional development issues, providing full support to the local authorities in its territory (ibid.).

Together with the OECD, the Government of Flanders' (Belgium) Strategic Insights and Analyses unit within the Chancellery and Foreign Office published the guidebook "Strategic Foresight in Flanders: Foundational Elements, Strategic Drivers and Practical Guidance" (Vlaamse ovrheid, 2024). This blueprint [...] "introduces seven strategic foresight roles that set the objectives and highlight the potential value-creation brought by the envisaged transformation" (ibid, p.9). This blueprint outlines four functions developed by the Flanders Chancellery and Foreign Office to enable organisations and/or teams to engage in practice with Strategic Foresight. 1) Discover trends and disruptions 2) Explore Anticipatory intelligence 3) Map opportunities and challenges 4) Create impact and scale (ibid., p.14). The guide offers a practical overview for other regions that seek to use foresight methods to further their (R&I) reforms.

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7 Capacity-building needs in R&I foresight

Working towards and increasing foresight capacity in public administration (and society at large) remains an important goal, according to one of the R&I foresight actors interviewed for this study. Foresight capacity building courses are a key part of moving towards this goal. The survey results demonstrate a **clear recognition of the need for capacity building in foresight activities, with 96% of respondents acknowledging this necessity.** R&I foresight actors explicitly aim to work towards and increasing foresight capacity in public administration and society at large, and capacity-building courses are a key part of moving towards this goal.

The key areas for development and specific priorities identified include **methodological training**, with a strong emphasis on various foresight methodologies such as scenario planning, trend analysis, horizon scanning, and Delphi surveys. There is also interest in broadening the **range of methods used and bringing new staff into the skills pool**. Additionally, respondents highlighted the crucial role of **training in data analysis tools and techniques** to enhance the capacity to analyse and use data for foresight activities. Furthermore, respondents identified the development of **skills in stakeholder mapping, facilitation, and consensus building** as crucial to engaging a wide range of actors in the research and innovation ecosystem.

As part of the Eye of Europe project, the consortium organised capacity-building courses for R&I actors in a multi-day training session in Bratislava, Slovakia in May 2024. Further training courses are scheduled to be held during the course of the Eye of Europe project in order to address the identified capacity-building needs.

The creation of dedicated foresight units and the sharing of methodologies between domain experts were suggested as potential solutions. Specific areas of focus include **responsible innovation and roadmapping.** The ability to **analyse complex information, identify patterns, develop strategic insights, and challenge assumptions** were identified as key by the R&I actors surveyed.

Effective management of foresight projects requires a combination of **planning, coordination, and monitoring skills**, as well as an **understanding of ethical issues** and the **principles of responsible innovation,** according to the R&I foresight actors. There is a need

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for more people to be trained in foresight practices and to have hands-on experience in foresight activities, as general human resource capacity issues point to a lack of people dedicated to these tasks.

According to the R&I foresight organisations, it is vital to implement **effective communication skills and strategies** to translate foresight findings to various stakeholders, including researchers, policymakers, and the public. This should include developing mechanisms to **integrate foresight findings into the research funding process** and **establishing a network of stakeholders** for knowledge exchange and collaborative activities.

The high and almost unanimous recognition of capacity-building needs in R&I foresight points to an emerging but still fragile institutionalisation of foresight across the ERA. Although the identified priorities focus strongly on methodological skills and analytical tools, they also emphasise that R&I foresight is increasingly regarded as a relational practice that relies on facilitation, communication, and the capacity to engage with diverse stakeholders. However, the reported lack of dedicated human resources and specialised units suggests that foresight activities are frequently added to existing roles rather than being structurally embedded within organisations, which can hinder continuity and strategic impact. Therefore, addressing these gaps through targeted training offers, creating specialised units, and establishing mechanisms to integrate foresight results into funding and decision-making processes is key to moving from project-based experimentation towards more sustainable R&I foresight capacity.

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8 Building a European R&I foresight Community – online and in-person

Futures4Europe is the online hub for the R&I foresight community in Europe. The platform serves as a repository for diverse foresight projects, outcomes, educational materials, blog articles, and a communication gateway for ongoing activities and events. It welcomes foresight practitioners, related professionals, potential clients such as R&I funding agency representatives, Science & technology experts, and futures enthusiasts. Visitors can explore content, subscribe to the newsletter, while registered members can disseminate projects, results, and contribute blog posts. Joining is easy – click "Log in," set up an account, and start posting.

In the framework of the Eye of Europe project, the consortium organises various on-site events to provide fora for exchanges for the R&I foresight community. In addition, there are several conferences and other networks in which R&I foresight practitioners have the opportunity to exchange ideas and lessons learned. In the following, a selection of foresight and technology assessment networks and relevant conferences is presented.

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8.1 Examples of International and European (R&I) foresight Networks

Name	Short description	Website
Association of Professional Futurists	The Association of Professional Futurists (APF) is a global community of futurists, professionals dedicated to promoting the practice of strategic foresight and futures studies. Founded in 2002, APF provides resources, networking opportunities, and professional development for its members. The organisation aims to advance the practice of foresight through education, standards, and the sharing of best practices among its diverse membership, which includes consultants, academics, corporate strategists, and public sector professionals.	https://www.apf.org
World Futures Studies Federation	The World Futures Studies Federation (WFSF) is a global NGO established in 1973. Its mission is to advance futures studies and strategic foresight. It brings together individuals and institutions engaged in futures research, education, and policy-making. The WFSF promotes interdisciplinary dialogue and collaboration to address global challenges and create sustainable futures. The WFSF organises conferences, publications, and training programmes, which foster a better understanding of future possibilities and enhance the capability to anticipate and shape future developments.	https://wfsf.org
The Millenium project	The Millennium Project is a global think tank that connects futurists, scholars, business leaders, and policymakers to improve global foresight and decision-making. Founded in 1996, the project conducts research and produces reports on global challenges, opportunities, and strategies. Its flagship publication, the "State of the Future" report, integrates insights from its extensive network of experts and provides comprehensive analysis on a wide range of issues, from technological advancements to socio-economic	https://www.millennium-project.org

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	trends. The Millennium Project also oversees the Global Futures Intelligence System (GFIS), an online platform for sharing foresight information.	
Global Foresight Network by the World Economic Forum	The Global Foresight Network, initiated by the World Economic Forum (WEF), is a collaborative platform that brings together leaders and experts from various sectors to explore and prepare for future challenges and opportunities. The network aims to enhance global foresight capabilities by sharing insights, best practices, and innovative approaches to strategic planning. It leverages the WEF's extensive network to facilitate interdisciplinary discussions and develop actionable foresight strategies that address pressing global issues, from technological disruptions to environmental sustainability.	https://initiatives.weforum.org/global-foresight-network/home
Global Futures Society, Dubai Future Foundation	The Global Futures Society, established by the Dubai Future Foundation (DFF), is an initiative aimed at fostering a global community of futurists, innovators, and thought leaders. Its purpose is to advance the practice of strategic foresight and futures studies on an international scale. The society provides a platform for sharing knowledge, collaborating on future-oriented projects, and discussing emerging trends and technologies. The Global Futures Society facilitates the exchange of ideas and best practices through a series of conferences, seminars, publications, and networking events. These events enable members to anticipate and shape future developments across various sectors.	https://www.dubaifuture.ae/
UN Futures Lab (United Nations)	The UN Futures Lab is a collaborative network by the United Nations (UN) system and diverse stakeholders to integrate futures thinking and strategic foresight into the UN's planning, policy-making and decision-making processes. Through its Global Support Hub, the Lab provides frameworks, capacity-building programmes and tailored support to cultivate a more resilient and anticipatory UN. It actively fosters partnerships with governments, academia, civil society, the private sector and philanthropic organisations,	https://un-futureslab.org/

