The FOSTER project

A commitment to the future

Brussels | 23rd January 2025

Presented by
Elisa Decourcelle, CEMR Project Officer on Climate and Energy

FOSTER
Future Oriented Solutions Toward
Environmental Resilience

CCRE
CEMR
Local & Regional
Europe

Funded by
the European Union

General information about the project

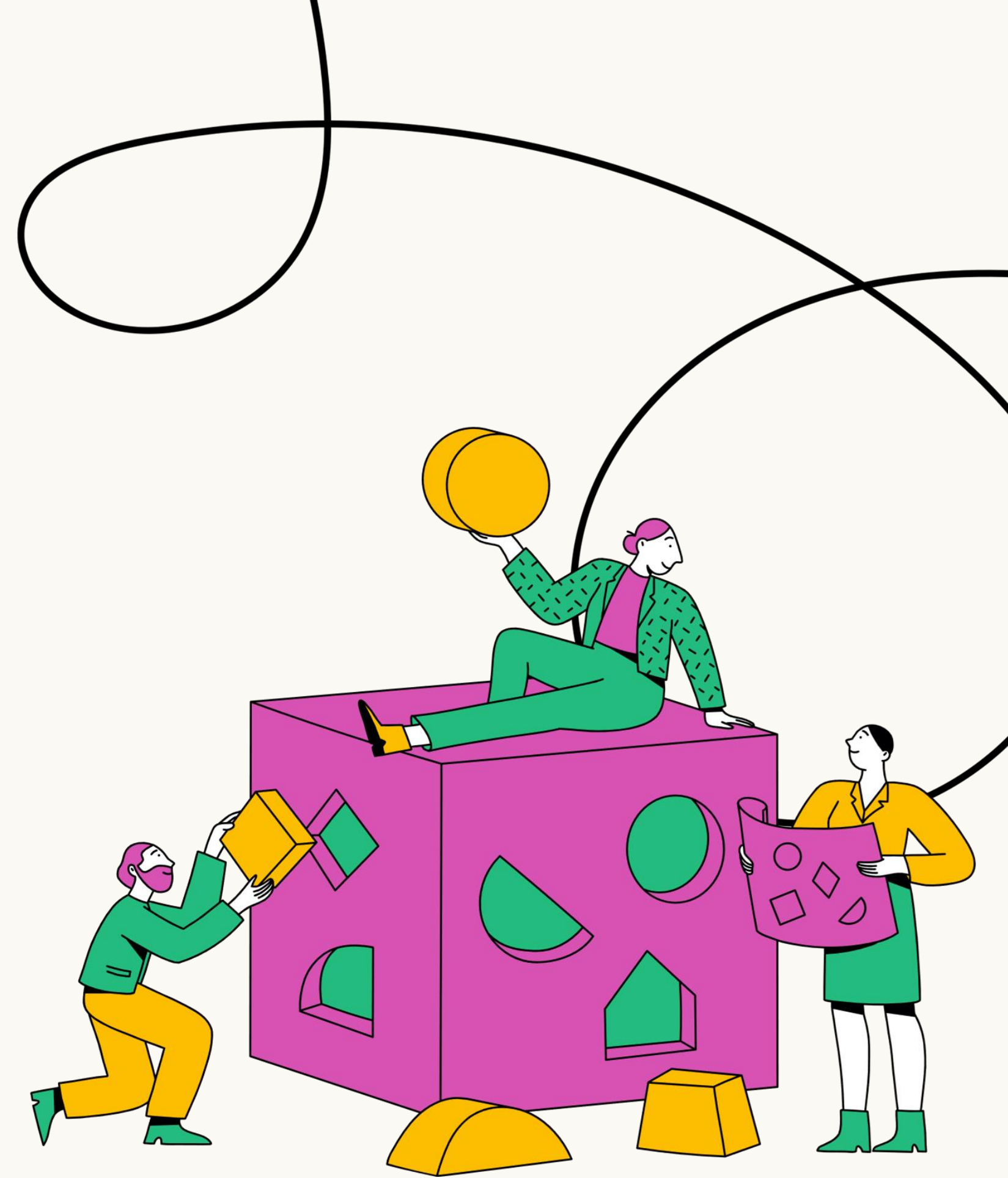**Title**: Future Oriented Solution Toward Environmental Resilience – FOSTER

Duration: Sept 2024 - Aug 2026

Funded by: CERV programme

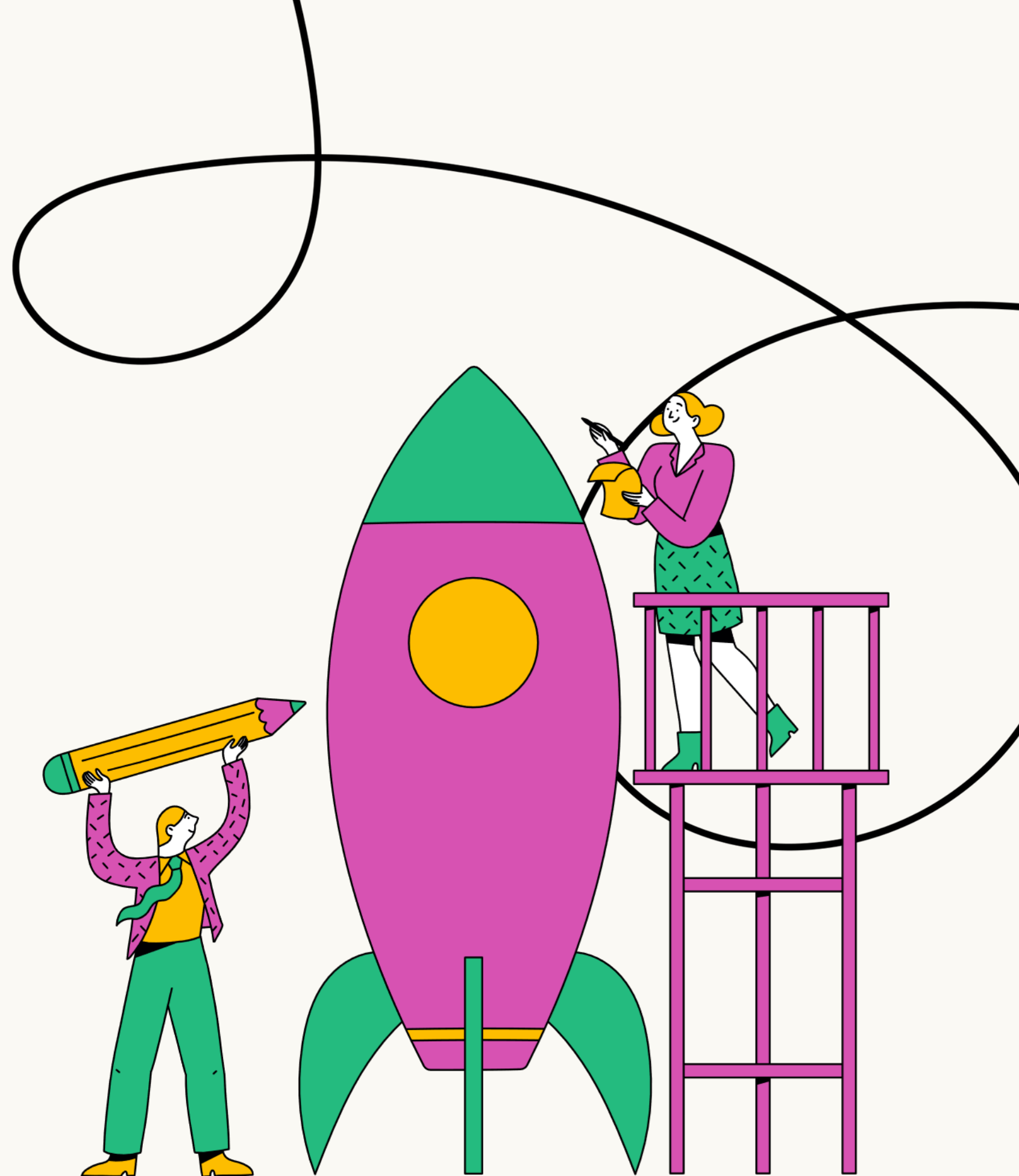**Countries**: 9 EU countries: FR, AT, DE, IT, ES, EL, RO, BU, BE

Lead partner: ALDA

Contributing partners: CEMR, IRS, NOTUS, AMR, CRN, FOSTER EU, IASIS, UBSSLA

General objective

To develop a local governance framework that can effectively and inclusively address future environmental challenges and ensure climate justice

Our pillars

FORESIGHT STRATEGY

Foresight strategies and tools contribute to improve the local management of climate-change related phenomena

PARTICIPATORY DEMOCRACY

Citizens contribute with perspectives and insights to shape future scenario and related policies

Process

1 **Capacity building**

Improve partner, policy makers and communities' capacities to assess future needs, co-design preventative local governance system in a decentralized approach
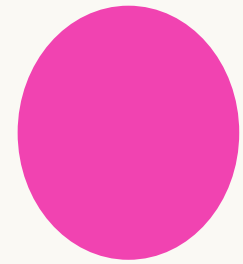
2 **Community empowerment**

Local path to empower individuals and communities to develop future oriented plans and actions against climate change based on learned methods and tools
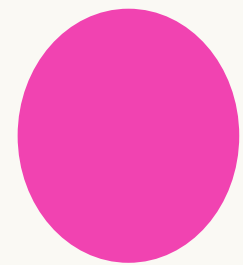
3 **Communication and raising awareness**

Share best practices and encourage EU networking among LAs, CSOs and citizens
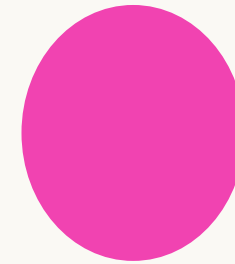
Results – Impacts

Future oriented environmental governance

Improved Local and Regional authorities, CSOs and citizens' knowledge and capacity to enact foresight strategies in local governance of climate change related issues

Empowered actors

Citizens and civil society develop a heightened sense of responsibility and increased confidence in their ability to shape local policy making processes.

