

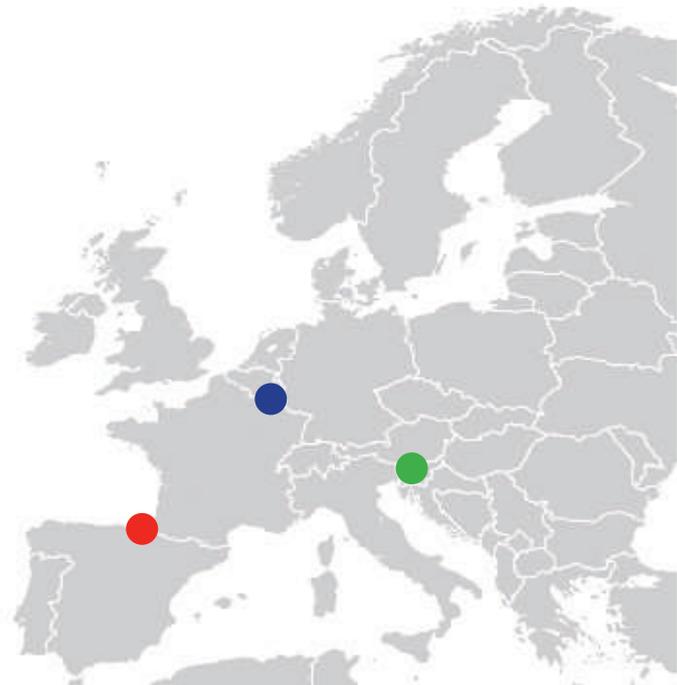


Mutual Learning Workshops Report 2009-2012

Regional Foresight 2.0
Experiences



| GIPUZKOA
| WALLONIA
| DANUBE REGION



Regional Foresight 2.0 Experiences:

- | GIPUZKOA
- | WALLONIA
- | DANUBE REGION

Mutual Learning Workshops

Report 2009-2012





This report was published on the occasion of the International Workshop "Role of Territorial Foresight in Europe 2020 Strategy" at the University of Warsaw, November 22, 2013.

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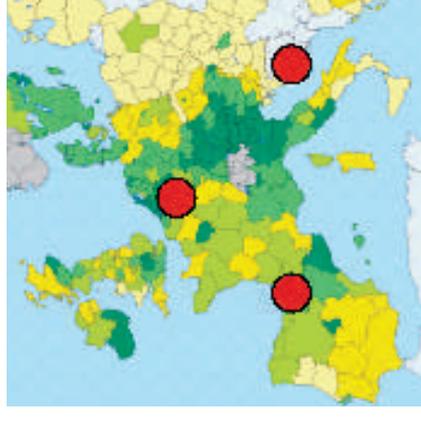
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**Mutual Learning
Workshops
Report 2009-2012**

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BACKGROUND

The European Regional Foresight College was founded on the 1st of April 2004, as an initiative of the Land Planning and Regional Action Delegation of the French Republic (DATAR), in the framework of the scientific council chaired by Professor Michel Godet. He and Hugues de Jouvenel, CEO of Futuribles, strongly supported the project proposed by Philippe Destatte, Director of the Destree Institute, on 9 February 2004.

At that time, the European Regional Foresight College project has participated in the fifth priority of the DATAR's program Territoires 2030 which aimed at identifying and mutualising the good (and the bad) local (and regional) practices in France and in Europe. The project was also in line with the European Commission, DG Research STRATA-ETAN Expert Group Report, Mobilising the Regional Foresight Potential for an enlarged European Union according to the following abstract:

"All new initiatives to encourage regions to engage in regional foresight activities need to be based on solid knowledge of their effects in building regional scenarios or in assessing market potential."

There are still few comparisons, and limited benchmarking data, available to identify good practice in the application of initiatives.

Therefore, the production of documentation and analysis designed to establish the lessons of foresight methodology should be encouraged

and disseminated throughout the ERA. For this purpose the establishment of an Internet-based foresight platform is essential and promises significant benefits. (*The Potential of Regional Foresight*, 2002, p. 7)."

Based on these two initiatives, the general objectives of the European Regional Foresight College have been defined:

- 1 Create a community of competencies, concepts, methods and practices in regional foresight
- 2 Build a European network in order to monitor and to discuss the foresight practices and developments in European regions;
- 3 Contribute to the collective learning of all regional actors: develop foresight competencies, by providing all the partners with information about high-level European foresight experiences.

The first multi-year programme of the European Regional Foresight College (2004-2006) was dedicated to the following actions: to design a foresight glossary, to document key foresight principles, to identify and exchange competencies between European research centres, members of the College and their partners, and to organise, alone or in partnership, an annual European foresight event.

The European Regional Foresight College has also been involved in the organisation of the Summer Universities of Regional Foresight in Europe (Lille, 2004, 05, 06) as well as in the conference *The Futures of Europeans* in the Global Knowledge Society, A Meeting Place for Europeans Creating Futures, organised in Louvain-la-Neuve (Wallonia) in April 2005 by the Destree Institute in partnership with the EC DG Research and The Millennium Project. In November 2005, October 2006 and December 2007, members of the European College met in two-day seminars in Etioilles (Ile-de-France). The College analysed the Foresight networks in which its various members were involved and gathered a bibliography of fundamental works in the field of Foresight. The College's main output is a Regional Foresight Glossary with equivalents in five languages, edited by the DATAR in 2009. The second multi-year programme of the European Regional Foresight College (2008-2012) was drawn in the 2007 Etioilles workshop. Its provocative title "Foresight 2.0" was intended to initiate a search for innovative and creative components in a new generation of foresight. Facing this ambitious objective, it became clear that we could not directly invent a new kind of foresight, but this new type of foresight already exists in the regions and is applied by local actors, civil servants,

elected citizens in the regions, in corporations and associations. Developing a new generation of foresight is not a theoretical exercise, but an approach, inspired by concrete and practical work realized in the involved territories and regions. Therefore, the College decided to organise best practice reviews in three regions from the North-Centre, South and East of Europe.

After the accomplishment of the mission for DATAR, the European Regional Foresight College was funded by Destree Institute, Namur and Futuribles, Paris in 2008 and 2009. In December 2009, the members of the College decided to create an NGO in order to continue working together and to achieve the Etioilles 2007 goals. This program was actualized during a seminar organized in the European Regional Foresight College's headquarters in Vence (France) on November 8 and 9, 2010. The members of the European Regional Foresight College decided to open the College to other Regional Foresight researchers and practitioners with the objective to create harmony among the European Futurists, and to reinforce the cooperation with the MILLENNIUM PROJECT and the EUROPEAN INSTITUTIONS working in the field of Regional Foresight, such as the Committee of the Regions of the EU¹.

The targets of the European Regional Foresight College were: a new formula of the individual and corporate members, a new management team (Philippe Destatte, Hélène Von Reibnitz, Saphia Richou and Ibon Zugasti), a new logo, new headquarters, a new website, new rules of working and an ambitious book project. Continuing in our strong sense of commitment, most of these goals were clearly achieved by 2012.

Cooperation between the European Regional Foresight College and the European Millennium Project Initiative (EuMPI) was ratified during the meeting in May 2012 in Brussels, where it was agreed to merge our activities under the following reasons:

Convergence of aims to have a European foresight initiative, combining the different existing approaches:

- 1 Synergy and need to put together efforts from the two networks.
- 2 To have a critical mass to cover all the countries and fields of study in foresight

1 COMMITTEE OF THE REGIONS "An initial assessment of territorial forward planning/ foresight projects in the European Union", 2011 (<http://cor.europa.eu/en/documentation/studies/Pages/studies-2011.aspx>)

- 3 Complementary needs of a global vision and its challenges given by The Millennium Project and local/regional action to make move the field
- 4 To contribute to building a sustainable European future from a democratic point of view

Following in this spirit, the European Regional Foresight College has participated in different foresight related events organized by European Millennium Project Nodes such as *LJUBLJANA FORUM – Future of Cities* in September 2012 and *ZAGREB FORUM – Creative & Innovative Futures* in March 2013.

METHODOLOGY FOR THE MUTUAL LEARNING WORKSHOPS

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As explained before, the College decided within the work programme drafted for 2008-2010 the identification of three European regions at different levels of development, one in the North, one in the South and one in the East, three regions whose respective foresight exercises had stimulated innovation, competitiveness and regional development successfully. As a result of this, the following workshops have taken place:

- A first workshop was organized in San Sebastian (Basque Country, Spain) in October 2009 in order to analyze the Gipuzkoa 2020 / G+20 exercise.
- A second workshop was organized in Genvat (Wallonia, near Brussels) in April 2011 to take stock of the experiences with the foresight processes in the Wallonia Region during the last 25 years.
- Finally, a third workshop was held in Ljubljana (Slovenia) in September 2012 to discuss the Danube Region foresight case.