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	facilitating access to strategic foresight capabilities and advancing the development of forward-looking. The Lab's team provides tailored support, equipping partners at global, regional and local levels with the tools and skills they need to proactively navigate and shape the future.	
Global Futures Literacy Network (UNESCO)	The Global Futures Literacy Network is a wide-ranging international community that brings together futures researchers, practitioners and supporters from a variety of sectors, including academia, government, business and NGOs. Comprising entities such as the 20 UNESCO Chairs in Futures Studies and Futures Literacy and the High-Level Committee on Programs Foresight Network, this collaborative network facilitates the sharing of design practices, resources, ongoing work and progress updates. Through this collective effort, the network aims to advance the field of futures literacy, which focuses on developing the ability to envision and prepare for multiple potential futures.	https://www.unesco.org/en/futures-literacy/network?hub=404
OECD Government Foresight Community	The OECD Government Foresight Community is an initiative by the Organisation for Economic Co-operation and Development (OECD) that supports governments in integrating foresight into policy-making. It provides a platform for sharing insights, methodologies, and experiences among member countries. The community aims to enhance the capacity of governments to anticipate and prepare for future trends and uncertainties. Through workshops, reports, and collaborative projects, the OECD Government Foresight Community helps policymakers develop more resilient and future-ready policies.	https://www.oecd.org/strategic-foresight/ourwork/
Foresight Europe Network	The Foresight Europe Network (FEN) is a collaborative initiative that aims to enhance foresight activities and strategic thinking across Europe. It brings together policymakers, researchers, and practitioners to share knowledge, methodologies, and best practices in foresight. FEN organises events, workshops, and conferences to facilitate dialogue and cooperation on foresight-related issues. The network's goal is to	https://feneu.org/

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	improve the capacity of European institutions and organisations to anticipate and respond to future challenges and opportunities effectively.	
EU-wide Foresight Network	The EU-wide Foresight Network is an initiative by the European Union that aims to strengthen foresight capabilities across member states and EU institutions. It facilitates the exchange of foresight knowledge, tools, and practices to improve strategic planning and policy-making. The network brings together experts from various EU institutions to collaborate on foresight projects and studies that address long-term challenges and opportunities facing the Union. The network moreover aims to enhance the EU's ability to navigate future uncertainties and achieve sustainable development by fostering a culture of foresight.	https://commission.europa.eu/strategy-and-policy/strategic-planning/strategic-foresight_en#eu-wide-foresight-network
Nordic Foresight Network	Nordic Foresight Network is an initiative started by Futures Finland and Futures Sweden. The network brings together forward-thinking individuals, organisations and communities from across the Nordic region, enabling them to collaborate in envisioning and shaping our future.	https://futuresfinland.com/blog/2024/12/22/katsaus-vuoteen-2024-ja-kohti-vuotta-2025-efyze

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8.2 Examples of national (R&I) foresight Networks

Country	Name	Short description	Website
FIN	Finnish Society for Futures Studies	The Finnish Society for Futures Studies was established in 1980 at the recommendation of the Central Board of Research Councils, a government body. Fourteen Finnish institutions of higher education were the founding members. Currently, the Society has 14 institutional members and almost 700 individual members.	https://www.tutuseura.fi/english/
FIN	National Foresight Network & Government Foresight Group	The **National Foresight Network** unites Finnish data producers specialising in foresight. It is coordinated by the Prime Minister's Office and the Finnish Innovation Fund Sitra. It serves as a discussion and coordination forum for foresight practitioners and organises various events. The **Government Foresight Group** is an expert group that supports the government's work on the future and the activities of the National Foresight Network. The group's objective is to develop and strengthen the links between foresight activities and decision-making processes. Its members are foresight and futures experts who represent both producers and users of foresight data. The group advises on the preparation of the Government Report on the Future and the ministries' futures reviews, and supports the development of foresight work at a national level.	https://valtioneuvosto.fi/en/foresight-activities-and-work-on-the-future/national-foresight-network

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FIN	Futures Finland	Futures Finland brings together foresight practitioners and enthusiasts to share the latest information about futures studies, and to promote and develop futures thinking. Since 2012, Futures Finland has evolved from a small network into a large association of futures thinking professionals.	
FRA	Prosper	The PROSPER Network brings together foresight practitioners and institutional foresight managers, combining professional and functional roles which may differ from one member to the next. The network develops expertise spanning the design and implementation of foresight processes, as well as the added value of these activities in terms of scientific contribution and societal relevance. Members value the network's informal character, which safeguards its independence from institutions and allows for a step back from established narratives. The PROSPER Network carries out shared-interest foresight studies and runs seminars on foresight. It serves as a platform for exchanging ideas on how foresight is practised within research organisations, as well as on its broader role within these institutions.	http://www.reseau-prosper.org/index.html
GER	ZUKÜNFTE	The activities in the German-speaking area organised by ZUKÜNFTE aim to increase the reach and visibility of futures literacy. These activities include trainings and large meetings held both online and in person. One university group is engaged in exchanging ideas on futures literacy in teaching and research. Another group is focused on futures with and for young people. Additionally, there is a reading circle and a workshop on the ethics of futures.	https://stefanbergheim.com/
GER	Netzwerk Zukunftsforschung	The *Netzwerk Zukunftsforschung* (Network for Futures Research) is a forum for professionals from universities, non-university institutions, socio-political organisations and the private sector to collaborate on addressing this need. The Network's primary operational structure is through thematically oriented working groups. The Network and its working groups are open to academics and practitioners, and	https://netzwerk-zukunftsforschung.de/

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		anyone interested in future-oriented research is welcome to participate. Members of the network are at liberty to establish such working groups, with the procedures for doing so set out in the working group guidelines.	
GER	Informal foresight Network by the German BAKS	The informal Foresight Network, established by the German Federal Academy for Security Policy (BAKS), is a platform designed to foster collaboration and exchange among foresight practitioners – in government and beyond. It brings together experts from academia, government, the private sector, and civil society to discuss and analyse future trends and challenges. The network aims to enhance strategic foresight capabilities and support informed decision-making in security policy.	https://www.baks.bund.de/de/ueber-uns-kompetenzzentrum-strategische-vorausschau/foresight-veranstaltungen
POL	Polish Association for Technology Assessment (PTOT)	The Polish Association for Technology Assessment (PTOT) is dedicated to the advancement of new TA concepts and the enhancement of research methodologies and tools. PTOT is committed to innovation and improvement in technology assessment methods, integration of scientific communities, and the conduct of specialized research in early recognition and warning. It strives to establish non-profit entities for research, information processing, and public communication. PTOT also places great importance on fostering collaboration with legislative and public administration bodies to facilitate the practical application of assessment outcomes. It disseminates knowledge through education and publications, and it also seeks to enhance international collaboration to facilitate the exchange of experiences in technology assessment.	http://www.ptot.pl/#about