Increased Knowledge

- Increased knowledge on participatory processes
- Increased awareness on local needs in the territories covered by the local pathways
- Increased capacity to ability to project these needs into the future, imagine their long-term implications and changes and develop solutions
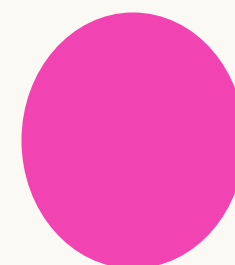
Local partnerships

Improved dialogue and collaboration between governmental actors and subjects that hold sector-specific and future-oriented expertise and knowledge

Results - Activities

7 Local paths

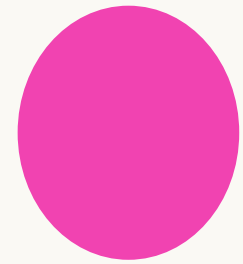Implement in 7 EU countries and bringing together LAs, CSOs and citizens
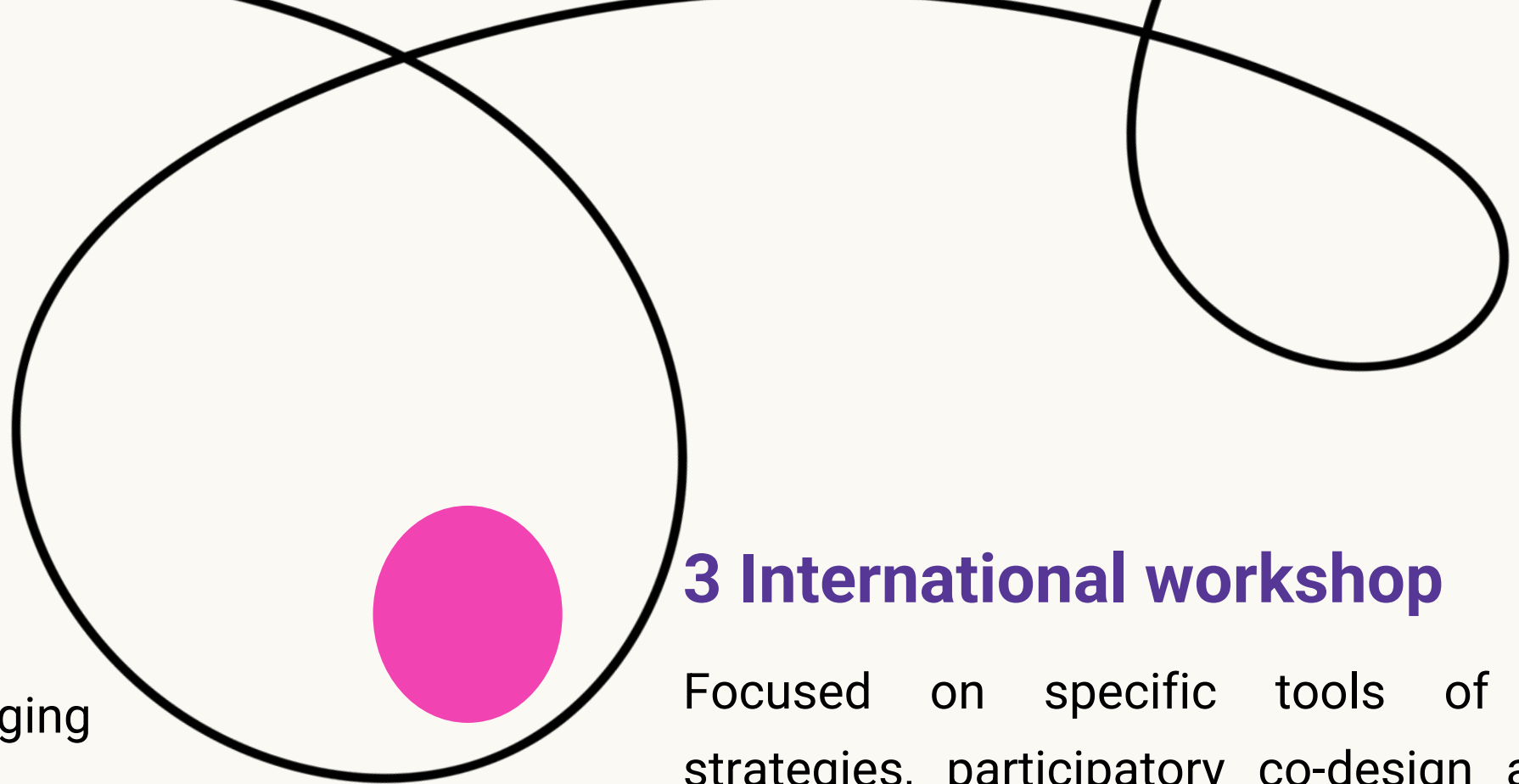
3 International workshop

Focused on specific tools of foresight strategies, participatory co-design and multi-stakeholder roundtable
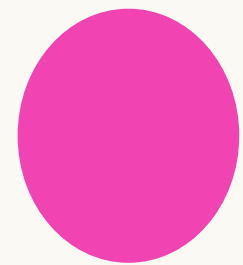
10 Trainings

1 International training for trainers
9 Cascade trainings to transfer the knowledge locally
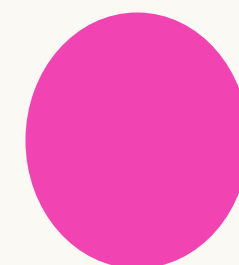
5 Knowledge materials

1 Toolkit on participatory process and foresight strategies
1 Guideline for local needs assessment
1 Guideline for scenario building
1 Guideline for participatory co-design
1 Guideline for multi-stakeholder roundtable

Agenda of the day

09.30: Welcoming and Presentation of the FOSTER Project

09.45: Inclusive Communications for local governments

10.30: Participatory democracy and Local Governance

11.30: Coffee Break

11.45: Women in Politics – A CEMR Study

12:00: Strategic foresight and Scenario Planning – A brief introduction

12.30: Lunch Break

13.30: Greening Cities – Foresight discussion and Scenarios exploration

16:30: End of the day

FOSTER
Future Oriented Solutions Toward
Environmental Resilience

Inclusive Communication

Presented by

Léa Agathe Hetz, Meritxell Parramon Vilà

January 2025

Content

—————→

Inclusivity Diversity Community Respect Awareness

Awareness Respect Community Diversity Inclusivity

Introduction ⟶

The Power of Words

- Words shape perceptions, build relationships, and influence attitudes.

- Can either bring us closer together or push us further apart.

- Unconscious biases may unintentionally create exclusion, or perpetuate harmful stereotypes.

Fostering Inclusivity

- Ensure everyone feels valued, heard, and respected.

- Considering differences in race, gender, disability, age, and cultural background.

- Being mindful and intentional of the language we use to foster a culture of empathy and understanding.

Language Evolves Over Time

- Language changes as societies grow, and what was once acceptable may no longer be.

- It's important to stay aware and adaptable to these changes.

Freedom of expression does not mean freedom from consequences or judgement.

Key goals of the training

Understanding what inclusive communication encompasses: **what it is, and why it matters.**

Learning tools and approaches to use language that includes everyone.

Gaining practical skills to incorporate inclusive language into your daily life, **personally and professionally.**

What about you?

Microagression: Subtle, often unintentional, everyday discriminatory comments or actions, which may be verbal or nonverbal and can create an unwelcoming environment for marginalised groups.

How many of you have ever **felt impacted by a word or phrase** someone used, perhaps in a workplace conversation, a social setting, or during a family gathering?
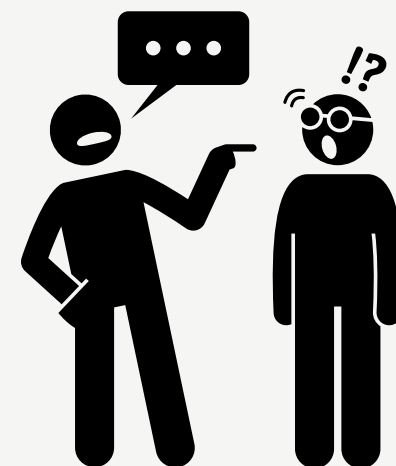
How many of you have **taken the step to let that person know** that their choice of words might have been **hurtful or disrespectful,** and suggested a more **thoughtful alternative** for future conversations?

What is inclusive communication?

Inclusive communication refers to **using language and imagery** in a way that makes everyone feel **welcomed, valued, and respected.** It is an approach that enables **as many people as possible** to be included in interactions, regardless of **characteristics such as age, race, religion, sexual preference, or disability.**

Accessibility:

Providing captions for videos, alt text for images, and offering multiple formats to cater to different needs.

Clear Language:

Avoiding jargon, acronyms, or technical terms that might confuse or alienate people.
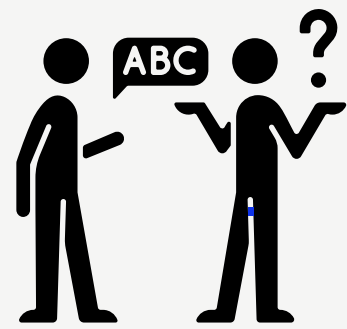
Representation:

Ensuring that all aspects of diversity *(gender, generation, ethnicity, ability)* are reflected in our communication materials.

Common barriers

Unconscious biases and stereotypes

Automatic assumptions or judgments we make about others based on their race, gender, disability, or other characteristics.

Lack of awareness and training

Many people simply do not know that their words or actions can be offensive or harmful.

Language barriers

When individuals lack a shared language or have limited fluency in a particular language.

Cultural and societal norms

Every culture has its own communication norms and values. What's acceptable in one culture may not be in another.

Individual attitudes and behaviors

Personal biases, prejudices, or even just an unwillingness to adapt to inclusive language can undermine efforts to communicate inclusively.

Evaluation and feedback mechanisms

Feedback helps us understand how others perceive our words and actions.

Let's practice!