Since the beginning it was agreed to run these workshops from a mutual learning perspective; the College members learning from the field experience, and the regional stakeholders learning from the cross-regional and the meta-experience of the college members. These study visits do not aim at giving lectures to the regional stakeholders by the College experts. The hallmark of these regional study visits is that both parties in the workshops, regional stakeholders and College experts,

should learn, deepen their knowledge and come to a higher evolved level of the process. It was also agreed to design a structure in the form of a questionnaire for these regional visits which should help to run regional workshops and in a later time to write this final report. It was considered essential to have a structure which would allow comparative work among the various regions and which would enable the experts to write a comprehensive report on regional foresight knowledge, experience and best practice, allowing future regional foresight exercises to benefit from this know-how and to advance to a higher level of Regional Foresight practice. But at the same time, it was also agreed that this structure would have to be adapted to each regional foresight exercise.

The regions visited were asked to deliver a certain kind of preparing papers allowing the members of the ERFC to prepare themselves for the visit and the workshops and to get a basic understanding of the regions' particularities. These papers should contain the following:

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- History of the Regional Foresight Exercise (RFE): Why? How? What was the trigger for this exercise?
- Participation in the RFE: Who has participated, and how? Co-operation with whom? Internal and external partners and service providers? Who from the tripartite model has been involved and in which tasks and how: political institutions, corporations, civil society?
- Organization of the RFE: e.g. expert analysis, workshops, expert hearings, expert panels, round tables, discussion rounds, future developing exercises, vision exercises, synthesis of the group results, and others
- What have been possible problems and conflicts?
- Evaluation of the quality of the RFE and its outcome for all partners.

The structure of the workshops was divided in the following main fields and topics for debate:

- Presentation of the ERFC and its objectives
- Presentation of the RFE representatives and their experiences
- Discussion around questions such as: What kind of methodology has been applied (foresight methods, benchmarking, market analysis, systemic analysis), when, in which context, with whom and with which result? What are the pro's and con's?
- How and where (in which phase of the process) did the RFE integrate various actors such as political institutions, corporations, civil society?

- Concrete outcomes in terms of change in the region after the RFE?
- Political culture: Change in political culture? Change in political strategy? Change in the political institutions' quality and efficiency? Others?
- Economy: Change in economic results: structural changes, figures etc? Change in the competitive attractiveness of the region? Change in regional attractiveness for high potential industries and services? Others?
- Civil society: Change in the quality of life for the civil society? How and where? Change in educational attractiveness? Change in equal chances? Change in participation in public decision making? Others?
- How did the RFE take into account global changes in economy, ecology, society, technology....?
- How did these global trends affect the local issues?
- How did the region manage the conflict between global requirements and local realities?
- How did the region integrate its specific situation (e.g. transborder, central, coastal ...) in the RFE?
- How did new ICT help in running the RFE?
- What have been the key success factors in this exercise and in its implementation?
- What was the most stunning surprise in this exercise?
- What didn't you expect, but what happened?
- What did you expect, but what didn't happen?
- What do you think is essential for running RFE in the future?
- If one of your colleagues asks you: should I run a RFE? What would you recommend and what not?

ACKNOWLEDGEMENTS

The members of the European Regional Foresight College who helped select the regions, designed the structure questionnaire, wrote the regional reports and this final report, reviewed texts and conducted the workshops, were essential for the success of the research conducted in this report from 2009 to 2012. The following members participated in the three workshops: **Gipuzkoa:** Mika Aaltonen, Demosthenes Agrafiotis, Riccardo Cinquegrani, Philippe Destatte, Karlheinz Steinmüller, Hélène von Reibnitz and Ibon Zugasti. **Wallonia:** Philippe Destatte, Guy Loinger (†), Gerda Roeleveld, Corinne Roëls, Karlheinz Steinmüller, Hélène von Reibnitz and Ibon Zugasti. **Danube Region:** Bla Golob, Hélène von Reibnitz, Karlheinz Steinmüller, Jerome C. Glenn (representing the Millennium Project), Reyhan Huseynova, Michaël Van Cutsem and Ibon Zugasti.

A special thank to the regional authorities in the three participating regions, Gipuzkoa Province (Diputación Foral de Gipuzkoa), Wallonia Region (Gouvernement Wallon, Collège Régional de Prospective Wallonie 2030) and Danube Region (City of Ljubljana and South East Europe Millennium Project Node), who hosted the workshops and participated through the following regional representatives: **Gipuzkoa:** Aitor Aranguren, Xabier Barandiaran, Beatriz Marticorena, Lide Salvador, Ane Bustinduy and Mikel Irasuegi. **Wallonia:** Luc Maréchal, Pierre Gustin, Larissa Peixoto and Marie-Anne Delahaut. **Danube Region:** Milan Gajsek, Pavle Sicherl, Tihomir Divjak, Zoran Aralica, Frane Sesnic, Helena Habjan and Alma Meglic.

Based on the results according to the questions above a comprehensive report was written for each of the three regions with the objective of helping other regions to run their RFE as best as possible.

The following pages include the results of these three regional reports.

Regional Foresight 2.0: The Gipuzkoa Experience Mutual Learning Workshop



On October 28 and 29, 2009, the European Regional Foresight College performed a workshop at Donostia-San Sebastian to take stock of the experiences with the foresight processes Gipuzkoa 2020 and Gipuzkoa 20+. Well organized by **Ibon Zugasti** (Prospektiker), the workshop benefited tremendously from the presentation about the foresight process by **Mr. Aitor Aranguren Iriarte** (head of Strategic Office of Gipuzkoa) and his contributions in the discussions and as well from a presentation about regional benchmarking by the IKEl institute. A special highlight was a round of discussions with **Mr. Xavier Barandiaran**, the Chief of the Gipuzkoa Cabinet.

From the side of the European Regional Foresight College, the following members participated: Mika Aaltonen, Demosthenes Agrafiotis, Riccardo Cinquegrani, Philippe Destatte, Karlheinz Steinmüller, Hélène von Reibnitz, and Ibon Zugasti.

The report below is not intended as a fully-fledged documentation of the workshop. It is aimed to summarise the main methodological results of the workshop with specific focus on learning for other territorial foresight processes. The report was prepared by Riccardo Cinquegrani and Karlheinz Steinmüller with much support by Hélène von Reibnitz, and discussed and augmented during the European Regional Foresight



managing Regional Foresight (RF2.0.)
The suggested dimensions are:

- 1 **PERMANENT PROCESS:** Change of mentality and organisation: from single projects to a 5-1 year process;
- 2 **INSTITUTIONAL FRAMEWORK:** Basque Region seems to be one of the most independent regions in Europe (as an example: the region transfers to the central Government only about 10% of the taxes paid in the region). Strong political commitment, creation of a Commission for the future on permanent basis (enforced by local law.)
- 3 **ORGANISATION:** Creation of a “Strategic Office” which refers directly to the chief of Cabinet of the President of the Local Parliament.
- 4 **EVALUATION CULTURE:** Continuous monitoring activity, dissemination of the documents which are reviewed on the basis of the received feedbacks, benchmark and self positioning exercises in a logic of competition with other EU Regions;
- 5 **LINKAGE OF LONG TERM VISION AND SHORT TERM POLICIES**
- 6 **KNOWLEDGE BASED DECISION MAKING PROCESS** Data analysis, rigour avoiding subjective perceptions and myth.
- 7 **MANAGEMENT OF RELATIONS SYSTEM** From bottom up processes and “open governance” to “selected stakeholders” and “node networking”, from participation to consultation.
- 8 **COHERENCE** of the adopted methods and tools with the aim of the process.
- 9 **CREATION OF SOCIAL CAPITAL** from collective intelligence to the “socialization” of knowledge.
- 10 **CROSSFERTILIZATION** of branch of knowledge aimed at identifying different strategies (interdisciplinary.)

It is possible to suggest some “clusters” related to the above mentioned dimensions such as: *Ex Ante* framework; day by day management; overcoming the gap between a foresight exercise and local action strategy.