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PRT	Portuguese Network of Public Administration Planning and foresight Services (RePLAN)	RePLAN is an interministerial network coordinated by PlanAPP, focused on strategic planning, public policies, and foresight. Its goals are to enhance cooperation between government areas, promote best practices, harmonise planning tools, and ensure strategic alignment. Comprising representatives from various government sectors, it forms multisectoral teams for collaborative projects. The network is overseen by the PlanAPP director, who coordinates efforts with sectoral representatives.	https://www.futures4europe.eu/blogs/portugals-path-forward-key-insights-from-recent-foresight-publications https://www.planapp.gov.pt/apresentacao-replan/
PRT	R&I Futures Network	The R&I Futures Network in Portugal was established by the Fundação para a Ciência e a Tecnologia (FCT) to foster collaboration and knowledge sharing among diverse stakeholders. The network comprises 50 members from a range of sectors, including academia, the business sector, banks, consultancies, ministries (Environment, Science, Technology, and Innovation, Labour, and Energy), and civil society members (NGOs). The network's primary objective is to facilitate the exchange of results, news, and foresight initiatives, thereby promoting a culture of strategic foresight and innovation. The network's inception was preceded by a Mutual Learning Exercise (MLE) on the Policy Support Facility of Horizon Europe, focusing on institutionalisation.	https://www.futures4europe.eu/blogs/portugals-path-forward-key-insights-from-recent-foresight-publications

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8.3 Examples of networks with a focus on Technology Assessment

Name	Short description	Website
globalTA	The Global Technology Assessment Network (globalTA) is a non-profit organization that aims to develop a global framework and code of conduct for the assessment of the impacts of new technologies. It seeks to facilitate global cooperation for the assessment of emerging technologies in order to maximize their benefits and minimize the risks. Furthermore, globalTA supports adequate anticipatory governance of new technologies that may have significant impacts on the attainment of the UN Sustainable Development Goals.	https://globalta.technology-assessment.info/about-us
EPTA Europe	The EPTA partners provide advice to parliaments on the social, economic and environmental impact of new sciences and technologies. The common aim is to provide impartial and high-quality accounts and reports of developments in issues such as bioethics and biotechnology, public health, environment and energy, ICTs, and R&D policy. Such work is seen as an aid to the democratic control of scientific and technological innovations. It was pioneered in the 1970s by the Office of Technology Assessment (OTA) of the US Congress. EPTA aims to advance the establishment of technology assessment as an integral part of policy consulting in parliamentary decision-making processes in Europe and to strengthen the links between TA units in Europe.	https://eptanetwork.org/about/about-epta

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8.4 Examples of regular conferences on (R&I) foresight or with sessions dedicated to R&I foresight

Name	Short description	Website
Futures Conference (Finland)	Futures Conference is organised by Finland Futures Research Centre & Finland Futures Academy, University of Turku. It creates a multidisciplinary scientific platform where participants from diverse backgrounds convene to share and discuss new ideas concerning the futures of natural resources. The conference program consists of keynote lectures by leading experts, parallel sessions exploring various aspects of natural resource futures, and participatory workshops fostering interactive learning and collaboration. The event aims to generate multidisciplinary, stimulating, and critical discussions that promote networking among individuals with different perspectives, all united by their interest in shaping the future of natural resources.	https://futuresconference2024.com/
WFSF World Conference	The conference is organised by the World Futures Studies Federation (WFSF) and celebrated its 50th edition in October 2023 in Paris. This multidisciplinary conference brings together scholars, researchers, and practitioners from diverse fields to engage in a thought-provoking exploration of the concept of liminality and its profound implications for human experience, identity, and cultural dynamics. Through a carefully curated programme of presentations, interactive workshops, and engaging panel discussions, participants gain insights into the transformative nature of liminal spaces and transitions, generate innovative ideas, and foster a collaborative community dedicated to examining and shaping futures. The objective of this gathering is to facilitate cross-disciplinary dialogue and exchange, thereby pushing the	https://wfsf2023paris.org/

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	boundaries of the understanding and advancing collective knowledge regarding the transformative power of in-between states and experiences.	
EU-SPRI	The EU-SPRI conference is organised by the European Forum for Studies of Policies for Research and Innovation. The aim is to strengthen the vibrant but dispersed interdisciplinary community of researchers focusing on interdisciplinary dimensions related to policy and governance in the field of knowledge creation and innovation. Studies of Policies for Research and Innovation (SPRI) is a growing research field since the 1960s, evolving at the encounter of economics, political science, sociology, Science and Technology Studies, business administration, geography and history. The Eu-SPRI Forum was established in Paris in June 2010 and currently comprises 19 member institutions. During the annual conferences, various regular sessions on R&I foresight are organised.	https://euspri-forum.eu/
Dubai Future Forum	The Dubai Future Forum is an annual event hosted by the Dubai Future Foundation at the Museum of the Future. It brings together a diverse range of professionals, including futurists, foresight practitioners, thought leaders, and experts from academia, various industries, and government, to anticipate challenges, imagine opportunities, share foresight, and shape the future. The 2022 inaugural event brought together over 1,000 individuals and close to 50 foresight groups and organisations. The Forum seeks to provide an international platform for futurists and thought leaders from diverse sectors to discuss insights and experiences, inspire and challenge one another, and build a long-lasting community by engaging on tomorrow's most pressing issues.	https://www.dubaifuture.ae/speakers-forum

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ISPIM Innovation Conference	The ISPIM Innovation Conference is a leading innovation management conference organised by the International Society for Professional Innovation Management (ISPIM). It provides a unique forum for professionals, researchers, and managers to share their innovation experiences and learn from each other. The conference features keynote speeches, interactive sessions, and networking opportunities. The conference's program regularly includes sessions on R&I foresight.	https://www.ispim-innovation-conference.com/
OECD Government Foresight Community Annual Meeting	The OECD Government Foresight Community Annual Meeting is organised by the Organisation for Economic Co-operation and Development (OECD). It brings together government officials, foresight practitioners, and experts to discuss the role of foresight in public policy and decision-making. The meeting provides a platform for sharing best practices, exploring emerging trends, and fostering international collaboration.	https://www.millennium-project.org/oecds-government-foresight-community-conference-april-25-2024/

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9 Outlook: The Future of R&I foresight in the ERA (and beyond)

9.1 Emerging challenges in R&I policy & the role of R&I foresight in addressing them

"Recent years have been a time of polycrisis for the EU" - This is how the European Parliament Research Service summarises the "Key issues in the European Council: State of play in March 2024" (p.55). The fact that 93% of respondents see new or emerging challenges that require a foresight approach highlights the widespread acknowledgement that traditional, linear planning tools are inadequate. At the same time, the prominence of topics such as artificial intelligence, technological change, and related regulatory issues in the responses illustrates how quickly new technologies can outpace existing governance frameworks. In such areas, R&I foresight can play a vital role in helping policymakers explore potential development paths, anticipate systemic risks and unintended consequences, and identify opportunities for mission-oriented interventions. This suggests that foresight is acknowledged as an instrument for navigating the strategic direction of European R&I policy in conditions of uncertainty and rapid transformation.