Exclusive Event Recap: FOSTER

FOSTER • 1st
Future Oriented Solutions Toward Environmental R...
3d • 🌐

Exclusive Event Recap: FOSTER

Project Meeting and Workshop
On October 9-10, 2024, the FOSTER consortium and science-policy expert panel 🧑‍🏫 met in Brussels at the Representation of the State of Lower Saxony to the EU. This event brought together key project leaders and esteemed experts to tackle the challenges of food system transformation.

The project's leading academics and CDIs, led by the chairman Professor Janet Dwyer, came together 🤝 to discuss progress and future goals. Updates were shared about Summer School activities and foresight tools. The communication team also previewed an exclusive video highlighting FOSTER's groundbreaking work. Discussions centred around stakeholder maps and the FOKIS diagrams, ensuring the brightest ideas rise to the top ✨.

The thoughtful contributions of several senior experts provided a strong foundation for the group's deliberations, offering valuable perspectives that guided the discussions forward. The team also identified practices that could inadvertently exclude stakeholders, emphasizing the importance of avoiding blacklists in collaborative 👫 processes.

This session was a unique opportunity for experts and CDIs to meet face-to-face, ensuring policy recommendations are aligned with research priorities. Led by our accomplished panel, the discussions focused on governance and the role of knowledge and innovation systems. Special attention ✅ was given to inclusivity, highlighting the significance of designing food systems that account for the needs of disabled people and other underrepresented groups.

🗣 "We are building connections between governance and innovation that will shine a light on the future of resilient food systems in Europe."
🗣

😀😍😮 1219   162 comments • 1290 reposts

👍 Like   💬 Comment   🔁 Repost   ➤ Send

1 **How would you make <u>the text</u> of this post more inclusive in terms of communication?**
Individual / pairs exercise - 6 minutes

2 **Let's put the ideas together!**
Collective exercise - 5 minutes

3 **Let's comment on <u>this new version</u> of the post together!**
5 minutes

8/17

Gender-inclusive language

Gender-responsive communication ensures that everyone is treated the same in the communication of an organisation.

Gender neutral language:

- The masculine as the neutral form?
- Beyond the binary notion of gender
- Asking people's pronouns - adding yours to the email signature 💡

Gender biased	Gender neutral
Welcome ladies and gentlemen	Welcome everyone
Dear sir, madam	To whom it may concern
He/his - she/her	They/their
Spokesman	Spokesperson
Mankind	Humankind
Under the law, all men are equal	Under the law, all people are equal
Steward or stewardess	Flight attendant

Inclusive visual material

- Avoid perpetuating **gender stereotypes**.
  - Example: **gendered colors**. Pink vs. blue.
- Select images that represent a **diversity of people in different backgrounds**, but not only for quota purposes.
- **Challenge stereotypes**.
  - Example. *Black people* in admin positions vs. *white people* in decision-making roles.
  - Example. Doctors and nurses.
- Use **neutral images**.
- Select emoticons that do not perpetuate gender and social stereotypes for **social media**.

James Akers /jamesaker.co.uk   Vertex Space/stock.adobe.com   Konstantin Yuganov/stock.adobe.com   Pressmaster/stock.adobe.com
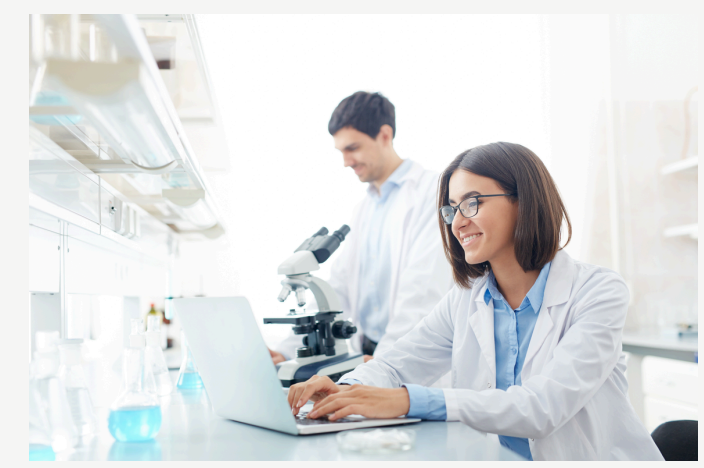
Pervasive symbolism of "white" as positive and "black" as negative

→

Such terminology have historically carried negative connotations (with "black" often symbolising bad, evil, or dangerous and "white" representing purity or safety). Some advocates for inclusive language suggest using **alternatives** to avoid reinforcing **those negative associations** because it contributes to **stereotyping and discrimination** *but "also serves to legitimise and perpetuate it."*

blacklist ⟶	**blocklist**
blackball ⟶	**rejection**
blackmail ⟶	**extorsion**
whitelist ⟶	**allowlist**
black market ⟶	**illicit market**
black sheep ⟶	**outsider, non-conformist**

The World Bank,
City of Toronto,
The Government Digital Service (UK),
Grammarly

Terminology: it's not black and white

BLOG POST

The NCSC now uses 'allow list' and 'deny list' in place of 'whitelist' and 'blacklist'. Emma W explains why...

A few months ago, an NCSC customer contacted me to ask if we would consider making a small but significant change to some of the wording we use on the NCSC website. When she asked the question, I immediately smacked myself in the head for not thinking of it a long time ago. And I was really glad to say: yes, we will make this change straight away, and I'm sorry you had to come and ask us to do it.

It's fairly common to say **whitelisting** and **blacklisting** to describe desirable and undesirable things in cyber security. For instance, when talking about which applications you will allow or deny on your corporate network; or deciding which bad passwords you want your users not to be able to use.

However, there's an issue with the terminology. It only makes sense if you equate **white** with 'good, permitted, safe' and **black** with 'bad, dangerous, forbidden'. There are some obvious problems with this. So in the name of helping to stamp out racism in cyber security, we will avoid this casually pejorative wording on our website in the future. No, it's not the biggest issue in the world – but to borrow a slogan from elsewhere: every little helps.

You may not see why this matters. If you're not adversely affected by racial stereotyping yourself, then please count yourself lucky. For some of your colleagues (and potential future colleagues), this really is a change worth making. From now on, the NCSC will use 'allow list' and 'deny list' in place of 'whitelist' and 'blacklist' on our website. Which, in fact, is clearer and less ambiguous. So as well as being more inclusive of all, this is a net benefit to our web content. We are editing our guidance across the website to update the terms, but if you do spot any in the meantime then please do contact us.

<u>Source</u>

Person-First vs. Identity-First Language

People-first language is a communication approach that emphasises the person before their condition, identity, or characteristic. The goal is to recognise and respect people's inherent dignity by avoiding labels that reduce them to a singular trait or condition.

Identity-first language puts the condition before the person. Some people prefer this because it emphasises that their condition is a key part of their identity.

disabled person ⟶ **Person with a disability**

coloured people ⟶ **People of colour**

undocumented person ⟶ **Person seeking legal status**

a schizophrenic ⟶ **Person with schizophrenia**

homeless person ⟶ **Person without a permanent residence**

About **16%** of the global population (an estimated 1.3 billion people) currently experience significant disability.

The Special Olympics organisation has long used **people-first language**, and **positive framing** focusing on athletes' abilities rather than disabilities. They use phrases like *"athlete with intellectual disabilities"* rather than *"disabled athlete"*.

INCLUSION WORKS

Cheers for Champions 2025

Thousands of athletes with intellectual disabilities—from all around the globe—are preparing to compete and set new personal bests at the Special Olympics World Winter Games Turin 2025. This will be the largest sports and humanitarian event on the planet—and the first World Winter Games in eight years! The action begins March 8.

Join us as we build a future of inclusion and empowerment for people with intellectual disabilities in sports, education, health and leadership. Meet just a few of these extraordinary athletes:

Accessibility

Guidelines

- "Guidelines for the use of language as a driver of inclusivity" (Council of Europe) - Link here

- "Gender-responsive communication toolkit" (International Organisation for Migration) - Link here

- "A gender-responsive communication guide" (UNDP) - Link here

- "9 guidelines to make social media posts more accessible" (Sprout Social) - Link here