FROM PROJECTS TO SYSTEMS

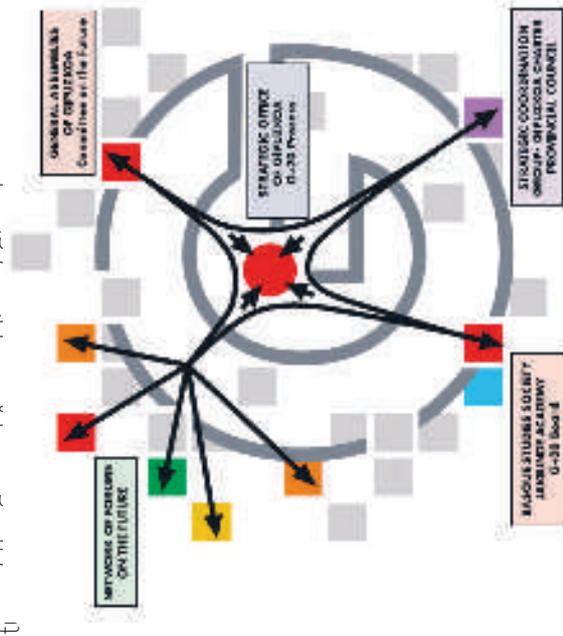
The Gipuzkoa 2020 project (2000-2003) stated strategic reflection related to the future of the Region. The foresight exercise G20+ (2008-2010) represents a sort of upgrade of Gipuzkoa 2020 project at least for the following aspects:

- Long term view
 - Benchmark approach
 - Stakeholders participation
 - Institutionalization of the process (Commission of the Future in the framework of the local Parliament and creation of a Strategic Office).
- It is possible to organise in a coherent way the “results” emerging from the activities developed in both exercises by summarising some of the identified insights in several dimensions. These could be considered the specific Gipuzkoa contribution to the identification of a new model in

CLUSTER	DIMENSIONS	IMPLEMENTATION	CHARACTERISTICS
Ex Ante Conditions	INSTITUTIONAL FRAMEWORK	Level of "independence" from the Central State (eg Federal State)	Fiscal autonomy, law enforcement
	PERMANENT PROCESS	Approach on programs rather than project(s)	Long view, Political will and commitment
	EVALUATION CULTURE	Results coming from previous experience	"Formative" evaluation
	ORGANISATION	Strategic Office	Passion, Personnel and budget
Day by day management	MANAGEMENT OF RELATIONS SYSTEM	Web site, traditional meetings, stakeholders engagement	
	COHERENCE of the adopted methods and tools with the aim of the process	Update objectives, monitor activities, redefine processes	
Overcoming the gap between a foresight exercise and local action strategy	LINKAGE BETWEEN LONG TERM VISION AND SHORT TERM POLICIES	From vision to strategies and from strategies to action	Stakeholders feedback. Shift from information to engagement
	CREATION OF SOCIAL CAPITAL	Reinforce relation system and sustain social innovation	Territorial animation, socialisation of knowledge
	CROSSFERTILISATION	Integration of social and eco aspects with strategy	Interdisciplinary approach
	KNOWLEDGE-BASED DECISION MAKING PROCESS	Implementation of "hidden agendas"	Foot on land, rigorous diagnosis, food for thought

FOURTEEN QUESTIONS TO KEY LEARNINGS

1 **What has been changed in Gipuzkoa since the launch of the Foresight exercise and thanks to it?** There are already tangible impacts of the foresight process. The process itself has led to the establishment of a foresight culture in the Gipuzkoa government and administration, expressed in the institutionalization of foresight at the regional level in particular with the Strategic Office of the Gipuzkoa Council and the Committee on the Future.



2 **How did Gipuzkoa Foresight take into consideration the actual and future technological changes and their impacts at the regional level?** During the horizon / megatrend scanning activities, some trend scanning was done in technology fields with specific relevance for the region, i. e. fields in which science parks or pertinent companies exist in Gipuzkoa, especially in the fields of nanotechnology, biotechnology and ICT.

3 **How did Gipuzkoa Foresight articulated the global and the local approaches (and especially actors, factors, trends, issues, etc.) in its work?** By means of the trend scanning for global trends, for example globalisa-

tion, shift to a knowledge society, to a service economy etc.

4 Regional Foresight deals with systemic and complexity analysis. How did Gipuzkoa Foresight integrate these approaches? The foresight process included as well the external environment and the internal potentials of the Gipuzkoa region on a systemic level. Macro scenarios for the global environment were derived with implications for the Gipuzkoa region (micro scenarios). It should be mentioned that a regional benchmarking is part of the process, putting Gipuzkoa in relation to other regions and supporting the assessment of the most relevant factors.

5 What new types of processes or issues were anticipated thanks to Gipuzkoa Foresight? The foresight exercise did not anticipate the present crisis. But the need for more innovativeness (and corresponding infrastructures and processes) was anticipated. The term “innovative Gipuzkoa” was coined within the G+20 process.

6 Did Gipuzkoa Foresight integrate transborder cooperation in its process and how did it do it? What did Gipuzkoa Foresight learn from the North / French Basque Country foresights? There is some exchange with the French Basque foresight team, especially through the Eurocity structure, however urban cooperation is not really working well due to language problems and different administrative structures/cultures.

7 How did Gipuzkoa Foresight involve the regional actors and especially the non-governmental organizations and the people who came from all over the world in order to live in Gipuzkoa? NGOs were included in the working groups of G2020. Since Gipuzkoa has only about 4-5% immigrants, no specific effort was taken to include them.

8 How did ICTs and virtual tools, including geographical information systems, help the Gipuzkoa Foresight process? Virtual tools were used in the form of online questionnaires and online forums. Spatial planning activities, which are related to the foresight process, use also GIS.

9 With what methods did Gipuzkoa Foresight manage the participation process? How did they involve and commit the actors? Only experts did participate in G2020. In G+20 there will be broader participation.

10 How were the relationships between experts and citizens managed in Gipuzkoa Foresight? Did they identify a real added value in that confrontation? (See Q9, not much experience so far).

11 How did you guarantee the continuity of the foresight process? Continuity was guaranteed by establishing a permanent institutional

infrastructure, based on specific laws and therefore without the risk of being simply abolished by a change of government. It is also important that the Strategic Office (and with it the foresight process) is not placed within one department but under the direct responsibility of the First Deputy Chairman of the Provincial Council, which means that it is set up as a sphere of leadership that looks transversally and not by sector.

The foresight process in the region is really robust. One has to see also, that the role of Prospektiker has been essential to promote foresight in the Basque Country.

12 Did governance change due to the foresight process? And how? Governance changed partially, mostly with respect to: broader inclusion, establishment of a foresight culture, incorporation of long-term thinking in legislative and executive processes, linking foresight to strategy building / strategy processes and to day-to-day decisions.

13 How do you link long-term reflection to short-term decision making? How do you link foresight to strategy processes? The link is established by the institutional framework of the foresight process: the Strategic Office, the Committee on the Future and the network of Forums on the Future.

14 Which specific regional factors were helpful in establishing / running the foresight process and establishing a foresight culture? Foresight in Gipuzkoa is based on the regional culture which is rather open to the world, and to a rather high degree entrepreneurial. The structure of the economy, and in particular the Mondragon Cooperative Group, constituted a favourable factor. Moreover, the concept of sustainability and activities related to it, for example Local Agenda 21 etc., were helpful in supporting long-term thinking.

Final observations

The experiences of the Gipuzkoa foresight are really impressive – and in some respects very specific. The size of the region is an important factor which has to be taken into account when one compares Gipuzkoa to other regions or when one tries to transfer the lessons learned to other

regions.

But most importantly: it cannot be stressed enough that the success of the foresight process was much facilitated by the high degree of autonomy of the region – which makes it a lot easier to translate regional foresight results into political action.

Appendix: Opening of the Meeting

Building the new generation of Regional Foresight

Opening of the Gipuzkoa Mutual Learning Meeting
San Sebastian / Donostia, Diputación Foral de Gipuzkoa,
October 28, 2009

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Philippe Destatte Director General of The Destree Institute, Associate Professor in Foresight and Regional Foresight at the Universities of Paris Diderot and of Reims Champagne-Ardenne, President of the European Regional Foresight College

“First thing first, on behalf of the European Regional Foresight College, I would like to thank the Gipuzkoa Council for its welcoming in Donostia / San Sebastian and in particular in that wonderful place. We are here to learn from your experience and I am sure that we are going to learn hard and take stock of your work in Gipuzkoa. I also want to say our gratitude to Prospektiker, and in particular to Ibon Zugasti, who has had the good idea of convincing us to come in Gipuzkoa for that first of three European Regional Foresight workshops.

Let me introduce the present delegation of our College: Hélène von Reibnitz (SCENARIOS+VISION), Mika Aaltonen (Helsinki University of Technology), Demosthenes Agrafiotis (National School of Public Health in Athens), Riccardo Cinquegrani (University of Roma), Karlheinz Steinmüller (Z_punkt, the Foresight Company), Ane Bustinduy (LKS) and, of course, Ibon Zugasti.

They are not here as academics meaning to analyze and assess the

foresight work done in Gipuzkoa and, after two days in San Sebastian, to go back home with a judgement about your foresight exercises in order to say if it is good or bad. Our challenge is somewhere else.

We are here with a strong question which we can apply to all the European regions: regions with a strong foresight tradition as well as new regions that have just built their first foresight process. The question is: does a foresight’s process enable the citizens to really and positively change a territory? Does a foresight’s process enable to provide a real added value to the governance, the performance, the competitiveness of the region? And how can foresight enable that region to progress towards better governance, better performance, higher competitiveness?

When we built our new College programme, during our last workshop in Etioilles near Paris, we decided to go and search our new Holy Grail: what we called, with some humour, “Foresight 2.0”. That provocative aim meant that we were searching the innovative and creative components of the new generation of foresight. But, facing that ambitious objective, we were immediately convinced that we would not go and reinvent this new foresight: we were sure that it already existed in the regions because we all know that foresight, just as governance, performance or competitiveness is basically built on the field, with the real actors, in real territories, with real companies, real civil servants, real associations, and real elected citizens. We all know that building a new generation of foresight could not be an “indoor” thinking but might take stock of the work done on the ground of the implied territories and regions.