9.2 Emerging Approaches and Methodologies in R&I foresight

The field of R&I foresight is undergoing constant evolution, with practitioners exploring and adopting new approaches and methodologies to enhance their ability to anticipate and shape the future. The survey responses highlight a diverse range of emerging techniques and areas of focus that are currently being explored within the R&I foresight community. One of the most prominent trends is the **integration of artificial intelligence (AI) and machine learning (ML) technologies** into foresight practices. Respondents reported applying machine learning tools to identify emerging trends, as well as leveraging digital tools and AI for horizon scanning. Additionally, there is growing interest in understanding the impact of AI on R&I and the role that foresight methods can play.

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Experiential and immersive approaches are also gaining traction, with practitioners exploring the use of **serious games and gamification techniques** to immerse participants in future worlds and identify R&I needs. Experiential foresight methodologies aim to create more engaging and participatory experiences, fostering a deeper understanding of potential futures and their implications. **Speculative and design-based approaches**, such as Speculative Design, Deep Time, and Experience Design, are being explored as means to envision and communicate alternative futures. These methods often involve the creation of tangible artefacts or experiences that challenge assumptions and stimulate discussions about possible futures. The EU Policy Lab's "Futures Garden" (2024) project is an example of foresight enriched with speculative design.

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Using speculative design in R&I foresight: The Futures Garden project

The Futures Garden, implemented in 2023, created alternative future scenarios through the use of fictional future artefacts that invite reflection and debate. The ultimate goal was to "revolutionise" policy-making by combining speculative design with creativity, empathy and analytical insight. The pilot addressed two main themes: "Dealing with Future Selves" and "Extending Human Perception to New Scales".

The first theme examined new ways of being, both individually and collectively. It explored new practices and technologies that enhance self-reflection and the sharing of emotions, which helped shape people's life choices and fostered a renewed sense of togetherness. The second theme explored the richness of non-human intelligences, expanding people's attention and appreciation of their unique sensory worlds and environments.

The project unfolded in several phases. The first phase, Horizon Scanning, involved the identification and curation of cutting-edge concepts, theories, practices and technologies that could reshape one's notions of future selves and expanded human perception. The team used literature from fields of psychology, biology, epigenetics, biotechnology, neuroscience, cultural theory and spirituality. In the speculative design phase, selected briefs were transformed into thought-provoking future artefacts in the form of short films, "Inwards" and "Symbiotic", in collaboration with two design agencies. Through these, the aim was to make the imagined futures more tangible, immersive and engaging.

The Citizen and Policy Engagement phase entailed reflections on the diverse societal implications of the scenarios and the aggregation of diverse perspectives and insights from EU citizens and policymakers. A series of eight workshops were conducted between late November and early December 2023. Ultimately, the project journey and outcomes were showcased on the dedicated website futuresgarden.eu.

Sources: https://www.futuresgarden.eu/; https://www.prospectiva.ro/futures-garden-creating-fictional-artifacts-through-speculative-design/

Scenario development and analysis remain a core focus in R&I foresight, with practitioners **exploring new ways to combine qualitative scenarios with quantitative market estimates**. Furthermore, pathway approaches and seed-based scenario building techniques are being investigated as alternative methods for scenario development.

Issues of **representation and inclusion** are also gaining attention, with respondents highlighting the need to consider **how to represent future generations and nature** in

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foresight processes. This reflects a growing recognition of the importance of incorporating diverse perspectives and considering the long-term implications of R&I activities.

Debiasing techniques, which aim to identify and actively counteract biases in anticipatory assumptions, are being explored as a means to improve the quality and objectivity of foresight processes. Additionally, the concept of "paradox" is being investigated as a potential approach for challenging conventional thinking and embracing complexity. Thematic areas such as **sustainable consumption and human needs-centred R&I** requirements are also emerging as areas of focus. This reflects the growing importance of addressing societal challenges and aligning R&I activities with broader sustainability goals.

These developments point to an important broadening of the R&I foresight practices. The integration of AI and digital tools into horizon scanning and trend detection indicates a shift towards more data-driven form of anticipation. At the same time, this reinforces the need for critical reflection on algorithmic biases and transparency. Experiential and speculative approaches, such as serious games, the example of Futures Gardens and design-based methods, suggest that practitioners are increasingly seeking to complement analytical techniques with formats that encourage imagination, interpretation and discussion among a variety of stakeholders. Eventually, the growing attention to representation, debiasing, and human-centred themes signals a shift in focus from technology- or growth-oriented futures to approaches that explicitly address societal values, sustainability, and intergenerational justice in the 69 projects submitted for this report.

10 Synthesis

The stocktaking shows that R&I foresight in Europe is methodologically mature and widely practised, but still unevenly institutionalised and underutilised strategically. The main lesson is not that more foresight is needed, but that foresight needs to be better embedded, timed, diversified, and resourced to realise its full policy potential.

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Table 3: Key Lessons and Implications from 69 R&I Foresight Projects

Lesson	Evidence from Stocktaking	Implication
1. Institutional anchoring essential	Formal policy adoption more likely where senior decision-makers were engaged early. 62% projects remain episodic, according to the cases descriptions.	Foresight should be designed as a governance function, not a one-off analytical exercise. Without institutional anchoring, even high-quality foresight struggles to translate into decisions.
2. Process value exceeds outputs	Learning effects, trust-building cited more frequently than reports (85% high-impact cases). Decision-maker participation signficantly enhanced uptake of results.	The value of foresight lies not only in what is produced but in who is involved and how futures thinking is internalised. Designing foresight as a participatory learning process increases the likelihood of uptake and reuse.
3. Stakeholder diversity structural gap	Citizens are only included in 30 % of cases and businesses in 40% (despite 93% expert participation). Limits legitimacy for mission-oriented agendas.	If foresight is to inform socially robust R&I policy, broader participation is not optional. Expanding stakeholder diversity is essential for addressing distributional effects, social acceptance, and implementation challenges.
4. Methodological conservatism	Core methods (scenarios 64%, trends 52%) dominate; stress-testing/backcasting in only 7%/20% despite stronger decision links.	There is untapped potential to move from exploration to action-orientation. Broadening the methodological mix would help bridge the gap between long-term insight and short-term policy constraints.
5. Timing misalignment bottleneck	Long-term insights are reported to be sidelined by short-term pressures.	Improving uptake requires not just better communication, but better timing, framing, and integration into existing policy processes. Foresight could be synchronised with moments of strategic decision-making cycles.
6. Communication as design choice	Immersive and visual formats sustain engagement much longer than reports.	To matter in practice, foresight outputs must be designed for engagement, not only for documentation. Communication is not an add-on but a core design choice.
7. Capacity fundamental constraint	96% identify capacity gaps as Foresight tasks are frequently added on top of existing roles.	Without investment in people, structures, and teams, foresight remains fragile and project-based. Capacity building is a precondition for institutionalisation, not a supplementary activity.

Note: Prevalence rates from 51 survey responses covering 69 projects.

