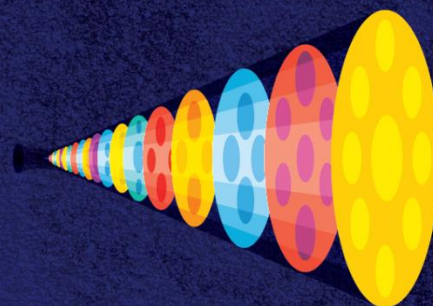


# YOUTH4FORESIGHT TOOLKIT

January 2025



## Welcome to the Youth4Foresight Toolkit

This is the introduction to the toolkit, which serves as your starting point, offering guidance on effectively leveraging foresight in your engagement with young people. You can find the complete Youth4Foresight toolkit at [Capacity4Dev](https://capacity4dev.eu).

Below is an overview of what each section covers and how it will help you to integrate foresight into your work:

### 1. How to Get Started

Provides guidance on how to begin your journey.

### 2. Introduction for EU Colleagues

Explains the principles and the value of using it with or as young people and in youth advisory structures.

### 3. Building a Meaningful Youth Engagement Journey Using Foresight

Explains how to link together multiple tools into one foresight journey, underpinning the objectives of a youth advisory structure.

### 4. Running Events Using Foresight

Explains how to structure and run a one-off event using foresight, including which tool(s) can help you to solve which challenge.

### 5. Facilitating Foresight Workshops

Provides advice on facilitating sessions as well as how to train young people to facilitate their own sessions.

### 6. Where to Find More About Foresight

Provides a few links and next steps to deepen your knowledge and continue your foresight journey.

### Ready to explore the future?

**Welcome to the beginning of your foresight journey!** In this journey, you will learn to see the world from a fresh perspective—thinking bigger, staying curious, and even learning how to shape the future.

### So, what is Foresight?

At its core, foresight is a structured way of thinking about the different possibilities for the future. Since the future has not happened yet, we have the power to shape it!

However, thinking about the future is not always easy. With so many possible outcomes, it is easy to feel overwhelmed or stick to familiar ideas we have heard before.

This toolkit provides structured tools to help young people to think creatively about the future, build skills to explore different futures, and create new recommendations for policymakers. By developing these “futures thinking” skills, young people will not only better understand the role of the future in shaping the world but also gain personal benefits in planning and anticipating their own futures.

### EU Definitions of Foresight & Future

Foresight is the discipline of exploring, anticipating, and shaping the future to help build and use collective intelligence in a structured and systemic way to anticipate developments.

The term “Futures” highlights the concept of multiple possible visions for the future and emphasizes the importance of considering these alternatives.

# 1. How to Get Started

Starting your foresight journey may seem like a big task. With the right steps, you will quickly see how foresight can help young people to influence decision-making and shape their futures. Here is a quick guide to help you to take the first three steps toward integrating foresight into your work or activities.

## Who is this toolkit for?

While initially this foresight toolkit was intended to support Youth Focal Points of the EU Delegations to set up their Youth Advisory Structures, the approach explained on the following pages can also be used by anyone who is interested in working with youth.

## A. Understand the Value of Foresight

Before diving into tools and workshops, take a moment to understand why foresight matters. Foresight allows young people to anticipate future challenges, think creatively about solutions, and have the capacity to make informed decisions that influence long-term outcomes. It empowers them to shape their own futures and gives them the tools to provide meaningful input to policymakers.

**Action:** Explore the **2. Introduction for EU Colleagues** section to familiarise yourself with key Foresight concepts and understand how this approach fits within your youth engagement context.

## B. Identify Your First Opportunity

Decide where Foresight can best support your current work. Are you looking to run a single event to energise your group? Or are you interested in building a longer-term strategy for a youth advisory structure? Pinpointing where you can start applying foresight will help you to select the right tools and approaches.

**Action:** Reflect on the needs within your youth engagement context and/or youth advisory structure. Do you want to:

- Build group cohesion of a youth advisory structure?
- Develop novel policy recommendations at an event?
- Act together on a specific issue?

## C. Choose a Foresight Tool

With a clear understanding of Foresight and a specific opportunity in mind, it is time to choose a tool that matches your needs. Whether you are hosting a single workshop or building a longer programme, the right tool(s) will help to guide the group's thinking and generate impactful outcomes.