This workshop is a first experience. We plan to go in the North-Pas de Calais Region (France) and in a North or East European Region in order to complete our process. This first workshop is built on a dialog with regional actors through a questioning that could help to focus on some topics that we considered relevant during our Etioilles seminar. I propose to explain some of these topics.

- 1 We built the hypothesis that regional foresight - focused on development questions, space planning issues and governance challenges - should not be separated from technological foresight which deals with innovation systems, creativity, learning platforms; and so on.
- 2 We think that we could improve the links, the relationships between local and global, micro and macro approaches with specific methods to be used in regional foresight, and we are very interested to see how the

territories tackle with that need.

- 3 We consider that the cooperation between regions and territories separated by ancient borders is only at its very beginning and that we could identify weak signals of real transborder and interregional foresight.
- 4 We also have in mind that foresight process could help territories to emerge both at the regional and at the infra-regional, supra-communal levels, without really threatening the existing regions or territories.
- 5 We feel that, while everyone discourses about the importance of the systemic approach in foresight methodology, the method has not given all its potential in foresight processes and we hope to find new tools in order to make this need becoming a concrete reality.
- 6 We can imagine that tomorrow foresight will reinforce the capacity of the actors involved to better anticipate the future issues and moreover to build stronger and more numerous alternative paths in order to empower the regions and their competitiveness. For example, Peter Bishop underlined, in Deauville during the last June meeting, that we cannot really approve future environment description built on less than four scenarios. Of course, we have to open a discussion about that.

7 We all know that participation is in the heart of the foresight process and not only when we talk about regional foresight. That means that the recruitment of the participants is also a crucial point because the nature of the involved actors will largely determine the kind of outputs of the foresight. And we all know that the relevance of the results is largely linked with our capacity to gather actors of different kind to succeed in making them interact and produce together. But the more they are different, the more it is difficult to tune their different musics, their different languages, their different thoughts, their different expectations, their different wills. So, we need to share experiences about that, too.

8 The emergence of the concept of governance in the 1990s, understood as a new way of managing the society from its actors, has inserted foresight in a new framework inside which it is becoming an interactive tool among other interactive tools: what an IPTS researchers' team has called the SPI, the Strategic Policy Intelligence Tools. One can want to know how, on the field, in the ground, the actors succeed on articulating these SPI: evaluation, territorial quality process, technology assessment, benchmarking, regional profile, etc. This is probably one of the main is-

sues of the 21st century foresight.

9 The usefulness and the need of specialisation of the regional foresight process are well-known. Building the diagnosis, we use to use spatial representations, geographical information systems, cartography, in order to describe the territory and to show it through its different aspects: demography, richness, mobility... Another level of use of cartography is the spatial modelization of the different components of the vision as well in the virtual representation of the strategy to achieve this vision. Very relevant cases have been built in some regions.

10 Finally, let me stress one last point. Foresight is a non-sense if it is not directly connected with the idea of change, of evolution, of transformation. This is its greater challenge because – despite the usual speech – we all live in a world where inertia is generally stronger than movement, continuity is more usual than breakdowns as well conscious and desired changes are not so frequent.

However, even if I gave you ten examples of topics around which the tomorrow foresight could be built, these are only examples and I am sure that we are going to identify new fields of development during these two days.

Ibon Zugasti presented us the Gipuzkoa Foresight for the first time in 2004 when Ane Bustinduy recommended him to speak at our first Summer University in Lille. He made a second presentation in Paris in 2008. From that moment, we had the conviction that this foresight exercise could help us to understand how a foresight exercise could stimulate innovation, competitiveness and regional development.

I want to thank Helen von Reibnitz who agreed to structure the thought and to help the production of ideas during the two days. I will ask each member of member of the European Regional Foresight College to engage in the dialog with the local actors and to take notes in order to prepare a serious report. That report will constitute a precious feedback for the Gipuzkoa local actors but also for all the College members in order to prepare the second workshop. That report will be presented in Paris at our first General Assembly on December 9, 2009.

I thank you all for your involvement and I wish you an excellent workshop."



Expertos internacionales avalan el proceso G+20 impulsado en Gipuzkoa

DESTACAN LA CAPACIDAD DE ESTE TERRITORIO PARA IDENTIFICAR ESTRATEGIAS DE FUTURO VINCULADAS AL DÍA A DÍA

DONOSTIA. "Se están haciendo cosas fantásticas, hemos aprendido aspectos muy interesantes", subrayó a modo de valoración general Phil Destatte, presidente del Consejo Asesor Europeo de Prospectiva a nivel Regional, sobre el encuentro mantenido en Donostia para conocer de primera mano el proceso de reflexión G+20. Este, impulsado por la Diputación, cuenta con la implicación de diversos agentes públicos y privados y busca incorporar la variable de futuro, el largo plazo, en las políticas locales, conectando esa visión con la gestión del corto plazo.

"No estamos sólo para evaluar, sino para aprender del ejemplo de Gipuzkoa e intentar construir la prospectiva 2.0 del futuro y dejarle ese legado a las próximas generaciones", señaló Destatte. Según informó, tras el encuentro de estos días el organismo que el presidente y la corporación

un informe con un análisis del proyecto y posibles aportaciones en forma de ideas (se presentará a primeros de diciembre en París).

"No hemos venido a evaluar, sino para aprender", insistió Destatte. Según señaló, el proyecto gipuzkoíno es interesante desde varios puntos de vista. Entre otras cosas, destacó la capacidad de este territorio para trabajar las experiencias prospectivas del futuro sin estratagemas, materializar los escenarios y estrategias identificadas en proyectos concretos y vincular todo ese proceso al día a día. Además, resalta la citada implicación de varias entidades públicas y privadas (entre ellas las Juntas, la Universidad y la propia Diputación).

En relación a los retos que debe tener Gipuzkoa, aseguró que éstos son similares a los de otras regiones. Citó, entre ellos, el intentar dar respuesta a problemas globales como el cambio climático o la crisis energética y el afrontar el desafío que supone el envejecimiento poblacional. Junto a este proceso, el Consejo estudiará este año otros dos llevados a cabo en Suecia y Francia. **MAC**

Press coverage of the workshop

Des experts internationaux avalisent le processus G+20 développé à Gipuzkoa. Ils soulignent la capacité de ce territoire à identifier les stratégies du futur liées au quotidien.

Donostia. Nous avons fait des choses fantastiques, nous avons appris des aspects très intéressants, a souligné sur un mode d'évaluation générale Philippe Destatte, président du Collège européen de Prospective territoriale, à propos de la rencontre qui s'est déroulée à Donostia pour connaître en premier le processus de réflexion G+20. Celui-ci, encouragé par la délégation, compte sur l'implication de divers agents publics et privés et cherche à intégrer la variable du futur, le long terme, dans les politiques, en connectant cette vision à la gestion du court terme.

Nous ne sommes pas seulement là pour évaluer, mais surtout pour apprendre de l'exemple de Gipuzkoa, pour essayer de construire la prospective 2.0 du futur et pour laisser ce legs aux générations suivantes, a signalé Destatte. Comme il nous l'a indiqué, après la rencontre de ces derniers jours, l'organisme qu'il préside élaborera un rapport (qui sera présenté début décembre à Paris) comprenant une analyse du projet et les apports possibles présentés sous forme d'idées.

Nous ne sommes pas venus pour évaluer mais plutôt pour apprendre, a insisté Destatte. Comme il l'a indiqué, le projet de Gipuzkoa est intéressant selon plusieurs points de vue. Il a entre autres souligné la capacité de ce territoire à travailler les expériences prospectives sans stagner, à matérialiser les scénarios et les stratégies identifiées dans des projets concrets et à lier tout ce processus au jour le jour. De plus, il a fait ressortir l'implication citée de plusieurs entités publiques et privées (parmi lesquelles l'Assemblée, l'Université et la propre délégation).

En ce qui concerne les défis que Gipuzkoa doit affronter, il a assuré que ceux-ci étaient similaires à ceux d'autres régions. Il a cité, entre autres, le fait d'essayer de donner une réponse aux problèmes globaux tels que le changement climatique ou la crise énergétique et d'affronter le défi qu'implique le vieillissement de la population. Conjointement à ce processus, le Collège étudiera cette année deux autres réalisations en Suède et en France. (traduction libre)



2019-10-30

5 Oct. EL IKAMIO NAIXO

Un consejo europeo asesorará a la Diputación en sus planes

El organismo juzga positivo en una primera aproximación el Gipuzkoa+20

LINA NAJARA

SON DIAZUELA. D. V. La Diputación ha presentado al Consejo Asesor Europeo de Prospectiva el proceso de reflexión Gipuzkoa+20, un ciclo en desarrollo del año no solo. La entidad europea emitió un informe para la Oficina Estratégica de la institución local con recomendaciones en el que indicará las fortalezas y debilidades que haya observado en la iniciativa. Poco de momento, el presidente del órgano consultivo, Philippe Destatte, ha afirmado que considera que el posicionamiento del territorio es sólido, y que no está aquí solo para evaluar, sino también para apoyar.