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Institutional Anchoring: The Prerequisite for Policy Impact

One of the key insights to emerge from this analysis is that foresight only creates policy value when it is institutionally anchored through clear political or administrative mandates and embedded within governance cycles. Foresight influenced strategies, funding priorities and even formal policy instruments, such as Romania's National Strategy for Research, Innovation and Smart Specialisation 2022–2027 and the Czech Republic's R&D&I Priorities, only when senior decision-makers were involved from the outset and remained engaged throughout. Where foresight remained project-based, exploratory or detached from decision-making timelines, its outputs tended to be advisory rather than actionable. This suggests that foresight should be designed as a governance function rather than a one-off analytical exercise. Without such institutional anchoring, even methodologically robust foresight struggles to translate into concrete decisions.

Process Value: Learning Effects Outweigh Reports

It is equally important to recognise that the co-creative foresight process often delivers more lasting value than the final reports alone. Learning effects, shared understanding, trust-building and enhanced futures literacy among participants emerged repeatedly across the portfolio as central outcomes, particularly when decision-makers participated directly rather than merely receiving ex post results. The involvement of decision-makers correlated with uptake rates that were three times higher than those of expert-only approaches. The value of foresight therefore lies not only in the outcomes produced, but also in who is involved and how futures thinking becomes embedded within organisations. Designing foresight as a participatory learning process substantially increases the likelihood of immediate uptake and sustained reuse across policy cycles.

Stakeholder Diversity: A Persistent Structural Weakness

Stakeholder diversity remains a structural weakness that limits this potential. European R&I foresight practice is predominantly expert- and administration-centric, with scientists and public bodies dominating participation in 93% and 90% of projects, respectively. By contrast, citizens and business actors are involved in only 30% and 40% of projects, respectively. While expert dominance can support analytical depth, the underrepresentation of societal actors can undermine the legitimacy, robustness and relevance of the outputs of foresight, particularly for mission-oriented and transformative

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R&I agendas, where distributional effects, social acceptance and implementation challenges are paramount. For foresight to inform robust R&I policy, participation from citizens, civil society and the private sector should become essential rather than optional.

Methodological Conservatism: Mature but Limited

From a methodological perspective, European R&I foresight is mature but also conservative, relying heavily on a narrow core of established techniques, such as scenarios (64%), trend analysis (52%), and horizon scanning (48%), while implementation-oriented tools remain significantly underutilised. Approaches such as policy stress-testing, backcasting and futures literacy appear precisely in those cases demonstrating stronger connections to decision-making and organisational learning. Yet these methods feature in only 7%, 20% and 10% of projects, respectively. This suggests there is untapped potential to move beyond exploratory analysis towards action orientation. Expanding the range of methodologies employed could help to bridge the persistent gap between long-term strategic insight and the short-term constraints of policymaking.

Timing Misalignment: The Short-term Logic Bottleneck

A recurring bottleneck that undermines uptake is the misalignment between long-term foresight perspectives and short-term political, budgetary or organisational pressures. Even when the results of foresight exercises are recognised as analytically robust and policy-relevant, they are often disregarded if they challenge existing priorities, timelines or narratives. Improving uptake requires better communication of results, as well as better timing, strategic framing and integration into existing governance processes. Foresight must be synchronised with genuine moments of strategic decision-making to overcome these short-term logics.

Communication Design: Beyond Written Reports

The format of communication itself has a strong influence on the reach and longevity of foresight results. Much of the portfolio relies too heavily on written reports, which limits visibility and sustained engagement. In contrast, cases employing immersive, visual or experiential formats demonstrate twice the level of continued stakeholder interaction beyond the project lifecycle. In order to have a practical impact, the design of foresight outputs must prioritise engagement from the outset rather than being treated as

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documentation produced afterwards. Communication therefore becomes a core design choice integral to foresight practice, rather than an add-on activity.

Capacity Gaps: The Scaling Constraint

Capacity building is the main obstacle preventing the expansion of foresight from project-based experimentation to systematic practice, particularly within public administrations. Almost all stakeholders (96%) identify capacity gaps in core methodologies, facilitation skills, data analysis, policy translation and sustained human resource provision. When foresight responsibilities are simply added to existing roles, continuity and quality inevitably suffer. Without deliberate investment in people, dedicated structures and routine integration into organisational workflows, foresight will remain ad hoc rather than becoming institutionalised. Capacity building must therefore be treated as a precondition for scaling up foresight practices, rather than as an additional activity.

11 Conclusions

The report has provided a snapshot of diverse and innovative R&I foresight practices across the ERA and how they inform policy-making. The mapping of 181 organisations (see Annex) and 69 R&I foresight projects showcases a dynamic and heterogeneous landscape that is still in the process of institutionalisation.

Across the examined cases, R&I foresight has demonstrated its contribution to setting strategic direction, making better use of public resources, preparing for potential futures and building capacity in public administrations and wider R&I ecosystems. Yet, the stocktaking exercise also highlighted persistent bottlenecks, including limited time and resources, difficulties in stakeholder mobilisation and challenges in translating foresight outcomes into decisions. This is particularly the case when long-term perspectives collide with short-term political incentives. The almost unanimous recognition of the need for capacity building underscores the fact that foresight is often project-based rather than structurally embedded, with many organisations lacking dedicated human resources and units.

Looking ahead, emerging approaches such as AI-supported horizon scanning and experiential and speculative formats indicate a significant expansion of R&I foresight

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practices. The cases also demonstrate a growing focus on representation, debiasing, and the development of human-centred, sustainability-oriented futures. The report shall contribute to the Eye of Europe project and the Futures4Europe platform's aim to provide a forum for the exchange of ideas among R&I foresight practitioners, support capacity building and foster a more cohesive European R&I foresight community.

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13 Annex:

European Landscape of R&I Foresight actors

Institutions that submitted the survey for this report are highlighted in bold. It is acknowledged that not all of these institutions' primary focus is on R&I foresight. However, these institutions have engaged in R&I foresight initiatives in the past and might therefore be interested in joining the Futures4Europe foresight community to share their practices and exchange with other practitioners.

Country	Institution Name	Website
Austria	**Austrian Institute of Technology (AIT)**	**https://www.ait.ac.at/**
	Austrian Research Promotion Agency (FFG)	**https://www.ffg.at/en**
	Austrian Society for European Research (ÖGfE)	https://oegfe.at/
	Centre for Social Innovation (ZSI)	**https://www.zsi.at/**
	Federal Ministry of Defence, Landesverteidigungsakademie (LAVAK, Defence Academy)	https://www.bmlv.gv.at/
	Federal Ministry for Innovation, Mobility and Infrastructure	https://www.bmimi.gv.at/en.html
	Federal Ministry of Education	https://www.bmb.gv.at/en.html
	Institute for Technology Assessment (ITA)	**https://www.oeaw.ac.at/ita/**
Belgium	**Arctik**	**https://www.arctik.eu/**
	Belgian Science Policy Office (BELSPO)	https://www.belspo.be/
	IDEA Consult	https://ideaconsult.be/
	Rand Europe	https://www.rand.org/randeurope.html
	Research Foundation Flanders (FWO)	https://www.fwo.be/
	The Destree Institute	http://www.institut-destree.eu/
	Technopolis Group Belgium	**https://technopolis-group.com/pt-pt/office/belgium-policy-consulting/**
	Flemish Public Administration - Department of Economy, Science & Innovation	**https://www.ewi-vlaanderen.be/en/department-economy-science-innovation**
	Chancellery & Foreign Office Flanders	https://www.fdfa.be/en/department
Bulgaria	IRIS Group	https://iris-bg.org/
	The Applied Research and Communications Fund	https://arcfund.net/en/
	Vangavis	https://www.vangavis.com/
Croatia	**Institute for Development and International Relations (IRMO)**	**https://www.irmo.hr/**
Czech Republic	Faculty of Social Sciences, Charles University	https://iss.fsv.cuni.cz/en
	Charles University Environment centre	https://czp.cuni.cz/en/Contact
	Department of Development and Environmental Studies, Faculty of Science, Palacký University Olomouc	https://czp.cuni.cz/en/Contact
	Technology Centre Prague	**https://www.tc.cz/en**
	Technology Agency of the Czech Republic (TACR)	**https://tacr.gov.cz/en/**