- "Interinstitutional Style Guide" (European Union) - Link here
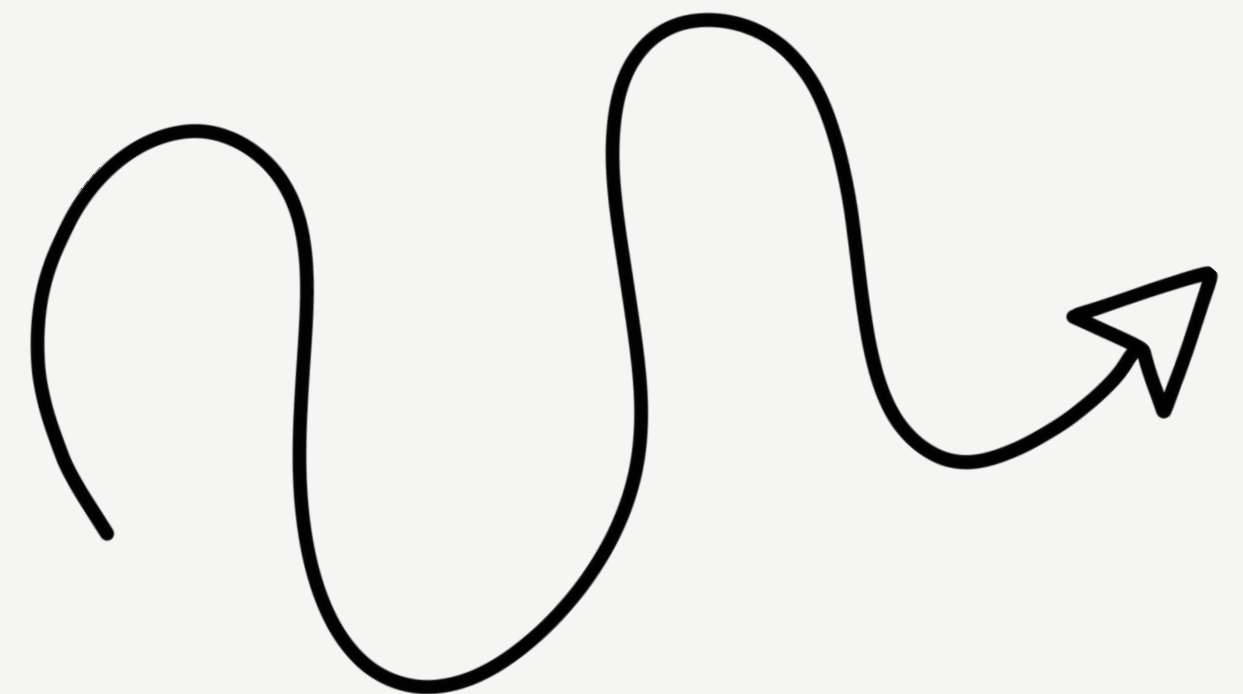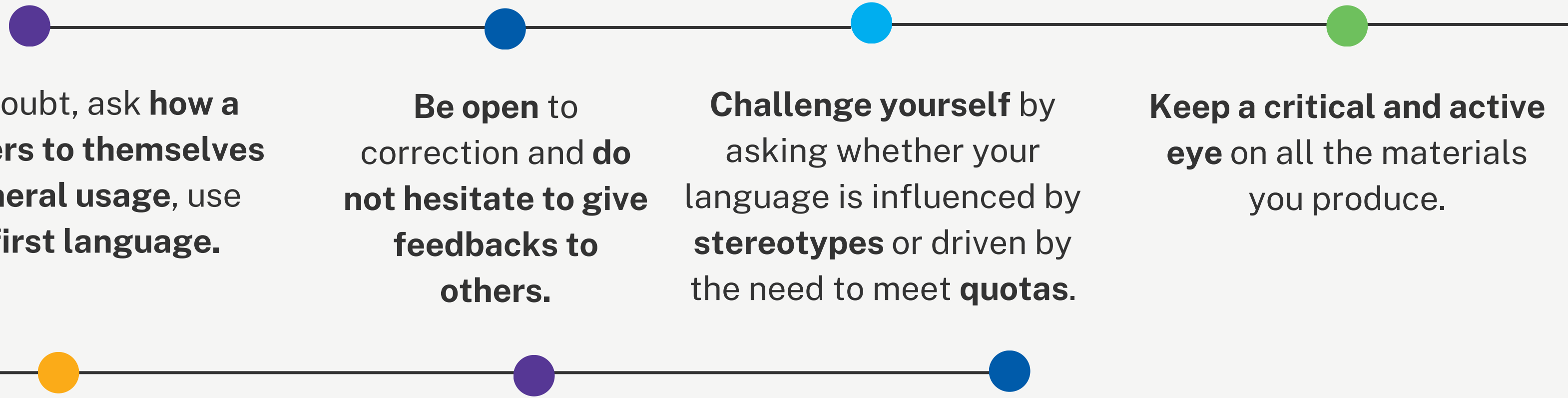
Tools

- <u>Inclusivebot</u> : Detect non-inclusive or toxic language, anonymously-collect data to generate reports and insights on the status of inclusive language in your workspace.

- <u>Grammarly</u> : Grammar checker with sensitivity checks to flag offensive language and suggest inclusive alternatives.

- <u>UserWay</u> : From websites to apps to PDFs, our technologies make content accessible for people with disabilities.

- <u>Accessibility Checker</u> : Free checker to identify web accessibility issues and give exact instructions for fixing them.
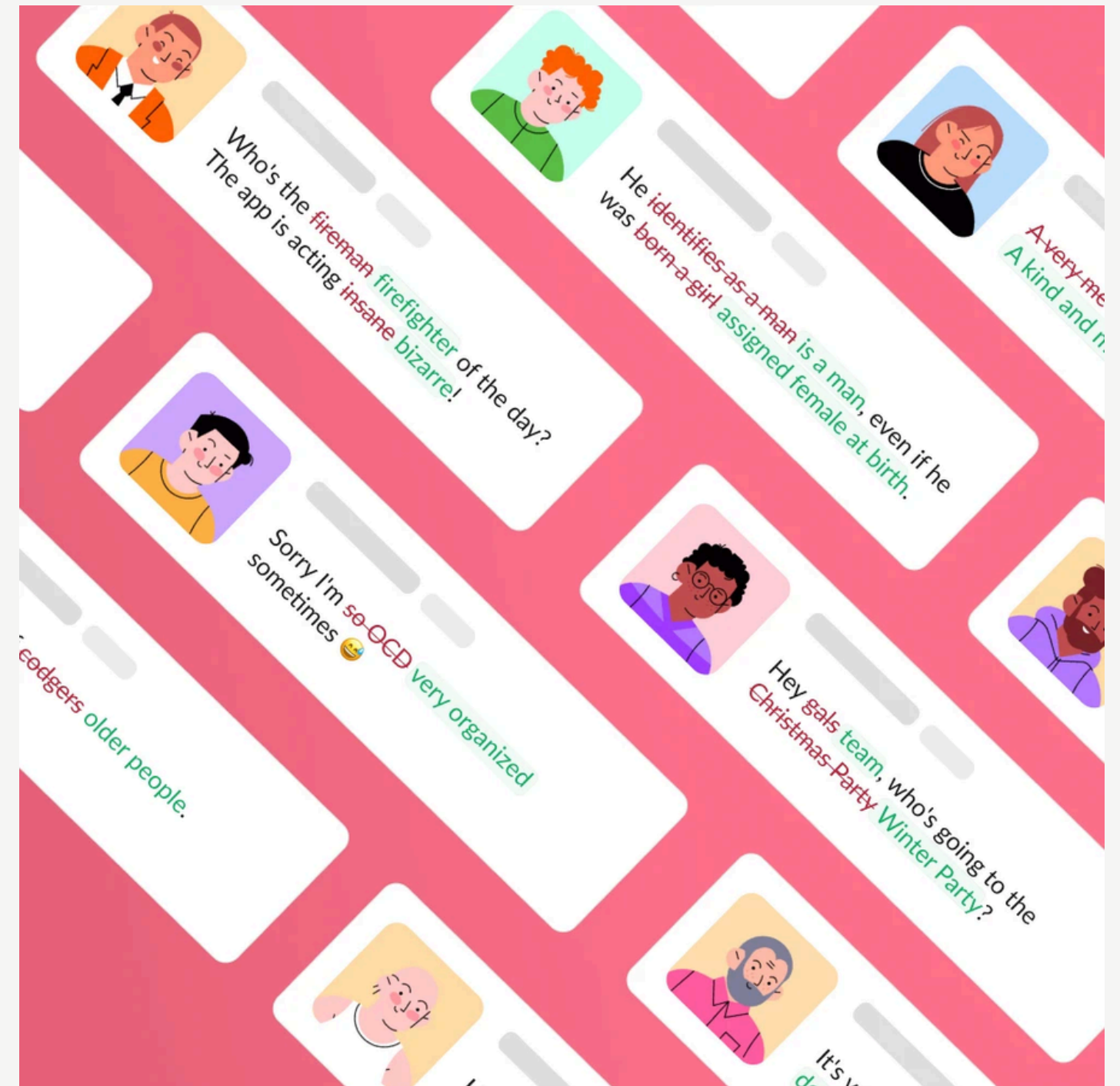
Conclusion

When in doubt, ask **how a person refers to themselves** or, **for general usage**, use **people-first language.**

Be open to correction and **do not hesitate to give feedbacks to others.**

Challenge yourself by asking whether your language is influenced by **stereotypes** or driven by the need to meet **quotas**.

Keep a critical and active eye on all the materials you produce.

Use adapted **new tools** to achieve excellence in inclusive communication.

Be **an ambassador** for inclusive communication and share this knowledge in your daily life.

Know your **audience**: Every individual is unique, so segment your communication to meet diverse needs.

Diversity Community Respect Awareness

Thank you

——— **for your attention**

@CCRECEMR

https://ccre-cemr.org/

@cemrccre

@Council of European Municipalities and Regions (CEMR)
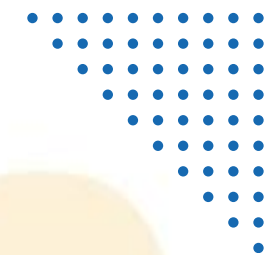
Presented by

Léa Agathe Hetz
Project Officer, Communications & Events
Council of European Municipalities and Regions

Meritxell Parramon Vilà
Head of Communications,
Council of European Municipalities and Regions

Grab your phone & tell us why Local democracy is important for you.

- Scan this QR code to engage with us:

Introduction to participatory democracy
9 principles: Code of good practice for effective participation in decision-making processes

- **Openness:**
  - Governments must provide accessible opportunities for all citizens to express their views and integrate this feedback into decision-making.

- **Trust:**
  - An open and democratic society can only function if based on honest interaction among the actors. Trust is built through honest interactions among government actors and civil society organisations (CSOs), emphasising transparency, openness, respect, and reliability.

- **Independence:**
  - CSOs should operate freely, pursuing their goals and advocating positions without undue influence from authorities.

Introduction to participatory democracy
9 principles: Code of good practice for effective civil participation in decision-making processes

- **Participation:**
  - CSOs have the right to engage in governmental dialogues and consultations across all levels without discrimination.

- **Transparency:**
  - All processes should be open and subject to scrutiny, with timely access to relevant documents, drafts, decisions, and opinions.

- **Accessibility:**
  - Civil participation should be facilitated through clear language and appropriate means, ensuring that participation is possible for everyone, regardless of their background or circumstances.

Introduction to participatory democracy
9 principles: Code of good practice for effective for civil participation in decision-making processes

- **Non discrimination:**
  - Participation efforts must include all voices, particularly those of marginalised and vulnerable groups, avoiding any measures that would exclude interested parties.

- **Inclusion:**
  - Civil participation should include everyone, especially minorities, marginalised groups and people with disabilities. This means reaching out proactively and empowering these groups to take part

- **Accountability:**
  - Participation processes must yield results and be open to modifications based on public input. Decision-makers must document and justify their decisions, subjecting them to scrutiny and potential consequences.

Introduction to participatory democracy
4 different levels of participation

- **Information:**

Involves a relatively low level of participation, usually consisting of a one-way provision of information from the public authorities; no interaction or involvement with stakeholders is required or expected.