De hecho, el propio el Consejo por la cooperación europea se ha motivado que el mes de octubre primer territorio que está en el mapa para este año y el siguiente, en el que la región francesa de Normandía-Caldas y otra suiza se presentará. A partir de esas cifras, la entidad pondrá en marcha un ciclo de reflexiones que se irán desarrollando en otros países.

Destatte asegura que entre el momento y aquel el Consejo asesorará a los territorios que se presenten y que se irán desarrollando después de los



EXPERTO. Philippe Destatte, presidente del consejo, afirma que el tercer punto de vista del consejo es que el estudio de prospectiva participativa es válido en el territorio al tratarse de un día a día, permitiendo evaluar estrategias a corto, medio y largo plazo.

En segundo lugar, este proceso se centrará en evaluar la prospectiva y la estrategia. En el resto de Europa, se ve solo se comienza a desarrollar un proceso a nivel territorial, regional o nacional, sin llegar a materializarse en proyectos concretos. En Destatte, según Destatte, la prospectiva se aplica aquí para progresar y avanzar.

Un Colégio europeo conseillera la delegación dans ses plans. L'organisme juge positivement une première approche du Gipuzkoa+20.

La Députation a présenté au Collège européen de Prospective le processus de réflexion Gipuzkoa+20, initié en novembre de l'année passée. L'institution européenne émettra un rapport pour le Bureau stratégique de la Députation foral comprenant des recommandations et présentant les forces et les faiblesses observées dans l'initiative. Mais, pour l'instant, le président de l'organe invité, Philippe Destatte, a déclaré qu'il considérait que le positionnement du territoire était excellent et qu'ils n'étaient pas seulement là pour évaluer, mais également pour apprendre.

De fait, l'intérêt du Collège pour l'expérience de Gipuzkoa a donné lieu à ce que notre territoire soit le premier à être étudié parmi les trois proposés pour cette année et la suivante, avant la région française du Nord-Pas-de-Calais et une autre région suédoise. À partir de ces analyses de cas, le Collège proposera des processus de réflexion prospective plus efficaces dans d'autres pays. Destatte assure que, entre mercredi et hier, le Collège a appris des choses très intéressantes et remarquables selon trois points de vue. Le premier est la capacité qu'a Gipuzkoa de présenter les expériences prospectives. L'expert ajoute que de plus, c'est un processus qui n'a pas stagné après les études de diagnostics, mais qu'il est continu et durable. Cette caractéristique permettra d'améliorer et de travailler coudé à coudé avec d'autres acteurs, d'autres parties intéressées.

En second lieu, ce processus permet de lier la prospective et la stratégie. Dans le reste de l'Europe, parfois, on se concentre seulement sur l'élaboration de quelques scénarios au niveau territorial, régional ou national, sans arriver à les matérialiser dans des projets concrets. En revanche, selon Destatte, la prospective est utilisée ici pour progresser et avancer. Le troisième point de vue du Conseil est que l'exercice de prospective de Gipuzkoa se lie dans ce territoire au travail quotidien, permettant d'organiser des stratégies à court, moyen et long termes. En ce qui concerne les défis auxquels Gipuzkoa doit faire face, ils ne sont pas, pour Destatte, différents de ceux de la majorité des régions européennes. L'expert a cité le changement climatique et la crise énergétique avant de présenter le vieillissement de la population comme une preuve de l'amélioration de la qualité de vie.



Regional Foresight 2.0: The Wallonia Experience Mutual Learning Workshop

On April 4 and 5, 2011, the European Regional Foresight College performed a workshop at Genvat near Brussels to take stock of the experiences with the foresight processes in the Wallonia Region during the 25 years. Well organized by **Philippe Destatte** (The Destree Institute), the workshop benefited much from presentations on:

La Plateforme d'Intelligence territoriale wallonne by **Luc Maréchal** (Inspecteur général honoraire du Service public de Wallonie)

Des fabriques de prospective au contrat sociétal wallon by **Pierre Gustin** (Président du Collège régional de Prospective Wallonie 2030)

Coeur du Hainaut 2025: un partenariat stratégique local dans une région en redéploiement by **Larissa Peixoto** (Coordinatrice du PSL Coeur du Hainaut (IDEA))

Millennia2015: une prospective de l'avenir des femmes a l'horizon 2025, du régional au global by **Marie-Anne Delahaut** (Directrice de recherche Société de l'Information à l'Institut Destrée)

From the side of the European Regional Foresight College, the following members participated: Philippe Destatte, Guy Loinger (f), Gerda Roeleveld, Corinne Roëls, Karlheinz Steinmüller, Ibon Zugasti and Hélène von Reibnitz.

The report below is not intended as a fully-fledged documentation of the workshop. It is aimed to summarise the main methodological results of the workshop with specific focus on learning for other territorial foresight processes. And it is based to some extent on the presentation on the general landscape of foresight in Wallonia by Philippe Destatte. The report was prepared by Ibon Zugasti and Karlheinz Steinmüller.

From Foresight to Action

As other old industrialized regions in Europe, the Wallonia Region (one of the three regions of Belgium) is facing challenges with respect to demographic ageing, climate change, energy, competitiveness, social cohesion and territorial cohesion / mobility. Some of these challenges were identified rather early by the small foresight community in Wallonia and rather early led to foresight activities. On this background, there has been an on-going and continuous foresight process in Wallonia since 1985, called "Wallonia to the Future". This foresight process was originally launched by The Destree Institute (Regional Development Research Centre and NGO) at its own initiative. It has been supported after the success of the first exercise by the Government of Wallonia.

The specific governance model of the foresight process has provided a new comprehension of the social environment and allowed new orientations to the foresight process.

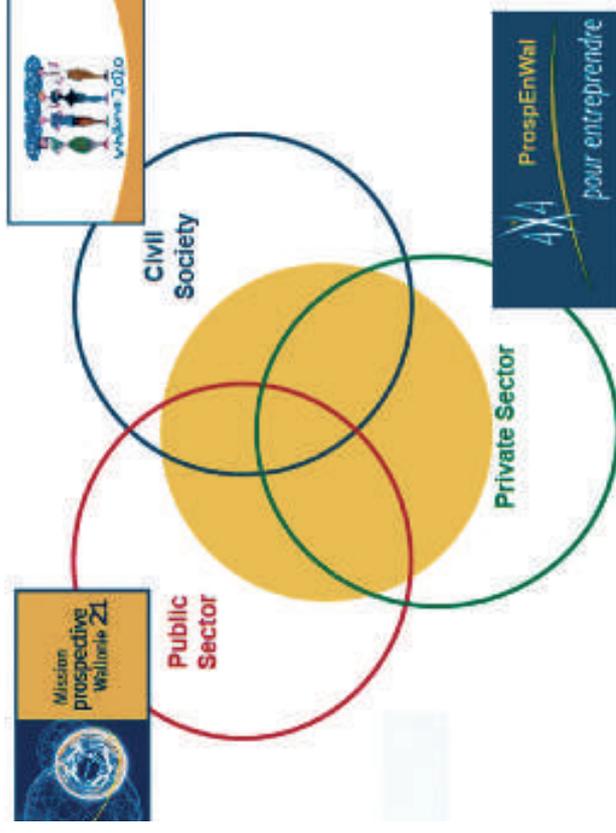
The foresight processes in Wallonia has gone through different stages with a different focus:

- 1985-1988: Wallonia to the Future: Towards a new paradigm
- 1988-1994: Wallonia to the Future: The Challenge of Education
- 1994-1996: Wallonia to the Future: Strategies for employment?
- 1996-2000: Wallonia to the Future: Leaving the 20th Century: Evaluation, Innovation, Foresight
- 2001-2004: Wallonia to the Future: Wallonia 2020
- 2007-2011: Foresight exercises in the Walloon territories (provinces)
- 2011-2012: Wallonia 2030 and Territoires wallons: Horizons 2040

[works in progress]

In Wallonia, foresight processes are embedded in a complex regional and European/international framework, lacking the federal (national) level, which is characteristic for Belgium and no specific disadvantage.

Looking back, the foresight processes in Wallonia started as an inspiring exercise with a rather small set of participants and developed thematic scope and impact by including larger and larger groups of stakeholders from the spheres of the civil society, the public services, and the private sector, enlarging the exercise from the regional to the infra-regional ("territorial", province) level. Main components of the process so far are visualised in the following image, indicating the names of the sectoral foresight activities:



Following the example of the Gipuzkoa foresight, we try to organise the main insights of the foresight exercises in Wallonia through ten dimensions. These insights could be considered the specific Walloon contribution to the identification of a new model in managing Regional Foresight

(RF2.0).

