

eFORESEE

STRATA CONSOLIDATING WORKSHOP

Science and technology policies in Europe: new challenges, new responses

Brussels, 22-23 April 2002

Parallel Session 3

S&T policy making for the future: new rationales, new design tools

Issue 2: New Tools for Policy Design, Monitoring and Evaluation

eFORESEE – An Overview

The project will address:

- **Foresight for small economies and regions,**
- **The specific role of foresight for Accession Countries,**
- **The integration of Accession Countries in the ERA,**
- **Linking RTD Policy with Policy in other domains (Agriculture).**

The project will contribute to research on foresight by elaborating:

- **A Knowledge Management Approach to Foresight,**
- **A ‘Foresight Embedding’ Strategy,**
- **A Model for a ‘Continuous Foresight’ Process,**
- **A ‘Foresight Evaluation’ Framework.**

From an operational point of view we will:

- **Implement six foresight pilot projects,**
- **Organise and host three International Conferences on Foresight,**
- **Maintain a project website and mailing lists.**

A KM Approach to Foresight

Our work is based on the following assumptions about Policy Development:

- **Policy Development is the development of an *Intangible Public Asset*,**
- **Policy Development occurs via a complex of *Knowledge Processes*,**
- **These Knowledge Processes can be *Modelled, Measured & Improved*.**

The FOREN Manual – ‘A Practical Guide to Regional Foresight’ proposes the following definition of Foresight (paraphrasing):

**The systematic, participative gathering
of anticipatory intelligence
for Vision Building
to inform present day decision making, and to mobilize relevant actors.**

eForesee starts by extending this definition from a KM point of view, to provide a framework within which to develop a KM approach to:

- **Foresight Embedding,**
- **Continuous Foresight,**
- **Foresight Evaluation.**

A KM Approach to Foresight

A KM definition of **Foresight** (proposed by eFORESEE) is:

The Creation of Collective Knowledge about the Future

A KM approach to developing **Foresight Methodology** is to develop:

Tools for the Management of Conversations about the Future

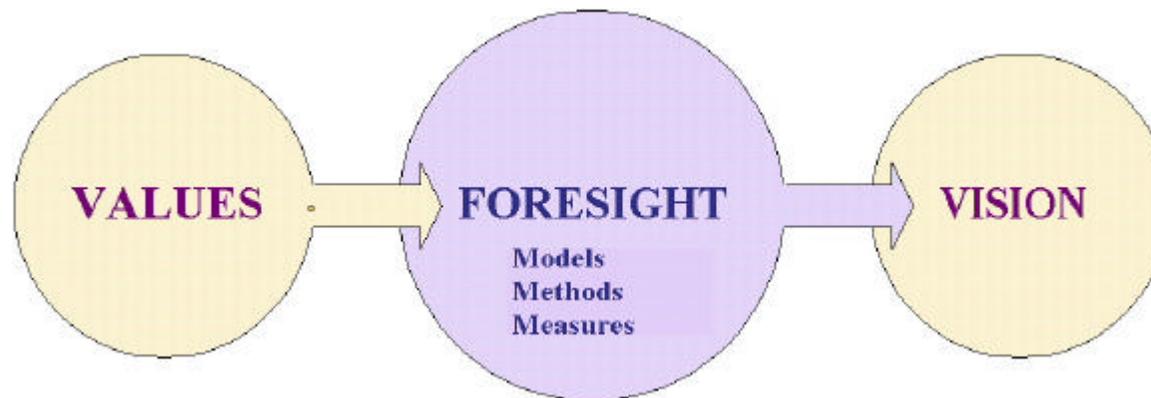
A KM interpretation of **The Role of the Foresight Practitioner** is that (s)he should:

- Understand what conversations are important in complex socio-economic systems,
- Stimulate these conversations to ensure that they occur,
- Know who should be involved and ensure that they participate,
- Support and structure these conversations so they achieve greatest impact,
- Creatively adapt foresight methodologies to suit each foresight mission.

The Nature of Knowledge for Foresight

Knowledge in the KM approach to Foresight is 3 Dimensional

- The **epistemological dimension** ranges across a continuous spectrum of knowledge types from ‘tacit’ forms of knowledge including know-how, instinct and intuition to ‘explicit’ or codifiable knowledge.
- The **ontological dimension** that starts at the level of the individual, passes through teams, organisations and informal networks to arrive at the level of an economy or even that of human civilisation. For example the ‘Knowledge’ that enables a team to work together is different in nature from the knowledge possessed by each of its members – the knowledge that allows them to accomplish their individual tasks.
- The **ethical dimension** includes the responsibility, accountability and other qualities that come with knowledge, and are of especial significance in planning and public policy.



A Strategy for ‘Foresight Embedding’

In our initial ‘model’ of the foresight process we put a lot of emphasis on a phase called ‘preparation’ involving preliminary ‘diligence’ such as:

- An initial & iterative exploration of themes,
- Stake-holder mapping,
- Feasibility analysis,
- Constituency building.

It became clear as we tried to introduce foresight for the first time to stakeholders that few really understood what it meant, and could neither see the benefit of foresight nor how they could contribute to a foresight exercise.

The idea emerged that we should establish a **‘foresight awareness team’** to introduce foresight concepts to local companies, organisations or parts of government administration, in response to a simple request.

This would accomplish the following goals:

- Raise **general awareness** about and prepare the ground for ‘organised’ foresight,
- Establish **realistic expectations** as to what foresight can achieve,
- Encourage organisations to **independently carry out their own foresight**
- Contribute to the **embedding of a ‘foresight culture’**.

A Model for a 'Continuous Foresight Process'

Major science driven companies up-date their two year RTD plans as often as once a month. How often should this be done at the level of an economy? Foresight can support virtuous cycles of policy development, implementation and evaluation.

'Continuous Foresight' can be compared to 'chaotic control' in that long-term unpredictability of a complex system is countered by regular revisions of long-term targets used as a basis for adjusting the short-term trajectories of a system.

'Continuous Foresight' is a form of foresight that is alert, ready and responsive. It comprises:

Continuous Routine Background Processes (ALERT, READY**):**

- **Monitor sources of information, insight and expertise,**
- **Monitor issues and opportunities,**
- **Monitor good practice among peers - Foresight Communities of Practice,**
- **Support foresight embedding at all levels of socio-economic organisation.**

That Trigger Occasional but Timely, High Profile Actions (& RESPONSIVE**):**

- **Initiate and manage foresight actions in response to specific needs,**
- **Adapt methodology and evaluate impact of the initiative,**
- **Contribute new knowledge to Foresight Communities of Practice.**

A Framework for Foresight Evaluation

Foresight Creates An Intangible Public Asset

This Asset is:

A Shared Vision of the Future

This Asset Leads to:

**Mobilisation,
Orientation, &
Synchronisation of the stakeholders.**

A Model of Foresight & its Methods:

**Knowledge Architecture,
Knowledge Processes,
A Maturity Model**

A Theory of Measurement:

**What to evaluate?
What to measure and how to measure it?**

**Impact of Occasional Initiatives
Quality of Continuous Foresight
Extent of Foresight Embedding
Capacity to Adapt and Implement Methods
Participation in Communities of Practice
Contribution to ERA Integration**

The Team, The Website, The Mailing Lists

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