Examples of informative tools:

- Publishing agendas, reports and other materials online, on public authority website or on social media
- Municipal office dedicated to purely providing information to citizens.

- **Consultation:**
- This is a form of initiative where public authorities ask stakeholders for their opinion on a specific policy topic or aspect of broader policies.

Examples of consultative tools:

- Public meetings
- Consultative committees
- Online survey

INFORMATION → CONSULTATION →

LOW   LEVEL OF
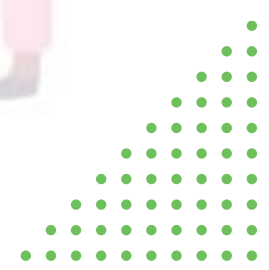
Introduction to participatory democracy

4 different levels of participation

- **Dialogue:**
  - A level of participation used to cope with complex problems, for which the public authorities may need specific expertise and viewpoints.

  Examples of tools:
  - World cafe
  - Focus group
  - Public hearings

- **Partnership:**
  - Shared responsibilities between public authorities and stakeholders in each step of the decision-making.

  Examples of tools:
  - Neighbourhood councils
  - Shared administration mechanisms
  - Participatory budgeting

INFORMATION ➤ CONSULTATION ➤ DIALOGUE ➤ PARTNERSHIP ➤

LOW — LEVEL OF PARTICIPATION — HIGH

Techniques and tools: OECD Guidelines

Ten-step path for planning and implementing a citizen participation process , part 1

1. Identify the problem to solve and moment for participation

2. Defining the expected results

3. Identifying the relevant group of people to involve in recruiting participants

4. Choosing the participation method

5. Choosing the right digital tools (or not!)

Techniques and tools: OECD Guidelines

Ten-step path for planning and implementing a citizen participation process , part 2

6. Communicating about the process

7. Implementing the participation process

8. Using citizens' input and providing feedback

9. Evaluating the participation process

10. Fostering a culture of participation
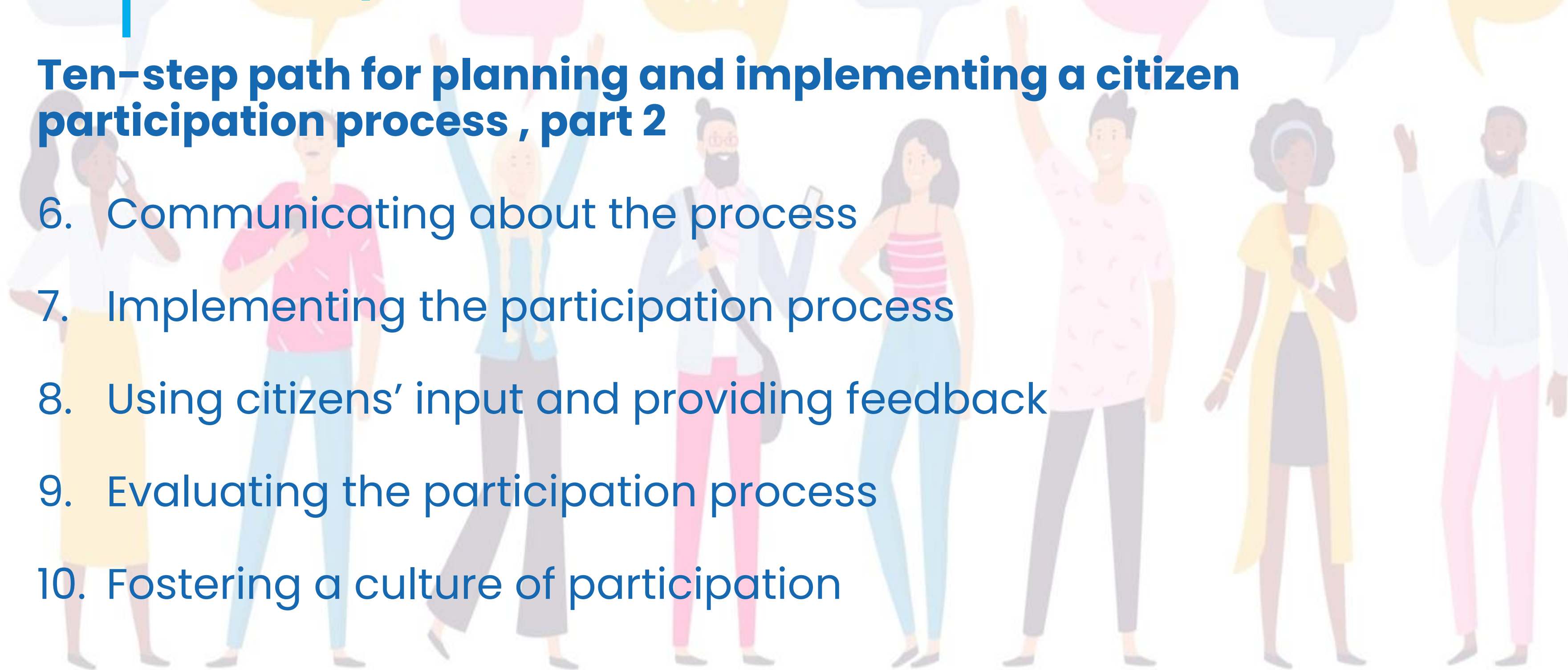
Introduction to environmental citizenship
Example of a participatory process

Environmental Citizenship: seeks to promote pro-environmental behaviour of citizens, at the local, national and global level through individual and collective actions to solve environmental problems, prevent the creation of new problems and develop a healthy relationship with nature.

Deliberative democracy practices: provide framework for inclusive and informed decision-making on issues with far-reaching consequences for communities, ecosystems and future generations

- o Citizens Convention for the Climate held in Paris in 2018 and 2019
- o First Climate assembly held in City of Tartu, Estonia in April 2023

Local action plan on participatory budgeting – example

- **Example 1: Vienna (AT)**
  o "Participatory Children and Youth" Strategy: to empower children and young people to bring their projects to fruition.
    o **Phase 1**:
      o Submission of ideas
      o Workshops between youth and children with staff members from the City of Vienna and district representatives.
      → Public outreach: crucial to ensure engagement goes beyond politically active youth.
    o **Phase 2**:
      o Review of the ideas by the City of Vienna.
    o **Phase 3**: Co-creation
      o Transforming ideas submitted into feasible projects.
      → Municipal and private funds to implement these projects

Local action plan – example of citizens' engagement in financial planning

- **Example 2: Sitra in Finland**
  - Sitra, a public innovation fund, is running a project on democracy and participation; aims to institutionalise deliberative democracy in Finland.
  - Sitra's focus is on budgetary participation, encouraging citizens to engage in complex decision-making of financial planning.
  - Project runs from 2022 to 2025

  → Focus on budgetary participation, e.g. budget reduction decisions
  → Recent experiments included assembling citizen panels and organizing briefing sessions with financial directors to aid municipal decision-making

Useful resources for further information

- Council of Europe 'Code of Good Practice': ***https://www.coe.int/en/web/ingo/civil-participation***

- OECD toolkit: ***https://www.oecd.org/en/topics/sub-issues/open-government-and-citizen-participation/innovative-public-participation.html***

- European Commission's website: Competence centre on Participatory & Deliberative Democracy, ***https://cop-demos.jrc.ec.europa.eu/***

WOMEN IN POLITICS STUDY — Introduction

23 January 2025 — FOSTER Training

Annelies Coessens — Policy Officer for Gender, Equality and Migration

Lise Jerlin — Support Officer for Impact Communities

Trigger Warning:

This study, while of political importance towards more gender equality, talks about gender based violence and can trigger some negative emotions. If you feel uncomfortable, feel free to do no anything that could help you get calmer.

Seek for help:

List of national support lines: https://wave-network.org/list-of-helplines-in-46-countries/

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INTRODUCTION OF WOMEN IN POLITICS STUDY:

The study has **two main parts:**

1. Representation of women in subnational politics in Europe (with detailed country sheets) and the types of portfolios

2. Violence against women in politics

How did we collect the data?

- A questionnaire was shared to our CEMR member associations from **41 countries**

- An anonymous survey was shared with the member associations for dissemination

  - We received **over 2600 responses** from locally elected female politicians from **34 countries in** Europe

INTRODUCTION OF WOMEN IN POLITICS STUDY:

Representation of women in subnational politics in Europe:

- We see **an increase** of women in municipal/local politics

  - Average proportion of local elected women in Europe is **32% in 2024 vs 29.2% in 2019**

  - Countries with the highest representation of women at the local level: **Iceland (50.4%), Sweden (43%), France (42.2%)** and **Albania (42%)**

  - We see **an increase** of mayors but it remains lower than that of elected female municipal councillors

  - Average proportion of women mayors in Europe is **17.4% (2024) vs 15.4% (2019)**

- European Parliament: **a decrease** in the proportion of women MEPs: **40.3% in 2019 to 38.5% in 2024**

- Committee of the Regions: **an increase** of women delegates (full members and alternates): **27% in 2024 vs 24.2% in 2019**

INTRODUCTION OF WOMEN IN POLITICS STUDY:

Types of portfolios:

- While we see an increase or a constancy in Europe across the recent years in women's representation at the local level, we continue to witness gender segregation in practice.

Top three portfolios held by women at the local level:

1. Culture and sports: **43%**

2. Youth: **40%**

3. Finance, budget, economy: **37%**

Portfolios least likely to be held by women at the local level:

1. Security (police force): **7%**

2. Transport: **9%**

3. Civil protection: **12%**

INTRODUCTION OF WOMEN IN POLITICS STUDY:

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Violence against women in politics:

- Violence against women in politics (VAWP) is a specific form of gender-based violence against women (GBVAW) that targets women primarily for being women.

  - The most widely recognised types of violence that women in politics encounter: physical, sexual, psychological and economic.

  - Social media and new technologies has led to an increase in the threat of gender-based cyberviolence.