**Action:** Use the tool selection table in the **3. Building a Meaningful Youth Engagement Journey Using Foresight** section to decide on the best tool(s) for your event or programme. Start simple, and let the experience guide you as you get more comfortable with foresight.

If you are planning to set up a **longer programme** (e.g. Youth advisory structure), section 3 also offers insights on how foresight can help you to create meaningful youth engagement.

If you are planning to organise a **one-time event or a meeting** with young people, you can just select a tool in the table in section 3 and jump directly to the **4. Running Events Using Foresight** section.

**By following these three steps, you'll be ready to bring foresight into your youth engagement context. Remember, this is a journey—start small, and see how these tools can evolve your approach and empower young people to take ownership of their futures.**

## 2. Introduction for EU Colleagues

This section introduces the toolkit and the conceptual framework of foresight and youth engagement to anyone working with or for the EU. We view the foresight journey as a continuous and transformative process where not only young people and members of youth advisory structures will learn and evolve, but also EU colleagues and youth experts.

### Why should colleagues and young people think together about the future?

The UN Pact for the Future, along with its annexed Declaration on Future Generations, adopted by Member States at the UN Summit of the Future in September 2024, represents a significant commitment to long-term and intergenerational governance. The INTPA Youth4Foresight toolkit supports the implementation of this commitment, enabling young people to meaningfully engage in international partnership decision-making processes. It empowers young people and amplifies their aspirations and frustrations, ensuring their voices are heard in the EU's external action.

#### Young People & Youth Advisory Structures

Young people will inherit the consequences of today's decisions, yet all too often, they have no voice in shaping them. The [Youth Action Plan in EU external action](#) (YAP) sets a great framework for the EU to better engage with and empower young people worldwide. However, a deeply ingrained institutional mind-sets still lead to 'blind spots', ways of thinking and methods that do not cater for the concerns of young people in international partnerships.

Different youth engagement contexts require applying foresight in varied ways, yet the approach holds the potential to benefit young people, regardless of how the group or youth advisory structure operates.

Foresight is a methodology with tools that can create space for young people to think freely, outside of institutional norms, and offer alternatives to current decision-making paradigms. Combining a structured yet creative approach to thinking through policy problems can help young people to:



**Generate genuinely novel ideas and policy messages**



**Build young people's legitimacy in expert spaces**



**Give young people a mandate to speak truth to power**



**Make complex topics energizing and exciting**

Moreover, in line with the European Commission's commitment to embed foresight in better policymaking, INTPA management approved a 5-year incremental approach on 17<sup>th</sup> of March 2022 for the rollout of Strategic Foresight. The approach sets down three objectives:

- (1) to build an institutional foresight culture;
- (2) to inform the next programming;
- (3) to position INTPA as a leading futures-shaper partner in the international arena.

#### EU colleagues (e.g. Youth Focal Points)

Youth Focal Points (YFPs) from EU Delegations in Africa, Asia and Latin America co-created this toolkit and it is designed to help you to support young people to influence and drive EU programmes, projects, and policies most effectively. We heard that many EU colleagues have limited time and resources to plan and design activities for their groups - this toolkit aims to do some of that thinking for you.

In particular, the toolkit addresses three challenges and opportunities co-identified by YFPs and young people.:

#### Driving engagement

To drive engagement and cohesion within the group or youth advisory structure.

#### Creating policy messages

To help groups or youth advisory structures to create novel and interesting policy messages.

#### Taking action

To support groups and youth advisory structures to take action in their own committees, projects and communities.

The toolkit is designed for colleagues to facilitate activities themselves, but the materials are self-explanatory enough for young people to take lead on activities. When a contracted youth expert manages activities with the members, we suggest the YFPs work together with them to adapt and implement the toolkit.

### 3.

## Building a Meaningful Youth Engagement Journey Using Foresight

### Setting up a Youth Engagement Journey

The Youth4Foresight toolkit can guide you in selecting and applying foresight tools with youth advisory structures, whether at the local, national, or regional level. EU colleagues have successfully used this toolkit to launch youth advisory structures at the EU Delegation level and to support the establishment of national or provincial youth councils in partner countries. However, establishing such a structure from scratch requires addressing several additional considerations beforehand.