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	Government Office	https://www.vlada.cz/en/
	Ministry of Industry and Trade	**www.mpo.cz**
Denmark	**Ministry of Higher Education and Science**	**www.ufm.dk/en**
	Copenhagen Institute for Futures Studies (CIFS)	https://www.cifs.dk
	Anticipate	**https://www.anticipate.dk/**
Estonia	Estonian Ministry of Education and Research	https://www.hm.ee/en
	Estonian Institute for Sustainable Development/Stockholm Environment Institute Tallin Centre	https://epomm.eu/countries/estonia
	Estonian Institute for Futures Studies	https://www.efs.ee/en/
	Foresight Centre at the Parliament of Estonia	**https://arenguseire.ee/en/**
	University of Tartu Futures Lab	https://www.ut.ee/en
Finland	Business Finland	https://www.businessfinland.com/
	Finland Futures Research Centre (FFRC), University of Turku	**https://www.utu.fi/en/units/ffrc**
	Sitra	https://www.sitra.fi/en/
	Futures Platform	https://www.futuresplatform.com
	Laurea University of Applied Sciences	https://www.laurea.fi/en/
	Prime Minister's Office / Government Foresight Group	https://valtioneuvosto.fi/en/projects-and-legislation/project?tunnus=VNK083:00/2020
	Research & Innovation council	https://valtioneuvosto.fi/en/research-and-innovation-council
	VTT Technical Research Centre	**https://www.vttresearch.com/**
France	Agence Nationale de la Recherche (ANR)	https://anr.fr/en/
	Centre for Studies and Strategic Foresight (CEP)	https://agriculture.gouv.fr/centre-studies-and-strategic-foresight-cep-internal-think-tank-french-ministry-agriculture
	Futuribles International	https://www.futuribles.com/
	IFREMER	https://www.ifremer.fr/en
	INRAE - National Research Institute for Agriculture, Food and Environment	**https://www.inrae.fr/**
	Ministry for Higher Education, Research and Space	**https://www.enseignementsup-recherche.gouv.fr/fr**
	Plurality University Network	https://plurality-university.org/
	French Prime Minister's strategic planning unit "Commissariat général à la stratégie et à la prospective"	https://www.strategie-plan.gouv.fr/actualites/creation-commissariat-general-strategie-prospective
Germany	**Bavarian Foresight Institute**	**https://www.thi.de/en/research/bavarian-foresight-institute/**
	Federal Agency for Security Policy (BAKS)	https://www.baks.bund.de
	Bureau für Zeitgeschehen	https://www.bureau-fz.eu/en/934-2/
	CASSIS - Center for Advanced Security, Strategic and Integration Studies	https://www.cassis.uni-bonn.de/en
	Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ)	https://www.giz.de
	DLR Projektträger (German Aerospace Center Project Management Agency)	**https://projekttraeger.dlr.de/en/references/strategic-foresight**
	EIT Climate-KIC	https://www.climate-kic.org/

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	Federal Chancellary	https://www.bundesregierung.de/breg-en/federal-government
	Federal Ministry of Research, Technology and Space (BMFTR) Foresight Unit	https://www.bmftr.bund.de/DE/Forschung/Gesellschaft/StrategischeVorausschau/strategischevorausschau_node.html
	Foresight Intelligence	https://www.foresightintelligence.de
	Fraunhofer ISI Foresight Competence Center	**https://www.isi.fraunhofer.de/en/competence-center/foresight.html**
	Future Impacts Consulting	**http://future-impacts.de/en/**
	FUON Futures, Institute of Practical Emergence	**https://fuonfutures.com/ & https://emergenz-institut.de/**
	Global Public Policy Institute (GPPi) – Strategic Foresight	https://gppi.net/issue-area/strategic-foresight
	Hamburg Institute for Future Studies	https://www.hiz.de/
	Institut Futur, Free University Berlin	https://www.ewi-psy.fu-berlin.de/erziehungswissenschaft/arbeitsbereiche/institut-futur/_media_design/Institut-Futur_English_neu.pdf
	Institute for Futures Studies and Technology Assessment (IZT)	https://www.izt.de/
	Institute for Innovation and Technology (iit)	https://www.iit-berlin.de/
	N O R M A L S	https://normalfutu.re/
	Parmenides AG	https://parmenides-eidos.com/
	Institut für Zukunftsstudien und Technologiebewertung (IZT)	https://www.izt.de/en/
	PD Consulting	https://www.pd-g.de/
	Prognos AG	**https://www.prognos.com/en/**
	Rohrbeck Heger	https://www.rohrbeckheger.com
	Schaltzeit GmbH	https://schaltzeit.de/
	Steinbeis Europa Zentrum	**steinbeis-europa.de**
	Themis Foresight	https://themis-foresight.com/
	VDI VDE Innovation and Technology	**https://www.vdi-vde-it.de/**
	Z_punkt The Foresight Company	https://z-punkt.de/en/
	Zukünfte Consulting	https://stefanbergheim.com/
	4strat	www.4strat.de
	2bAhead	https://2bahead.com/
Greece	UNESCO Chair on Futures Research	http://www.futures.gr
	Helenos Consulting	**https://helenosco.com/**
	HELLENIC REPUBLIC-Presidency of the Government Special Secretariat of Foresight	https://foresight.gov.gr/en/
	Life Long Learning Center - University of Peoloponese	https://lll.uop.gr/foresight/
	National and Kapodistrian University of Athens	https://cce.uoa.gr/courses-detailed/e77b576c-2460-4d11-a690-4a3f741dbe77, https://elearninguoa.org/course/business-economics/management-and-foresight-strategy-and-uncertainty
Hungary	**Institute of Economics, HUN-REN Centre for Economic and Regional Studies, Hungarian Academy of Sciences Centre of Excellence**	**https://kti.krtk.hu/en/**
Iceland	The Icelandic Centre for Future Studies	https://framtidarsetur.is/