SHARE OF WOMEN WHO SUFFERED FROM VIOLENCE OVER THEIR POLITICAL CAREER

32%
of women who suffered from violence over their political career

Among them only
29% have reported it
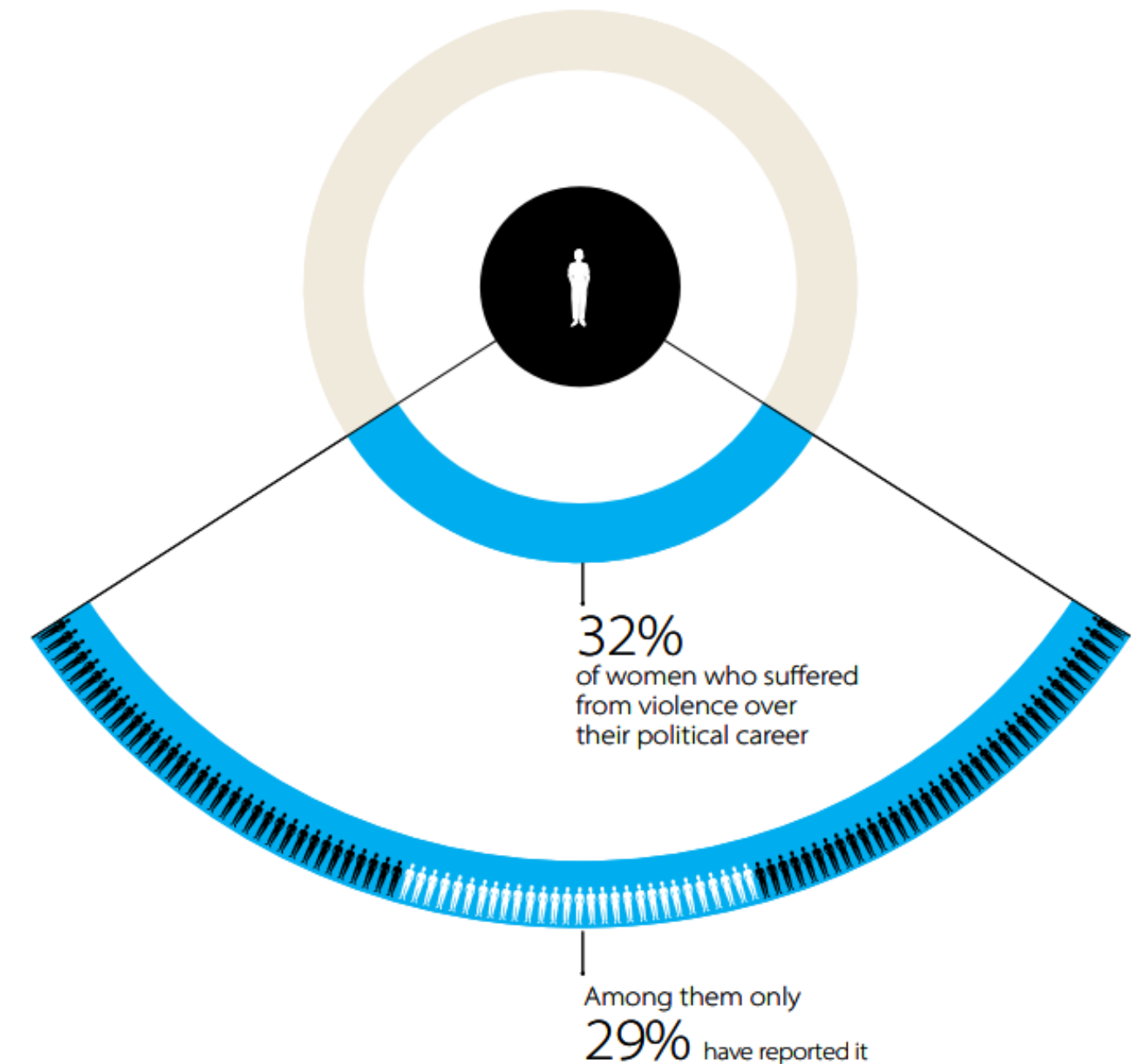
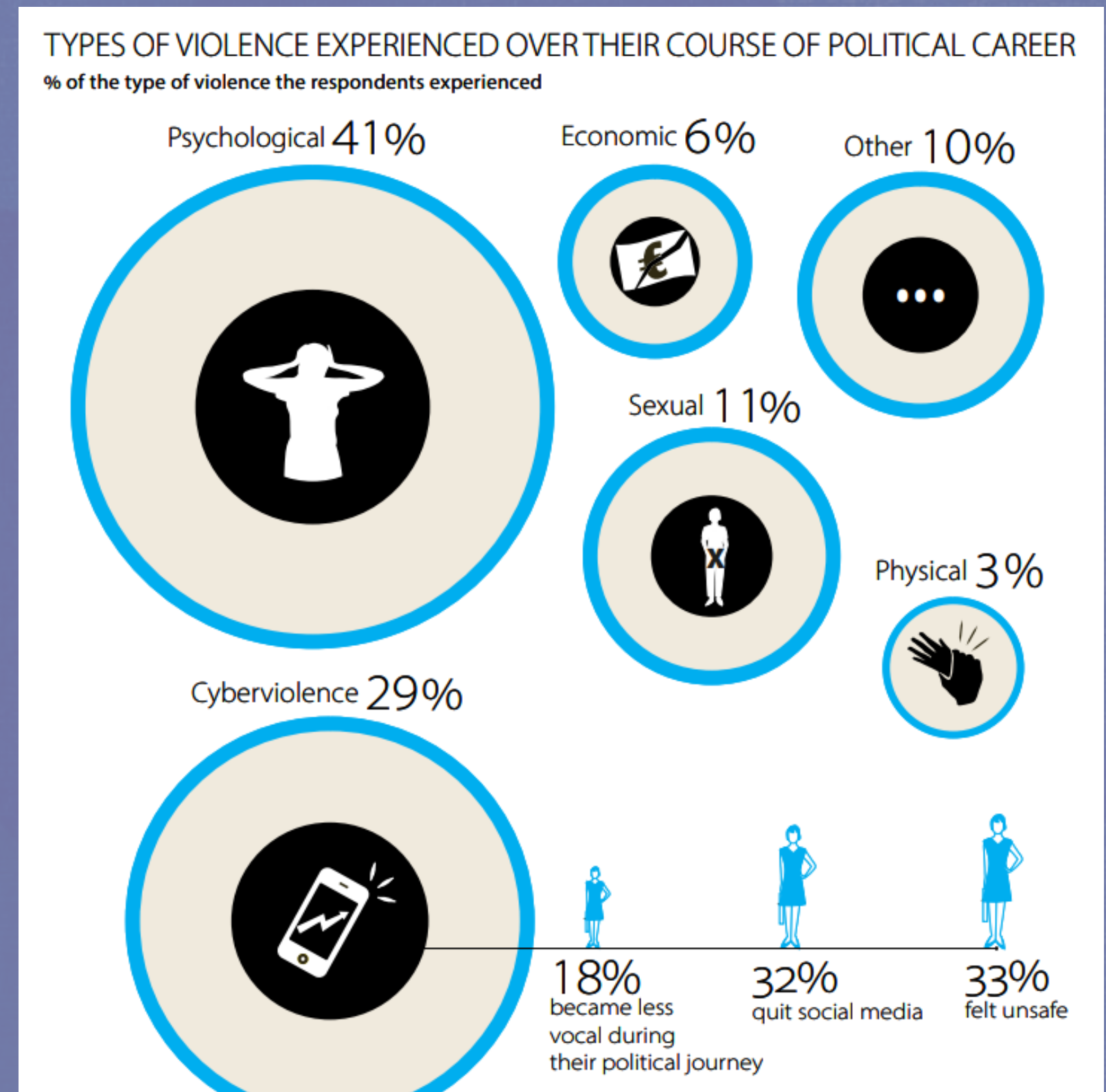# INTRODUCTION OF WOMEN IN POLITICS STUDY:

Violence against women in politics:

- Our findings show that **32%** of respondents have experienced violence.

- Among the women who said that they suffered some type of violence during their political career:

  - **41%** psychological violence

  - **29%** cyberviolence

  - **11%** sexual violence

  - **6%** economic violence

  - **3%** physical violence

Spotlight on gendered cyberviolence:

- **67%** of women aged **24 years or younger** have been victims of cyberviolence

TYPES OF VIOLENCE EXPERIENCED OVER THEIR COURSE OF POLITICAL CAREER
% of the type of violence the respondents experienced

Psychological 41%

Economic 6%

Other 10%

Sexual 11%

Physical 3%

Cyberviolence 29%

18% became less vocal during their political journey

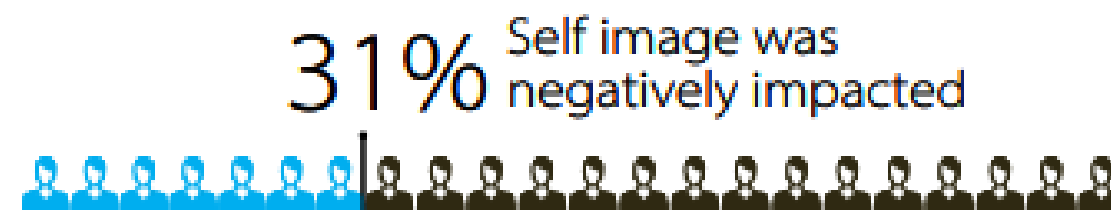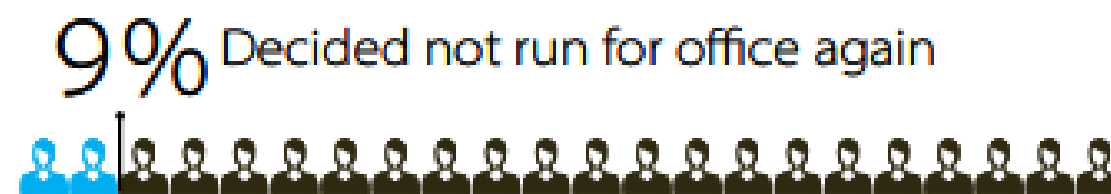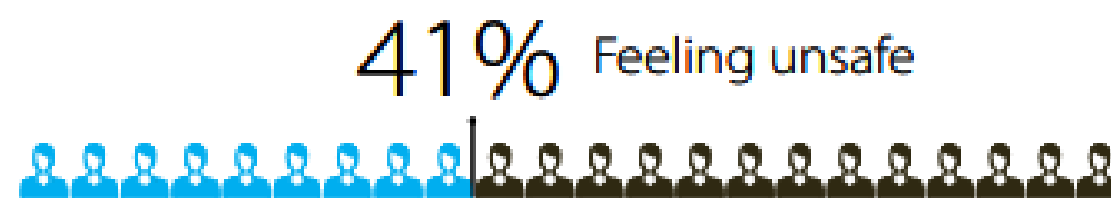32% quit social media

33% felt unsafe

INTRODUCTION OF WOMEN IN POLITICS STUDY:

Violence against women in politics:

- There are many reasons why women decide not to file a report or to stay silent, the respondents to our survey highlighted that the main reasons they did not report was due to: Lack of structure (9.5%), Scepticism (37%) and Risk to their political career (7.7%)

- The violence they experiences has engendered negative consequences:

CONSEQUENCES

41% Feeling unsafe

31% Reported a negative impact on their private lives

9% Decided not run for office again

21% Became less vocal about political conflict

31% Self image was negatively impacted

These results are based on the responses CEMR received from the survey question "As an elected woman, have you experienced violence at any point during your political career?"