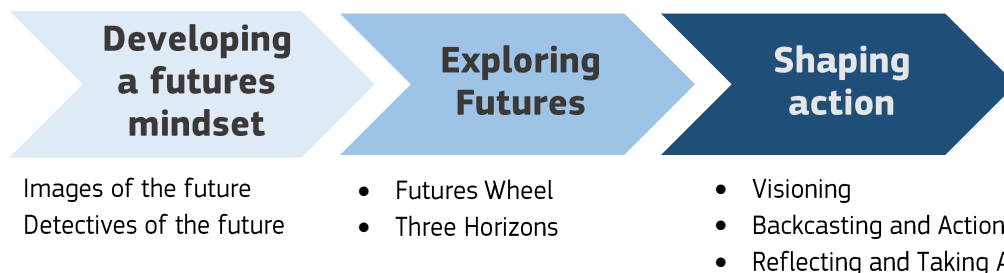
The following 7 steps describe a sequence of decisions to integrate when setting up a youth advisory structure. These are adapted from the [UNICEF Youth Foresight Playbook](#).

#### 7 Steps to Set Up a Youth Advisory Structure

- 1. Define Programme Objectives:** Establish clear, co-created goals with young people for relevance and buy-in. Flexibility ensures meaningful contribution and shared vision.
- 2. Identify Target Participants:** Target diverse age groups and backgrounds, ensuring inclusivity and transparency. Provide alternative engagement options to democratise the process.
- 3. Determine Programme Duration and Format:** Choose a duration and format that suits objectives and participants' needs. Consider hybrid models and pilot tests to refine the approach.
- 4. Establish Partnerships:** Collaborate with organisations with youth networks to secure resources, funding, and best practices, making young people equal partners in the process.
- 5. Develop a Foresight journey:** Design a structured foresight journey that enhances skills anticipatory thinking and action, guiding youth to shape futures-oriented recommendations.
- 6. Plan for Evaluation:** Set up an evaluation framework to measure impact on futures literacy, optimism, and agency, involving young people for ownership and accountability.
- 7. Provide Ongoing Support and Follow-up:** Offer regular communication, mentorship, resources, coaching and youth development in foresight practices and leadership.

### Designing a Foresight Journey for your Group

This toolkit mainly focuses on **Developing a Foresight Journey**. On the following page, you will find seven different tools presented to help young people to think about the future. They can be used either in order, with each tool building on the previous one, or individually, as each tool has a slightly different purpose. Each tool fits within a three-stage process:



When designing the foresight journey for your group you might want to start by trying out one tool that meets your current needs. If you are designing a longer foresight journey, try to use at least one tool from each of these three stages.

The way each group or youth advisory structure usually meets differs. You will need to think through how these sessions can fit best their contexts. For example, you might initially run a few tools with the whole group online, at a weekend residence or during a specific event. Then, over an eventual advisory mandate, you might encourage them to have a go themselves in specific thematic committees.

The following table shows each tool and recommendations about how it can be facilitated.