The dimensions are:

- 1 **PERMANENT PROCESS** Long tradition in foresight processes with institutional learning.
- 2 **INSTITUTIONAL FRAMEWORK** Walloon region has a high degree of independence; ups and downs of political commitment (from regional government), high degree of networking, projects and programmes, summarised in the "Contract d'Avenir pour la Wallonie" (Contract for the Future for Wallonia.)
- 3 **ORGANISATION** Creation of a "Wallonia Regional Foresight College" (2004) and "Wallonia Regional Intelligence Platform" (2006), creation of "Evaluation and Foresight Society of Wallonia" in 1999.
- 4 **EVALUATION CULTURE** Continuous monitoring activity, dissemination of the documents which are reviewed on the basis of the received feedbacks, benchmark and self positioning exercises in a logic of competition with other EU Regions; specific evaluation process in 2000.
- 5 **LINKAGE BETWEEN LONG TERM VISION AND SHORT TERM POLICIES** Not so much on the level of regional development, no real integration of foresight results in the existing SDER (Schéma de développement de l'espace - Regional Development and Spatial Framework). This will be at least partly compensated with the update of the SDER (due in 2013) by the ongoing territorial scenario exercise "Territoires wallons: Horizons 2040".
- 6 **KNOWLEDGE BASED DECISION MAKING PROCESS** Data analysis: territorial level and in industry sectors, rigour avoiding perceptions and myth.
- 7 **MANAGEMENT OF RELATIONS SYSTEM** From expert participation to "open governance" and networking, from participation to consultation.
- 8 **COHERENCE** of the adopted methods and tools with the aim of the process.
- 9 **CREATION OF SOCIAL CAPITAL** from collective intelligence to the "socialization" of knowledge in the territories (territorial workshops).
- 10 **CROSSFERTILIZATION** of branch of knowledge aimed at identifying different strategies (interdisciplinary).

It is possible to suggest some "clusters" related to the above mentioned dimensions such as: Ex ante framework; day by day management; over-

CLUSTER	DIMENSIONS	IMPLEMENTATION	CHARACTERISTICS
Ex Ante Conditions	INSTITUTIONAL FRAMEWORK	High level of independence of Wallonia	"Equipolence", region operates on international level
	PERMANENT PROCESS	Continuity of persons and institutions engaged in foresight	Sequence of projects, long-term view, political will and commitment
Day by day management	EVALUATION CULTURE	Results coming from previous experience	"Formative" evaluation
	ORGANISATION	Platforms and networks, not centralised	"Wallonia Regional Foresight College", "Wallonia Regional Intelligence Platform"
Overcoming the gap between a foresight exercise and local action strategy	MANAGEMENT OF RELATIONS SYSTEM	Website, meetings, stakeholder engagement	High degree of networking
	COHERENCE of the adopted methods and tools with the aim of the process	Update objectives, monitor activities, redefine processes	"Retro-foresight ² "
Reinforce relation system and sustain social innovation	LINKAGE BETWEEN LONG TERM VISION AND SHORT TERM POLICIES	From vision to strategies and from strategies to action	Stakeholders feedback. Shift from information to engagement
	CREATION OF SOCIAL CAPITAL	Reinforce relation system and sustain social innovation	Territorial workshops, high number of participants, socialisation of knowledge
Use of data on territorial level (maps, statistics), and expertise of stakeholders / citizens	CROSSFERTILISATION	Integration of social and ecological aspects, integration of private sector perspective	Interdisciplinary and cross-sectoral approach
	KNOWLEDGE BASED DECISION MAKING PROCESS	Use of data on territorial level (maps, statistics), and expertise of stakeholders / citizens	"Wallonia Regional Intelligence Platform"

² Reflection from an historical perspective about alternative futures did not take place but were at some stage considered plausible.

coming the gap between a foresight exercise and local action strategy
Fourteen Questions to Key Learnings

- 1 What has been changed in the Wallonia Region since the launch of the foresight exercise and thanks to it?** There are already tangible impacts of the foresight process. The process itself has led to the establishment of a foresight culture in the territories (provinces) of Wallonia and the creation of a "Wallonia Regional Foresight College"
- 2 How did the foresight process take into consideration the actual and future technological changes and their impacts at the regional level?** During the horizon / megatrend scanning activities, some trend scanning was done in technology fields with specific relevance for the region, i. e. fields in which science parks or pertinent companies exist in Wallonia, esp. in the fields of energy, ICT, nanotechnology, biotechnology. Integration of the expertise of Walloon companies.
- 3 How did the foresight articulate the global and the local approaches (and especially actors, factors, trends, issues, etc.) in its work?** There was a large degree of cross-fertilization through projects on the European level like SPIDER, FOR-LEARN and on the global level through Millenia2015. Within the foresight processes and in combination of the projects mentioned, a lot of scanning for global and regional trends was done, e. g. oil peak / energy transition, globalization, shift to a knowledge society, to a service economy etc.
- 4 Regional foresight deals with systemic and complexity analysis.** How did the Walloon foresight processes integrate these approaches? The foresight process included as well the external environment (global, European, Belgian) and the internal potentials of Wallonia on a systemic level. Explorative and normative scenarios were developed. It should be mentioned that a regional benchmarking was part of the process (also within the EU project SPIDER), putting Wallonia in relation to other regions and supporting the assessment of the most relevant factors.
- 5 What new types of developments or issues were anticipated thanks to the foresight process?** Aimed at the regional level, the foresight process highlighted the need for an innovation culture with social innovations and empowerment of the citizens as well as the need for more competitiveness of the Walloon economy.
- 6 Did the foresight exercise integrate transborder cooperation in its**

process and how did it do it? What kind of mutual learning / exchange existed with other territorial foresight processes? Since Wallonia has a lot of exchange with neighbouring regions (commuters, work migration, administrative cooperation, business relations), these factors were always present – especially within the framework of the Great Region Wallonia, Luxembourg, Nord/Pas de Calais...). In fact, parts of Wallonia are more outward-looking than oriented toward the regional potential. In 2002 a normative scenario was developed: Vision 2020 Grande Région. On the European level there was much exchange and mutual learning, esp. by means of joint projects (mentioned above) and inclusion of foresight experts of foreign institutes in some workshops.

- 7 How did the foresight process involve the regional actors and especially the non-governmental organizations?** NGOs (as well as companies and research institutes) were included in many workshops and working groups, e. g. in the framework of "Wallonie 2020" and "ProspEnWal 4x4 pour entreprendre".
- 8 How did ICTs and virtual tools, including geographical information systems, support the foresight process?** Virtual tools were used in the form of online questionnaires and online forums and more specific the "Wallonia Regional Intelligence Platform".
- 9 With what methods did the foresight team manage the participation process?** How did they involve and commit the actors? There were (rather in each step or stage of the foresight processes) workshops ("atelier de prospective", brainstormings etc.) that involved relevant stakeholders and/or citizens.
- 10 How were the relationships between experts and citizens managed in the foresight process?** Did they identify a real added value in that confrontation? Perspectives from different kinds of actors / stakeholders differed. But in the end, they found lots of common ground, for example the three ultimate aims of the Contract for the Future or the Twenty recommendations for 2004-2009.
- 11 How did you guarantee the continuity of the foresight process?** Continuity was guaranteed by the main organizer of the foresight process The Destree Institute. After 25 years, the foresight process is well anchored in the region.
- 12 Did governance change due to the foresight process? And how?** Governance changed partially, mostly with respect to the following as-

pects: broader inclusion, establishment of a foresight culture, incorporation of long-term thinking in some administrative processes. In fact, the foresight process can support the necessary reconfiguration of the institutional landscape in Wallonia – and give the Regional Government a strong signal for more leadership.

13 How do you link long-term reflection to short-term decision making? How do you link foresight to strategy processes? The long-term reflection has been linked to the short-term decision making through the strategy definition, which includes 5 priority strategic axes and 5 strategic actions. A societal contract is also defined in order to launch a regional development council or regional strategic partnership. In the short term, institutional partners are searched, such as the Regional Parliament and the Regional Social and Economic Council. Finally, a strong signal was given to the Regional Government in order for them to take their responsibilities and make sure about their leadership.

14 Which specific regional factors were helpful in establishing / running the foresight process and establishing a foresight culture?

Foresight in Wallonia is based on a regional culture which is rather open to its French speaking neighbours (and not only these), but it had also to overcome a certain cultural inertia (e.g. lack of entrepreneurial spirit). Moreover, the concept of sustainability and activities related to it, for example Local Agenda 21 and so on, were helpful in supporting long-term thinking.

Final observations

It should be mentioned that from a methodological point of view the foresight process, in particular the “Wallonia 2020” (2000-2004) and “Wallonia 2030”, had some remarkable, innovative features. Instead of the usual explorative scenario approach it used a bifurcation method, where a bifurcation is the moment when a variable or a system can evolve towards some paths and realise only one of these possibilities. This approach included also a “retro-foresight”, i.e. at the beginning of a workshop / process a discussion about futures that did not take place.