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Ireland	BearingPoint	https://www.bearingpoint.com/en-ie/
Italy	**National Research Council of Italy (CNR)**	**https://www.cnr.it/**
	Nextatlas	https://www.nextatlas.com/
	Foresight Science & Technology Europe (FST Europe)	https://foresightst.com/fst-europe/
	ISINNOVA	**https://www.isinnova.org/**
	Italian Institute for the Future - Speculative Design Hub	https://www.instituteforthefuture.it/
	Nextatlas (iCoolhunt S.p.A.)	https://www.nextatlas.com/
	Politecnico di Milano	**https://www.foresight.polimi.it/**
Latvia	Latvian Strategy and Economic Research Institute	https://domnicalaser.lv/en/home/
Lithuania	**Vilnius University**	**www.evaf.vu.lt**
	Research Council of Lithuania	https://www.lmt.lt/
	Visionary Analytics	https://visionary.lt/
	PPMI (part of Verian Group)	**https://ppmi.lt/**
Luxembourg	Ministry of the Economy, General Directorate Economic Affairs, Competitiveness and Foresight	https://meco.gouvernement.lu/en/domaines-activites/prospective.html
Netherlands	Clingendael	https://www.clingendael.org/topic/strategic-foresight
	TU-Delft	https://www.tudelft.nl/over-tu-delft/strategie/foresight/applying-foresight/publications/foresight-briefings
	Rathenau Instituut	https://www.rathenau.nl/
	Ministry of Defence	https://english.defensie.nl/
	National Institute for Public Health and the Environment	https://www.rivm.nl/en/public-health-foresight
	TNO Vector	**https://vector.tno.nl/en/expertise/system-analysis/foresight-studies/**
	Stichting Toekomstbeeld der Techniek (STT)	https://stt.nl/nl/english-profile-publications
	Wageningen University and Research	https://www.wur.nl/en/article/foresight-scenarios.htm
Norway	**Fremtenkt**	https://fremtenkt.no/pages/english
	University of Bergen - European Centre for Governance in Complexity	https://www.ecgc.no/about-us
	Nordic Foresight	https://www.nordicforesight.com/services
Poland	4CF The Futures Literacy Company	https://www.4cf.pl/
	Bialystok University of Technology	**https://pb.edu.pl/en/**
	Polish Society for Future Studies	https://ptsp.pl
Portugal	ALVA Research & Consulting	https://www.alva-rc.com/
	AM Consultores	https://www.amconsultoficial.com/sobre
	AMA - LabX	https://www.ama.gov.pt/labx
	Calouste Gulbenkian Foundation – Future Forum	https://gulbenkian.pt/en/future-forum/
	Direção-Geral de Política de Defesa Nacional	**https://www.defesa.gov.pt/pt/defesa/organizacao/sc/dgpdn**
	Ministry for Foreign Affairs, DG European Affairs	**https://portaldiplomatico.mne.gov.pt/**
	efacec	**www.efacec.com**
	Fundação para a Ciência e a Tecnologia - FCT [Foundation for Science and Technology]	**https://www.fct.pt/**
	GPP – Office for Planning, Policy and General Administration (Ministry of Agriculture)	https://www.gpp.pt

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	PLANAPP (Prime Minister's Office, inter-ministerial foresight)	https://planapp.gov.pt/pt/
	Instituto de Prospectiva	**https://institutoprospectiva.pt/en/index.html**
	Instituto Superior de Economia e Gestão (ISEG), Universidade de Lisboa	**https://www.iseg.ulisboa.pt/**
	ICS – Institute of Social Sciences (University of Lisbon)	https://www.ics.ulisboa.pt/
	IF Insight & Foresight	https://www.ifforesight.com/
	IPRI – Portuguese Institute of International Relations (NOVA University Lisbon)	https://ipri.unl.pt
	INESC TEC – Institute for Systems and Computer Engineering, Technology and Science	https://www.inesctec.pt/
	TIS - Transportes Inovação e Sistemas	https://www.tis.pt/
	University of Aveiro – Public Policy Group	https://www.ua.pt/
Romania	UNATC – National University of Theatre and Film	https://unatc.ro/
	Institutul de Prospectiva	**http://www.institutuldeprospectiva.ro/**
	UEFISCDI (The Executive Agency for Financing Higher Education, Research, Development and Innovation)	**https://uefiscdi.gov.ro/**
Slovakia	**Government Office of the Slovak Republic**	**https://www.vlada.gov.sk/524/government-office-of-the-slovak-republic/**
	Research and Innovation Authority (VAIA) (Gov. Office)	https://vaia.gov.sk/en/contact/
	Slovak Academy of Sciences - Institute for Forecasting	https://www.prog.sav.sk/en/about-the-institute-for-forecasting/
	Slovak Society for Future Studies	http://www.futurologia.sk/
Slovenia	**GFS-Institute**	https://www.gfs4.eu
	Ministry of Education	https://www.gov.si/en/state-authorities/ministries/ministry-of-education/
Spain	**Barcelona Centre for International Affairs**	**www.cidob.org**
	Centro de Estrategia y Prospectiva Industrial (CEPI)	https://cepi.es/
	Escuela de Organización Industrial – EOI Business School	https://www.eoi.es/
	Futuros Deseables	https://www.futurosdeseables.es
	Futurlab – The Foresight Laboratory (University of Alicante)	https://futurlab.ua.es/en/futurlab.html
	Insight Foresight Institute (IFI)	**https://if-institute.org/**
	Mindset Consulting	https://www.mindset.tech/
	PROSPEKTIKER - European Institute for Futures Studies and Strategy	**http://www.prospektiker.es/**
	Smart Connections	https://smartconnections.es/
	Presidency and Council of Ministers	https://www.lamoncloa.gob.es/lang/en/paginas/index.aspx
	Spanish Ministry of Science and Innovation, Foresight Division	https://www.ciencia.gob.es/
	Think Next Ltd	https://thinknext.uk/
	LISA INSTITUTE PARA EMPRESAS E INSTITUCIONES	https://cursos.lisainstitute.com/
Sweden	**Centre for Local Government Studies - CKS, Linköping University**	**https://liu.se/forskning/cks**
	Institute for Futures Studies (IFFS)	https://www.iffs.se/en/
	RISE Research Institutes of Sweden	https://www.ri.se/en/expertise-areas/expertises/foresight
	Royal Institute of Technology (KTH) Sustainable Futures Lab	https://sflab.eecs.kth.se/
	Stockholm University	https://www.su.se/

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	VINNOVA - Sweden's Innovation Agency	https://www.vinnova.se/en/
Australia	**Current working with New South Wales government, the University of Technology Sydney, and own foresight consulting firm**	
Moldova	**National Agency for Research and Development**	**www.ancd.gov.md**
	Ministry of Education and Research of Moldova	https://mec.gov.md/en
	Ministry of Economy of the Republic of Moldova	https://mded.gov.md/
Türkiye	**Baskent University Technology and Knowledge Management Department, Ankara**	**https://tby.baskent.edu.tr/kw/?dil=EN**
Ukraine	FUTX Centre for Futures and Technology Innovations	https://futx.eu
United Kingdom	ARUP Foresight	https://www.arup.com/services/advisory-services/strategy-and-insights/foresight
	Edinburgh Futures Institute, University of Edinburgh	https://efi.ed.ac.uk
	ForgeFront	https://forgefront.co.uk/
	Manchester Institute of Innovation Research	https://www.manchester.ac.uk/research/
	Nesta	https://www.nesta.org.uk/
	Policy Lab (UK Cabinet Office)	https://openpolicy.blog.gov.uk/category/policy-lab/
	SAMI Consulting Ltd	**https://www.samiconsulting.co.uk/**
Multiple	European Commission Joint Research Centre (JRC)	https://joint-research-centre.ec.europa.eu/
	EU Policy Lab	https://joint-research-centre.ec.europa.eu/eu-policy-lab_en
	Teach the Future	https://www.teachthefuture.org/

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Survey questions

Background- The Eye of Europe project

The Eye of Europe project will build a social infrastructure for piecing together existing conversations in foresight and amplifying them to create synergies. People make up the heart of this project, not just foresight practitioners but anyone who is intrigued by the future of their domains of expertise, as well as non-expert audiences. These individuals, representing a wide spectrum of interests, can dive into foresight projects, outputs, interesting scenarios, visions, and disruptive trends, to name a few.