INTRODUCTION OF WOMEN IN POLITICS STUDY:

LRGs Recommendations:

1. **Develop an EU regulatory framework**

   - Gender quotas, financial incentives, enforcement of anti-discrimination laws.

2. **Enhance access to funding for female and minority candidates for campaign purposes**

   - Establish grants, public private financing, provide subsidies and specialised financial programmes

3. **Provide EU-funded capacity building for local and regional governments**

4. **Establish a multi-level governance and multi-stakeholder EU platform**

   - To foster dialogue through training

   - To share good practices and strategies

   - To develop collaborative research and studies

THANK YOU!

Annelies Coessens

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Strategic foresight and Scenario Planning

A brief introduction

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Future Oriented Solutions Toward
Environmental Resilience

Presented by
Pedro Bizarro, CEMR Project Lead on Climate, Energy & Urban Development
Elisa Decourcelle, CEMR Project Officer on Climate and Energy

CCRE
CEMR
Local & Regional
Europe

Slido time –What is foresight?

Scan this QR code to engage with us:

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Foresight: from innate ability to systematic study

«A universal human capacity which allows people to think ahead and consider, model, create and respond to future eventualities»
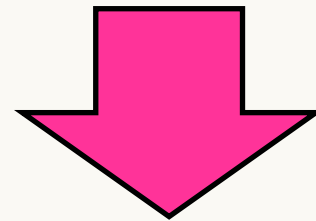
Everyone is potentially able to use foresight through the ability of **"thinking ahead"**

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What is strategic foresight?

Foresight
A way of thinking to envisage future from a different perspective to anticipate and better prepare for change

→

Strategic foresight
A more focused way of envisaging the future to anticipate and better prepare for change, based on clear goals

Strategic foresight is a **more structured and goal-oriented** process aiming to inform decision-making, policy, and strategy, being:
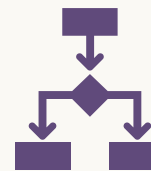
Purpose-driven

Focused on uncertainty and complexity

Scenario planning for strategy

Oriented to decision-making support

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Use of strategic foresight

Strategic foresight can **support and improve decision-making** in the following ways:

- Better anticipation
- Future-Proofing
- Citizens' engagement
- Policy innovation
- Better use of public and private financing

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How is strategic foresight used today?

Employed by many international organisations (OECD, European Institutions) to embed future insights into policy-making, strategic planning, and preparedness.

$\downarrow$

Results?

- Empower individuals and communities to take action against climate change.
- Encourage grassroots initiatives, community-based organizations, and citizen science projects.

SUSTAINABLE DEVELOPMENT GOALS

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Scenario Building (*What Might happen?*)

Scenarios represent narratives of alternative futures, including both intended and unintended consequences.

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Participatory and strategic foresight: methods and tools examples

- Several methods exists to implement strategic foresights

- Broad overview of possible solutions

- Possible to combine the methods according to the needs

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PARTICIPATORY AND STRATEGIC FORESIGHT
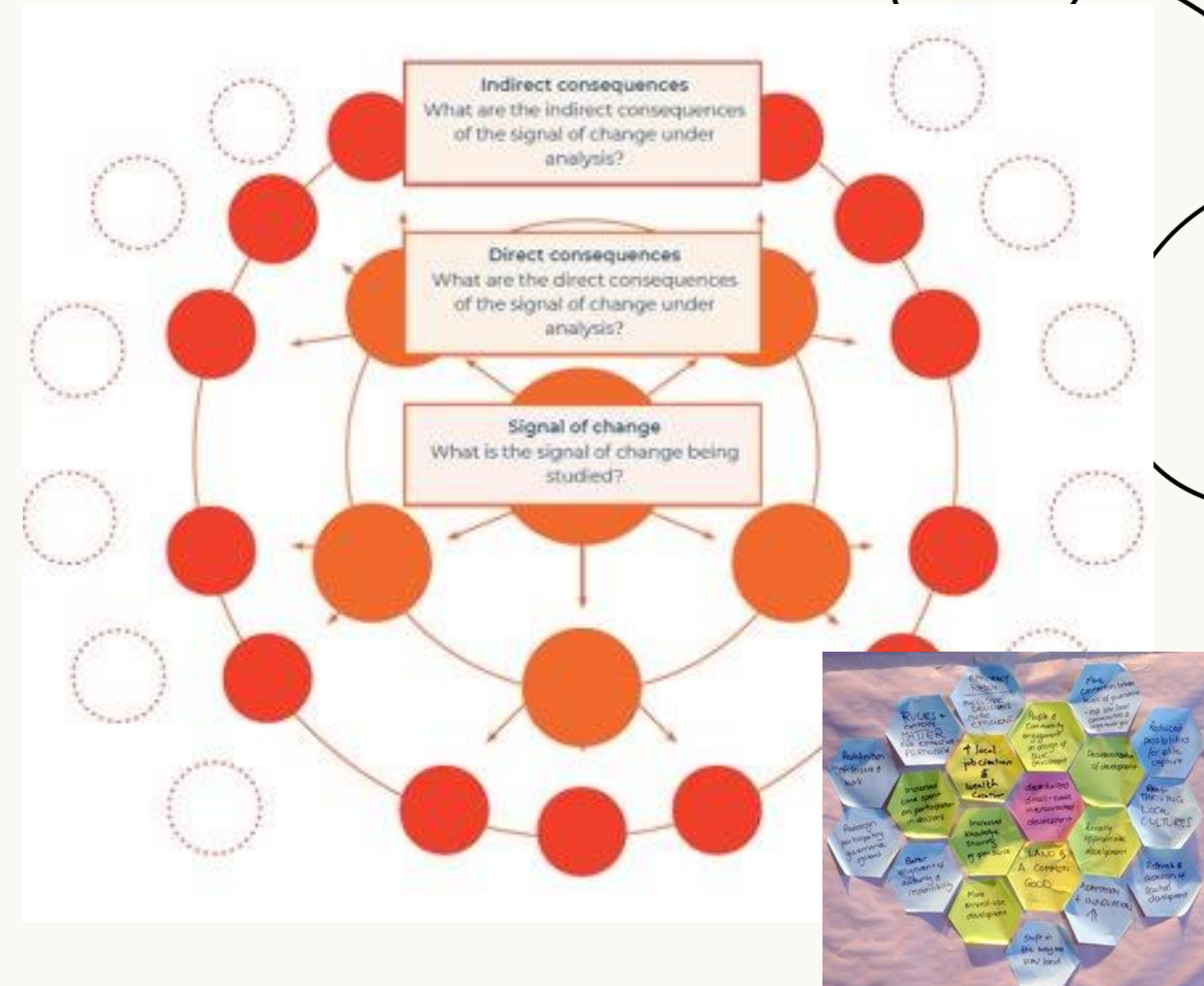## Methods and tools examples

FUTURES WHEEL

Developed in the 1970s, futures wheel is a foresight method used **to visualise and analyse the direct and indirect consequences of a specific change, event or trend**

1. **core event or trend is placed at the center**
2. concentric circles representing different levels of consequences
3. starting with **direct consequences in the innermost circles**
4. progressing to **indirect consequences in the outer circles**.
5. **lines connecting these circles illustrate the cause-and-effect**

Once the wheel is fully developed, **it provides a comprehensive visual that helps investigate potential consequences of trend and changes**, identifying both **opportunities** (such as improvements in public policies) and **threats** (like biases or knowledge asymmetries) related to the them.

The futures wheel offers **versatility and simplicity**, making it accessible to both experts and non-experts in futures methodologies.

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PARTICIPATORY AND STRATEGIC FORESIGHT
Methods and tools examples

MARKET FOR THE FUTURE

This experience is part of a series of participatory foresight initiatives implemented in the small town of **Marcoussis, France**, in 2021.

The event was set up at the **popular local Wheat Festival**, ensuring the **involvement of random citizens**, not just the usual participants.

As festival-goers arrived, they were given a **fictional local currency** called "Marcoussous" and invited to use it in a **simulated market to "invest" from a list of 107 future-oriented ideas for the town**, which were developed during previous activities.

Participants had a limited budget, **mirroring real world decision-making where not all priorities can be funded.** The different prices of ideas represented the varying costs of implementation.

At the end of the day, more than one hundred citizens debated and negotiated their investments, making strategic decisions about what they believed were the most important measures for the town's future.

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BACKCASTING

A foresight methodology that **starts by defining a <u>desired</u> future scenario and then works backward to identify the steps needed to reach that future**.

Unlike other approaches, backcasting focuses on **envisioning a specific goal and developing a strategy to achieve it**, often dealing with complex, long-term challenges such as sustainability, climate change or social equity.