The experiences of the foresight processes in Wallonia are really impressive – and in some respects very specific. The size and the very high degree of autonomy of the region are important factors which have to be taken into account when one compares Wallonia to other regions or when one tries to transfer the lessons learned to other regions.



Regional Foresight 2.0: The Danube Region Experience Mutual Learning Workshop

On September 19, 2012, the European Regional Foresight College celebrated a workshop at Ljubljana to analyse the experiences with the foresight processes of the Danube Region and Western Balkans 2020. Organized by Bla Colob (Centre for eGovernment Development - CeGD), the workshop benefited from the following presentations:

Mr. Milan Gajsek presented his work as a Head of Department for Spatial Planning, City of Ljubljana. **Prof.dr. Pavle Sicerl** presented his research on how best present the data and the S-Time Distance method that he had developed. **Mr. Tihomir Divjak** presented his work in communications to overcome the obstacles of regional cooperation. **Mr. Zoran Aralica** talked about regional studies of South East Europe, regional cooperation studies, innovation economics and eGovernment development. **Mr. Frane Sesnic** talked about his work in Zagreb and cooperation initiatives. Helena Habjan (CEGD) and Alma Megli (student) supported the workshop. From the side of the European Regional Foresight College, the following members participated: Bla Colob, Helene von Reibnitz, Karlheinz Steinmüller, Jerome C. Glenn (representing the Millennium Project), Reyhan Huseynova, Michaël Van Cutsem and Ibon Zugasti.

The report below is not intended as a fully-fledged documentation of the workshop. It is aimed to summarise the main methodological results

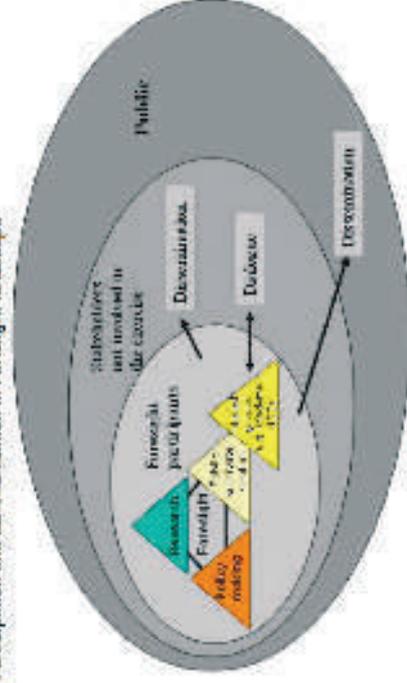
of the workshop with specific focus on learning for other territorial foresight processes. And it is based to some extent on the mentioned presentations about the foresight process in the Danube Region and Western Balkans 2020. The report was prepared by Michaël Van Cutsem and Ibon Zugasti.

From Foresight to Actions

The Western Balkans 2020 project managed to assess the future of this cross-border region and allowed the creation of a long-term vision for development responding in this way to the need for improvement of the decision-making process.

In December 2010, the European Commission adopted a strategy for the development of the Danube macro-region, which covers 14 countries, and among them some of the Western Balkan countries. This should be a push for the improvement of the decision-making process by allowing the definition of mutually acceptable goals by regional actors, which will be able to respond to the global challenges. Hence, a participatory, forward-looking and vision-building process such as foresight seemed ideal for the identification of challenges, trends and the adoption of an action plan for the development of this region

Participation and communication in Foresight landscapes



Source: Barlas et al. (2007)

One can recognise some joint dimensions on the Western Balkan 2020 and the Strategy for Danube Region. The suggested dimensions are:

- 1 **PERMANENT PROCESS** Establishing a long-term decision-making process and a foresight culture.
- 2 **INSTITUTIONAL FRAMEWORK** The Western Balkan similarly to the Danube Region constitutes a structure based on cooperation and synergies between cross-border regions. Western Balkans are an EU political region and the Danube region is clearly of great significance in the European context by being in the spotlight with the EU Danube Strategy.
- 3 **ORGANISATION** For the Western Balkans 2020: Centre of eGovernance Development that is a consortium of project partners supported by the Regional Cooperation Council (RCC); The Danube Region is a strategy adopted by the European Commission.
- 4 **EVALUATION CULTURE** Continuous monitoring activity, dissemination events, online consultations, mailing lists, training activities and continuously adapting the project plan when needed.
- 5 **LINKAGE BETWEEN LONG TERM VISION AND SHORT TERM POLICIES** Transforming visions into action plans with well-defined priorities.
- 6 **KNOWLEDGE BASED DECISION MAKING PROCESS** Data analysis, rigour avoiding perceptions and myth.
- 7 **MANAGEMENT OF RELATIONS SYSTEM** From bottom up processes and "open governance" to "selected stakeholders" and "node networking", from participation to consultation.
- 8 **COHERENCE** of the adopted methods and tools with the aim of the process.
- 9 **CREATION OF SOCIAL CAPITAL** Collective thinking, synthesis of the results and diffusion.
- 10 **CROSSFERTILIZATION** of experts' knowledge, citizens' consultations and stakeholders' objectives.

It is possible to suggest some "clusters" related to the above mentioned dimensions such as: Ex ante framework; day by day management; overcoming the gap between a foresight exercise and local action strategy

Fourteen Questions to Key Learnings

- 1 What has been changed in the Western Balkans since the launch of the foresight exercise and thanks to it?** The foresight process has strengthened the foresight culture in the involved countries/regions and brought together stakeholders from the different regions.
- 2 How did the foresight process take into consideration the actual and future technological changes and their impacts at the regional level?** During the State of the Art analysis in the framework of the foresight process, the problem of the low technological base in the examined countries was recognized (as well as its impact to innovation) and stressed the importance of research in order to adapt to the required levels and be able to follow future technological challenges.
- 3 How did the foresight articulate the global and the local approaches (and especially actors, factors, trends, issues) in its work?** By examining the goals and initiatives of the EU and building strategies for regions in compliance with these objectives e.g. transition to knowledge-based economy, improvement of the WB competitiveness in global markets.
- 4 Regional foresight deals with systemic and complexity analysis.** How did the Western Balkans and Danube Region foresight processes integrate these approach? The foresight processes involved in the analysis both external and internal characteristics, in the sense that not only factors and variables from within the Danube region were considered, but also European and global trends, e.g. environmental risks, European trends and objectives.
- 5 What new types of developments or issues were anticipated thanks to the foresight process?** Aimed at the regional level, the foresight process highlighted the need for an innovation culture with social innovations and empowerment of the citizens as well as the need for more competitiveness of the Western Balkans economy. Foresight, being a participatory method, made clear the necessity of inter-connections (rail, road, waterways, etc.) in the Danube region.
- 6 Did the foresight exercise integrate transborder cooperation in its process and how did it do it?** What kind of mutual learning / exchange existed with other territorial foresight processes? The Danube Region covers 14 countries and creates a structure that mobilizes citizens, au-

CLUSTER	DIMENSIONS	IMPLEMENTATION	CHARACTERISTICS
Ex Ante Conditions	INSTITUTIONAL FRAMEWORK	Cooperation schemes	WB:EU political region: Danube strategy
	PERMANENT PROCESS	Establishment of foresight culture and long-term thinking	Economic crisis as a "lesson" for long-term orientation
	EVALUATION CULTURE	Results coming from previous experience	"Formative" evaluation
Day by day management	ORGANISATION	Project partners supported by EC or RCC	Passion, Personnel and budget
	MANAGEMENT OF RELATIONS SYSTEM	Website, meetings, stakeholder engagement	
Overcoming the gap between a foresight exercise and local action strategy	COHERENCE of the adopted methods and tools with the aim of the process	Monitoring and continuous adaptation of the project to its environment	
	LINKAGE BETWEEN LONG TERM VISION AND SHORT TERM POLICIES	Transforming visions into action plans and identification of funding opportunities	Engagement of the appropriate stakeholders, web platforms such as danube-region.eu
	CREATION OF SOCIAL CAPITAL	Capitalization of foresight outcomes and dissemination	Dissemination of the results, training if necessary
KNOWLEDGE-BASED DECISION MAKING PROCESS	CROSSFERTILISATION	Construction of a commonly accepted plan	Participatory method and collective intelligence
		Various areas of expertise, public's consultations and exchange of good practices	Web platform allowing the exchange of knowledge and the demonstration of good practices

thorities, businesses etc. from diverse political, cultural, economic and historical background. The foresight identifies opportunities for closer cooperation and prioritizes common targets for trans-border territories, for example the Western Balkans foresight creates a visionary plan covering seven different countries. Moreover in the Danube Region by means of joint projects mutual learning is facilitated and exchange of good practices is carried out in web platforms. At the same time foresight exercise has an impact on development of new important initiatives with co-operate partners such as Regional Cooperation Council RCC based in Sarajevo.