<b>Images of the Future</b>	<b>Stage:</b> Developing a futures mind-set
<p><b>Aim:</b> Build early understanding of futures thinking; Develop a baseline for measuring foresight learning.</p> <p>&gt;&gt; <a href="#">Instructions here</a></p>	<p><b>Recommended use:</b> During group formation and contracting.</p> <p><b>Level of difficulty:</b> Easy</p>
<b>Detectives of the Future</b>	<b>Stage:</b> Developing a futures mind-set
<p><b>Aim:</b> Build awareness of the different factors that shape change; Harness collective intelligence around global, regional and national changes</p> <p>&gt;&gt; <a href="#">Instructions here</a></p>	<p><b>Recommended use:</b> One of the first workshops in a multi-stage foresight journey.</p> <p><b>Level of difficulty:</b> Medium</p>
<b>Futures Wheel</b>	<b>Stage:</b> Exploring futures
<p><b>Aim:</b> Generate new ideas about the future; Spark interesting exploratory discussions around a topic</p> <p>&gt;&gt; <a href="#">Instructions here</a></p>	<p><b>Recommended use:</b> A one-off event to promote foresight; Build on Detectives of the Future tool in a multi-stage foresight journey.</p> <p><b>Level of difficulty:</b> Easy/Medium</p>
<b>Three Horizons</b>	<b>Stage:</b> Exploring futures
<p><b>Aim:</b> Explore an issue from a systems perspective; Develop quick policy recommendations around a topic; Understand how a topic changes over time.</p> <p>&gt;&gt; <a href="#">Instructions here</a></p>	<p><b>Recommended use:</b> A one-stop solution to quickly develop policy recommendations on a topic; Building off the Futures Wheel to develop deeper foresight recommendations.</p> <p><b>Level of difficulty:</b> Easy/Medium</p>
<b>Visioning</b>	<b>Stage:</b> Shaping action
<p><b>Aim:</b> Create a shared vision for a future we want to move towards; Align the group around a single set of priorities</p> <p>&gt;&gt; <a href="#">Instructions here</a></p>	<p><b>Recommended use:</b> During group formation to set advisory group themes and priorities; After Three Horizons to deepen recommendations.</p> <p><b>Level of difficulty:</b> Medium</p>
<b>Backcasting and Action Planning</b>	<b>Stage:</b> Shaping action
<p><b>Aim:</b> Move from a future scenario into concrete action; Develop policy recommendations from future scenarios</p> <p>&gt;&gt; <a href="#">Instructions here</a></p>	<p><b>Recommended use:</b> Take a vision and figure out the steps needed to get there; Combined with Futures Wheel or Three Horizons to create recommendations from a specific scenario.</p> <p><b>Level of difficulty:</b> Easy</p>
<b>Reflection and Taking Action</b>	<b>Stage:</b> Shaping action
<p><b>Aim:</b> Reflect deeply in the learnings of the foresight journey to structure and develop good practices and policy recommendations</p> <p>&gt;&gt; <a href="#">Instructions here</a></p>	<p><b>Recommended use:</b> As a final workshop or as the last part of one workshop to recap the learnings and reflect on next steps; Combined with Backcasting</p> <p><b>Level of difficulty:</b> Easy</p>



## So, are you planning to launch or support a youth advisory structure and you would like to use Foresight?

The seven steps above are an excellent place to start, but here are some extra questions to think about:

- Read the instructions for the tools you are planning to use and watch the accompanying videos.
- Decide what you want to achieve with your group and which tools will help to achieve that. You may want to run a series of sessions that link together.
- Determine how the tools align with the meeting schedule of your structure, whether the meetings are held online or in person.
- The tools could be implemented over a residential weekend or spread out over a few months to coincide with key moments or thematic group meetings.
  - Will committee groups work in their own time or in centrally convened spaces? This may depend on the ability of the members to self-organise.
  - Will the activity be done with the whole group or in topic-specific/committee groups? Most of the tools are intended to be used in groups of 3 to 8 people.
- Introduce your group to the concept of foresight and why you will be using this toolkit. You can share this [introductory video](#) with them for inspiration.
- Identify which tools can be self-facilitated by the young people and which will require facilitation by you or experts/technical assistants.
- Encourage the members to watch the videos and read the relevant tools' rationales, instructions, and facilitation tips when needed, so that they understand why they are using them, or take the lead on the exercises themselves.

The [INTPA Foresight Community of Practice](#) can also provide advice and support if you need it along your journey!

For a more detailed introduction to designing each session, see the next **4. Running Events Using Foresight** section which will talk you through how to plan the different steps of a foresight workshop.

For more information about facilitating workshops, go to the **5. Facilitating Foresight Workshops** section.

## 4. Running Events Using Foresight

Even in a one-off event or meeting, Foresight tools have the potential to add real value. We have seen EU colleagues successfully applying foresight tools to:

- Build group dynamics and cohesion as part of a first contracting exercise
- Launch a programme to build stakeholder engagement and enthusiasm
- Help young people to decide what thematic priorities to focus on
- Help young people to develop novel policy recommendations
- Identify direct actions and next steps to take as a group or youth advisory structure

### How can foresight turbocharge my event/meeting?

This section should help you to quickly decide on what tools might be helpful to apply in your event and give some context about how to structure an individual workshop, including within a multi-stage journey.