A) Awareness and Vision
B) Baseline Analysis
C) Actions and solutions
D) Prioritisation

Participatory backcasting broadens the traditional procedure by **involving a wide range of stakeholders** (such as citizens, policymakers and experts) through **workshops, dialogues or other interactive formats.**

This method should help building collective ownership and developing actionable plans that are **socially acceptable and widely supported**.

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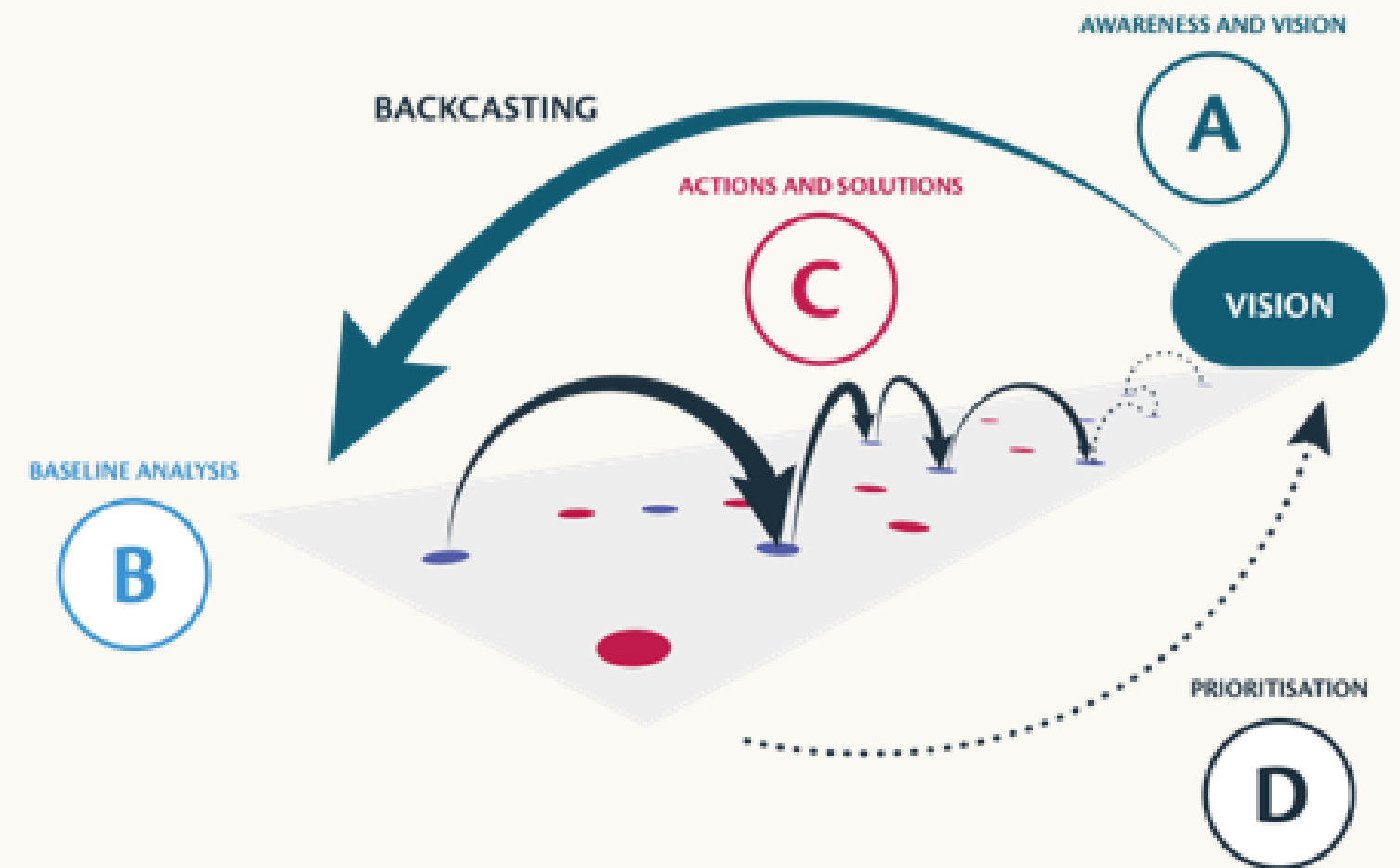
PARTICIPATORY AND STRATEGIC FORESIGHT
Methods and tools examples

HEADLINES FROM THE FUTURE

Participants are asked to **create or visualise the front page of a newspaper for a specific future date, highlighting major headlines** that **reflect anticipated events or trends.**

**Define a context: Identify events or trends**
Create headlines for future dates
- Worst-case Scenario: describing the worst project outcome possible
- Business as usual: an uninspiring but acceptable outcome
- Best-case scenario: an ideal outcome for the projects

After participants create their future headlines, the next step is to **facilitate a discussion** to delve into **why these future events might occur** or explore what might unfold differently.

This dialogue helps participants **critically analyse the underlying assumptions** and identify factors that could influence future development.

*There is also a variant of this exercise called **"a day in life"**, where citizens imagine a typical daily routine of a specific individual in the future, exploring how certain changes will impact people's behaviours and practices.*

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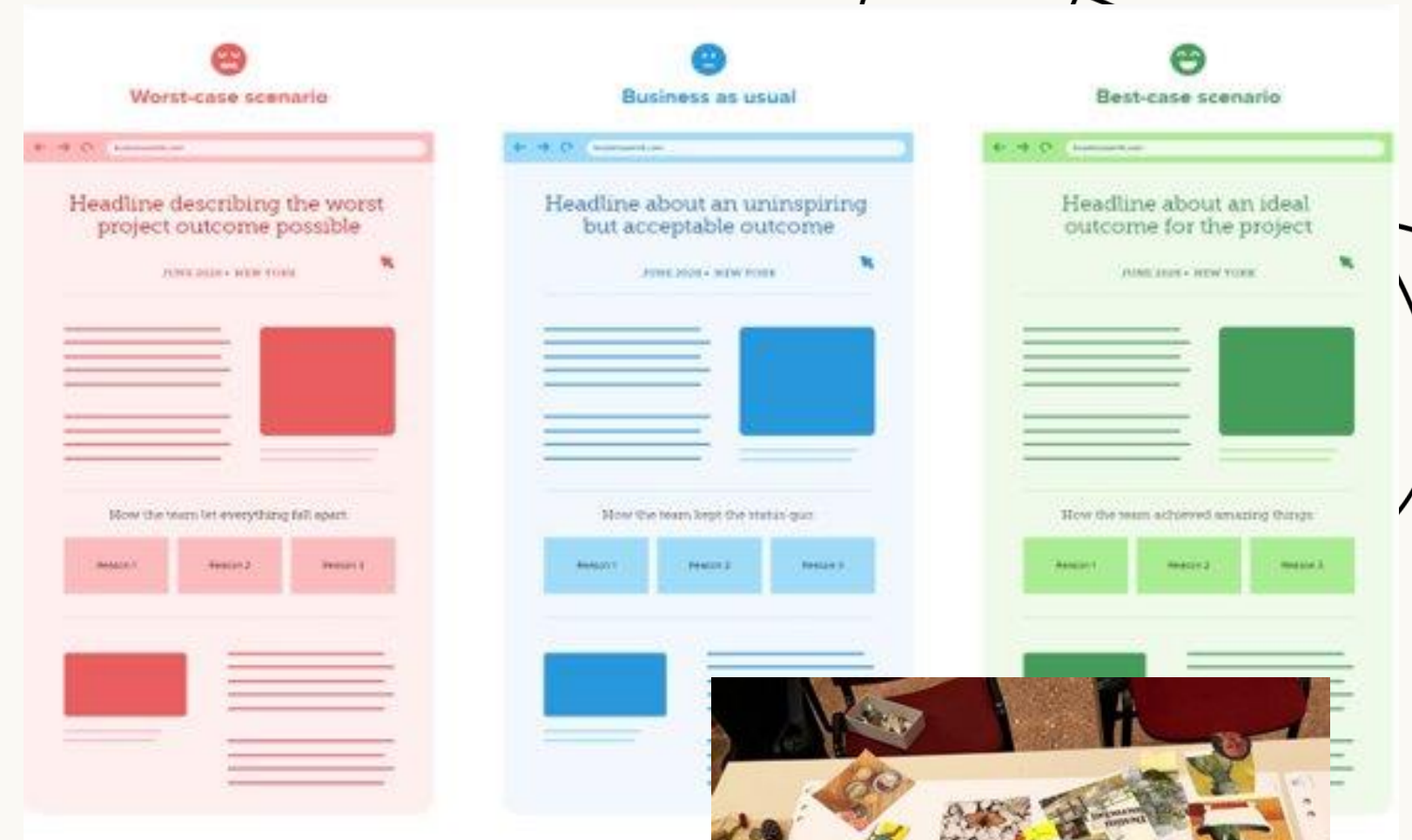
PARTICIPATORY AND STRATEGIC FORESIGHT
Methods and tools examples

GAMIFICATION

"Gamification" is an emerging and promising trend, especially in participatory sessions. It involves **integrating game mechanics into apparently distant contexts such as strategic planning or policy-making**, to generate involvement and motivation.

To this purpose, a wide range of exercises can be used, such as **role-playing**, **creative collages**, **photovoice** and so on.

ENLARGE project (2016-1018)

The **Choose Your Own Collaborative Adventure in Sustainable Energy** gamebook was used as a **dynamic tool for a broad audience** (politicians, civil servants, experts, stakeholders and citizens), encouraging their **involvement in both the development and implementation phases of energy-efficient solutions.**

Simulated scenario: **fictional municipality where the local government, along with stakeholders, is implementing an Energy Consumption Reduction Plan**. This plan involves constructing a wind farm and introducing energy efficiency measures in public and private buildings. Each decision (participatory and deliberative) has potential benefits and risks, requiring cooperation from multiple actors and strategic thinking.

ENLARGE — ENergies for Local Administrations to Renovate Governance in Europe

Event evaluation

Please add the following information to access the questionnaire

1. **Reference of the project**: 101147867

2. **Type of activity**: Training

3. **Title of the event:** Local Cascade Training

4. **Date of the event**: 23 January 2025

5. **Duration of the event in days**: 1

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