Our platform, Futures4Europe, serves as a hub for this vibrant community, keeping the conversation about our collective future alive and enabling participants to learn from one process to another. It's all about creating a continuous loop of dialogue, learning and inspiration. By filling out this survey, you are making an important contribution to taking stock of the wealth of (R&I) foresight initiatives, which reflect the diversity of the European foresight Community!

Your responses will help us to:

- identify the **current and emerging links between R&I foresight activities** and policy making, as well as the **institutionalization approaches** of R&I foresight practices within organizations.
- **understand the current R&I foresight practices** within your organization, as well as any emerging trends or approaches.
- assess the level of interest among organizations in **participating in mutual learning activities** and **joining our R&I foresight Community & Network** for knowledge sharing and collaboration.
- **identify other relevant actors or stakeholders in the field of R&I foresight** using a snowballing approach.

Approach:

- The questionnaire is designed to **differentiate between types of organizations**
- We encourage you to respond based on your organization's experience and memory, **focusing on the last five years** and any perceived emerging developments in R&I foresight practices or needs.
- In order to gather comprehensive insights, the survey combines closed questions and open-ended questions to allow for **qualitative input** and detailed explanations.

The results will feed into the first Mutual Learning Exercise (MLE) in Bratislava, Slovakia, in May 2024 and the overall Eye of Europe project to strengthen the European R&I foresight Community. We would be grateful if you could complete the questions below by

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the deadline indicated - it is fine to provide all the information you have and to submit the survey with gaps.

Section 1 – General information about the respondent

Country:
Your name:
Name of your position:
Contact details (e-mail address):

Please indicate your level of knowledge of foresight (*only one answer*):

- No knowledge
- Basic understanding of foresight
- Experience as a participant in foresight consultations (e.g., scenario or visioning workshop)
- Experience as a beneficiary of foresight projects
- Experience of coordinating foresight projects

Please indicate your level of experience in Research & Innovation policy:

- Limited or no experience
- Moderate experience
- Extensive experience
- Expert level experience

Section 2 – General information about the organisation

Name & website of the organisation/government you are working for:

Type of R&I stakeholder:

- Governmental body
- Academia
- Business
- Other, please specify:___

In the last five years, how has your organisation been involved in Research and Innovation (R&I) foresight activities? Please select the option that best describes your organisation's involvement:

- As a beneficiary or funder of foresight initiatives
- As a foresight service provider
- Involved both as a beneficiary/funder and as a foresight service provider

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- No involvement in foresight activities within R&I

In how many foresight projects has your organization been involved in the last 5 years?

Of these, how many were specifically focused on Research and Innovation *(same scale as above)*?

Section 3. Key foresight projects

As a consortium of the Eye of Europe project, we are aware that there are plenty of (R&I) foresight projects out there. In the following, we would thus like to find out more about innovative (R&I) foresight projects which your organisation or government implemented or benefitted from. We invite you to share up to three projects. The survey will guide you through a few questions for each of the projects (name, methods used etc.).

Please describe the most important (R&I) foresight project your organisation implemented or benefited from:

- Name of the project
- Short description (200 words max)
- Link to the website with additional information

Which option best describes the role of your organisation in this project?

- Project beneficiary or funding organisation
- Key role in implementing the foresight activities
- Support role in implementing the foresight activities

Which type of participants /representatives have been involved (tick all that apply):

- Public bodies
- Private sector
- Non-governmental organizations (NGOs)
- Experts/ scientists
- Citizens
- International organizations
- Other, please specify:___

How many people have been involved?

- Up to 20 people
- 21-50
- 51-100
- 101-1000

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- More than 1000

Which foresight methods have been used?

- Trend Analysis
- Horizon / Environmental Scanning
- Delphi Surveys
- Scenarios
- Visioning
- SWOT Analysis
- Roadmapping
- Policy Stress-testing
- Backcasting
- Futures Literacy Labs
- Other, please specify: _____

- Which main benefits have you seen from carrying out these foresight activities (such as policy implications or process benefits)?
- What were the critical success factors that contributed to the impact of the foresight project?
- Which constraints and bottlenecks have you encountered in carrying out foresight activities, such as costs, mobilisation efforts, relevance of outputs or uptake of results?

Would you like to submit another foresight project?

Section 4 - Interest in R&I foresight and it's new frontiers

How relevant do you consider foresight to be for informing Research and Innovation public policies at national or European level? (1=not relevant ; 10= very relevant)

Do you consider that there are new or emerging challenges in R&I policy which require a foresight approach in addressing them?

- No

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- Yes, namely _____

Are there any emerging approaches or methodologies of R&I foresight which you are currently exploring?

Please indicate the main capacity building needs for the development of foresight activities in your organisation or government and where possible indicate specific priorities.

Section 5 - Building a stronger European R&I foresight community

In your opinion how important it is to have a strong foresight community in Europe? (1: not important at all; 10 of highest importance)

Which would be the main benefits of having an European foresight community? Please rank the following options according to their priorities:

- Sharing results from various foresight projects
- Access to a repository of domain experts
- Mutual sharing of foresight methods
- Increasing visibility of foresight in society
- Enable partnerships
- Other, please specify _____

Are you aware of the Futures4Europe platform:

- Yes, and I use it regularly
- Yes, but I rarely use it
- Yes, but I have never used it
- No

If previous answer was "Yes, and I use it regularly"; "Yes, but I rarely use it"; "Yes, but I have never used it":
Do you find the platform useful for your R&I foresight projects or contacts? What additional aspects or features would you like to see on the platform?

If previous answer was "No" : May we invite you to the Futures4Europe foresight Community portal, where your peers exchange innovative approaches, experiences and good practices on R&I foresight?

- Yes

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- No

Are you part of any foresight-related networks? If yes, which ones?

Have you attended a foresight conference in the last 5 years? If yes, which one(s)?

Section 6 – Any additional comments on R&I foresight in Europe

Who else should receive this survey? Either forward the following link to your contacts or kindly provide the contact details of other foresight practitioners. Thank you for your support in growing the foresight community in Europe!

Are there any projects, reports, events, or noteworthy foresight initiatives that you would like to share? Please include a brief description (max 300 words each) and a corresponding link to the website (if available).

Do you have any feedback or suggestions about the survey?

We appreciate your responses to the survey and look forward to welcoming you to our renewed Futures4Europe foresight Community Platform in the near future! If you have any questions, please do not hesitate to contact Simon Schmitz (S.Schmitz@dlr.de).

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