7 How did the foresight process involve the regional actors and especially the non-governmental organizations? NGOs (as well as companies and research institutes) were included in many workshops and working groups, e.g. the Western Balkans in 2020.

8 How did ICTs and virtual tools, including geographical information systems, support the foresight process? Virtual tools are used for the web surveys and consultations of citizens.

9 With what methods did the foresight team manage the participation process? How did they involve and commit the actors? There workshops that were arranged included the relevant stakeholders and the results were disseminated through the internet, forums and exhibitions.

10 How were the relationships between experts and citizens managed in the foresight process? Did they identify a real added value in that confrontation? There was a gap between official planning and public opinion that needs to be closed. There were civil initiatives mainly against city plans because of the citizens' memories of socialist planning, which is not really relevant to the planning of foresight.

11 How did you guarantee the continuity of the foresight process? Continuity was guaranteed by experienced project partners, the support of the European Commission and the EU's Strategy for Danube Region and the involvement of partners such as Regional Cooperation Council.

12 Did governance change due to the foresight process? And how? Changing the governance scheme is a long-term process and these changes are not always perceptible, but in the Danube Region cross-border cooperation, collaboration between various stakeholders and the enforcement of a foresight culture had quick and efficacious results.

13 How do you link long-term reflection to short-term decision mak-

ing? How do you link foresight to strategy processes?

Foresight managed to translate visions into long-term tangible goals and set mutually acceptable priorities. The Western Balkans in 2020 defined on targets that are in compliance with the EU's objectives and focused on 4 main themes and identified regional initiatives that move towards the same directions. It also defined the project structure and the activity outlines, as well as by engaging the appropriate stakeholders ensured that the outcomes of the foresight would be seriously considered by stakeholders.

14 Which specific regional factors were helpful in establishing / running the foresight process and establishing a foresight culture?

The European Commission adopted a strategy plan for the development of the Danube Region and in this way put a paradigm that demonstrates how collective decision-making should work. One can say that Western Balkans share the same concerns and face similar problems, thus establishing a foresight culture was giving the opportunity to assess their potential in the long-run, which was especially important in the aftermath of the crisis.

Final observations

The foresight experiences in the Danube Region and Western Balkans 2020 are very unique references of regional cooperation exercises with a long-term perspective. The workshop was a good opportunity to identify the future challenges of such a big region, such as the improvement of infrastructures, development of telecommunications to promote a networked society, policy learning and the development of a conceptual framework and cooperation among actors. In the Balkans area there are many different regions and all the problems / challenges cannot be solved with a unique tool.

As the stakeholders admitted during the workshop, the process should encourage more participation by stakeholders, considering the supra-national approach in this case. Forums like Bled Forum on Europe or Ljubljana Forum on Future of Cities, organized by the GFS Institute (Governsight Institute) or Centre for eGovernance Development for South East Europe (CeGD), should be supported as part of the participatory strategy in the Western Balkans region and South East Europe region. The Danube Region strategy should consider other on-going initiatives and exercises coming from EU Institutions, cross-border cooperation, South East Europe political process run by Regional Cooperation Council based in Sarajevo, etc. The EU Danube Region Priorities are the framework for the process, even if there are big challenges in the implementation process (need to involve 3 countries...)

Finally, as for the methodological approach, the experts highlighted the need of a clear methodological framework, tools and knowledge in foresight that could reinforce the regional process in the future. At the same time more funds should be dedicated for strengthening foresight capacity in the area of South East Europe and in the countries

that are in the focus of EU Danube Strategy.

Report Conclusions

The analysis of the three Regional Foresight 2.0 Experiences (Gipuzkoa/ Wallonia / Danube Region) brings very relevant results that ratify the pre assumptions the European Regional Foresight College had when it started this process. During the meeting in Paris in February 2008, ten radical goals were identified with a view to building a new generation of foresight objectives:

- Balance the foresight generations that are, speaking in human terms, trans-generational;
- Articulate the local and the global;
- Look carefully at ourselves and our own practices;
- Take the tempo of the foresight environment (pace, quality and nature of the changes);
- Identify the new levels, structures and forms of participation and governance;
- Link foresight and strategy, since the latter fully belongs to the foresight process;
- Take the new kinds of territories into consideration;
- Appropriate the foresight culture, its fundamental tenets as well as its philosophy and foresight outlook;
- Envisage the democratisation of foresight, consider how the ability to anticipate can be strengthened and alternatives created;

Assume our European dimension based on shared European values. Building on the ideas of this meeting and taking into account the results of the analysis, we can outline the main features of Foresight 2.0 in a kind of ideal model:

A. General Approach

The general approach should be simpler, more realistic in its ambitions, targeted more precisely and aimed at continuity (from isolated projects to permanent activities and structures).

It should establish stronger links between the assessment of technological choices and societal issues, between both technological and territorial foresight.

It should be designed to facilitate mutual learning and “foresight apprenticeship”.

It should establish links between the micro and the macro, the global and the local dimension more firmly.

It should be designed to involve all important actors and stakeholders in an appropriate, thoroughgoing, participative manner.

It should take into consideration new territorial concepts and corresponding policies such as trans-border factors and areas of supra-communal co-operation.

It should pay more attention to processes of decentralization, inclusion and empowerment.

It should give enough room to the consideration of surprises, ruptures, wild cards, black swans, or, more generally, thinking out of the box.

B. Specific Foresight Fields and Issues

Established issues like demographic change – the processes of ageing and de- or re-population of regions – and their impacts on territories have to be followed. There is still a lack of anticipation with respect to impacts: on mentalities, on everyday life, on cultural patterns etc. In view of the challenges of globalization and demographic change, territorial coherence becomes an even more important topic. One impact of ICT on territories is the development of “virtual territories” with “inhabitants” who feel at home and act as citizens in more than one (real or virtual) place.

The consequences of this paradigm change have not yet been studied.

The future of society, especially knowledge society, stays in the focus of attention. New concepts as open innovation and their governance have to be studied more closely in their territorial dimension.

The future of health in the regions: The concepts of sustainable economy and stable economic growth are still contradictory. What is needed is a new approach marrying economic growth with the criteria of well-being of its citizens and its environment, taking into account new concepts such as geobiophysics, sustainable and social entrepreneurship, simple and ecological tools which increase the health of the environment and of its citizens.

C. New Actors

Non-governmental organizations are already an important stakeholder in foresight processes, but potentials for cooperation and integration of this category have not yet been fully exploited. In some areas regional initiatives and platforms should be taken into consideration. There is a concept of a tripartite government: political actors/institutions, corporate world and civil society. If only these three act together it can succeed.

Foresight has to be based on broad participation of all parts of the population, including migrants and marginalized groups. Concepts for their involvement are still lacking.

New types of involvement and inclusion have to be developed also for the younger generations with their specific ways of communication and sharing experiences.

As regards governance of foresight processes, new, more intensive types of participation should be examined: forums, community internet and so on.

D. New Tools

Web-based and other ICT-based tools (e.g. gaming approaches) must be the object of greater use in the field of territorial foresight as a means to foster exchange and creativity and as a probe into societal change. Real-time Delphis and foresight markets are still in their beginnings.

Greater use could also be made of geographical information systems, providing background information for territorial foresight processes.

More thought should be given to the quality of access to internet sites and the tools of foresight apprenticeship. Better tools for evaluating and comparing foresight exercises are needed.

Benchmarks of the regions such as quality competitions should be established; with a huge media coverage this can bring a public attention to the problems of regional foresight and the implication of all actors (Political, corporate, civil society)

The use of social media and video streaming of events/workshops could enforce better participation of more stakeholders and citizens in general.

E. New Alliances

Territorial foresight work should be better correlated with the strategic political tools as regards public policies (e.g. SPI Sectoral Partnership Initiative).

It should also be better interwoven with other branches of foresight or forward looking activities: e. g. technological foresight, new approaches to design, new kinds of strategy building, change management or knowledge concept designs.

More attention should be paid to the relations between experts and exercise participants. Tension between foresight and planning should be turned in a more synergetic and productive way.

Foresight frontiers should be opened up to welcome the new media, new concepts, young people, students etc.

F. Context

It is essential to look onto the new characteristics and quality of change itself and the evolving nature of the concept of territory: virtual regions, links between regions, multiple regions, new competing elements etc.

The results of the Mutual Learning Workshops in the three regions show the need to keep on working in the mentioned ten radical goals in order to build the described model of tomorrow's foresight.

The very different and very insightful three examples of regional foresight analysed are an excellent starting point for it.

Last but not least, let us give some short final key messages on the future of foresight in Europe that are part of the vision the members of the European Regional Foresight College share:

Europe has high level foresight capabilities at the private, territorial and Institutional levels.

There is a need for further strengthening of foresight knowledge and practice Europe wide, building on existing and new platforms

These improved capabilities should be able to support European authorities in their foresight activities at local, regional, national and continental level.

“The faster you drive,
the farther ahead your
headlights should shine”



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