Just like a good story, an event, meeting, or workshop needs a beginning, middle and end. In line with the YAP, we have called these stages Engage, Connect and Empower. Here is how we recommend you structure it:

- **Engage:** A short section to get participants energised and in the right headspace to engage with subsequent activities. Typically, this stage will require a short activity of 20-30 minutes to get participants to be creative, and to think about the future in a low-pressure way. We recommend you explore our set of [Diving into the Futures Mindset warm up](#) which is a selection of short futures thinking activities.
- **Connect:** The main workshop activity (60-90 minutes) to join the dots on systemic challenges. This is where the foresight activities allow participants to make meaningful connections on their different knowledge, expertise, aspirations, and frustrations, seeing the world through a different lens. If you have not already, refer to the table of tools in the **3. Building a meaningful youth engagement journey using foresight** section and select the one that best fits your context.
- **Empower:** A short final activity to develop clear recommendations, actions, or next steps, so everyone can see how their work leads to change. We have created a short option (5-10 minutes) and a long option (20-30 minutes).

*Short version:* For a short ending to a workshop take 5-10 minutes for the participants to answer the following two questions: What did you learn? What are our next steps? This could be as a whole group, in breakout groups or in pairs.

*Long version:* The long version of the activity is designed to give more structure in thinking about what ways young people or a youth advisory structure can make an impact. It uses a simple framework that draws out four different routes to action that young people and/or youth advisory structures can take forward in collaboration with the EU. Young people should work section by section (in whatever order they like) to come up with actions and next steps in each of these categories. See the [Empower landing](#).

Depending on your youth engagement context, some actions might be more feasible than others - that is perfectly alright. At the end of the activity, we recommend asking young people to choose the actions that they would most like to take forward.

See now the **5. Facilitating Foresight Workshops** section.

## 5. Facilitating Foresight Workshops

### Who is the facilitator?

The first thing to think about is who will facilitate the session(s) you are planning to run. There are several options here:

- EU Colleague(s) (e.g. YFP)
- External Consultant(s)
- Youth Advisory Structure Member(s)
- Young Volunteer(s)

The choice of facilitator(s) will depend on the structure of your workshop(s) and which tools you want to use. If breakout groups are needed in the session, young people will likely be needed to be trained to facilitate activities. There is a section below on training young people to facilitate a breakout group.

### Prepare to facilitate a session

Whether you are a seasoned facilitator, or it is your first time, these tips should help you to make the sessions go smoothly. But do not worry - preparing for these sessions won't take long at all.

#### Before the Session

- Create a safe space for young people to share and discuss their thoughts and feelings about the future, where they will not be judged or evaluated, where cultural differences will be acknowledged and respected. It should be a space for learning and growth, where facilitators themselves and participants listen respectfully to others and show curiosity and openness.
- Prepare participants for the workshop. Some tips can be sent to them to establish expectations and norms that can help with the flow of the workshop.
- Share an agenda for the session(s) and decide on groups ahead of time.
- Prepare any materials for the session(s), which might include setting up the Miro boards or printing the templates provided in this toolkit for each tool. Make sure everyone has the links and/or the information they need to join.
- Each activity has recommended timings in the tool's instructions. These are intended as loose guidance, for you to edit and meet your needs and time availability. Groups will often need time at the beginning of a session to get settled, open the right links or find the right table, so plan in spare time to transition into and out of activities.
- When designing a session that lasts longer than 90 minutes, we recommend making sure there are breaks.

#### During the Session

- Start a session with an ice breaker. This is a fun activity to get people loosened up and energised. For example, you could get everyone to answer a question about themselves or do a fun activity. Some ideas for icebreakers can be found [here](#).
- Most group activities can be self-facilitated by young people. At the beginning of each session, it is important to clearly explain the steps involved in the use of the tool, before letting groups break out and try it on their own. It may be helpful to share the tool instructions for members to read before the session(s).

#### Closing and following up on the session

- Think about how you will capture the outputs of a session and share it back with the group. You might not need to capture everything - perhaps the final discussion is enough.
- It will be important to close a session by framing the next steps and outlining where the process is going. This sense of direction will lead to increased engagement.
- Think about what outputs might be inputs for the next session, or might be useful to discuss further, such as action ideas and next steps that arise from the session. Document them.



## Training young people to facilitate a session

If you need to train young people to facilitate a session, we recommend running a 2-hour online training space for the specific tool you are trying to use. To train facilitators, we suggest the following plan adjusted according to your training needs:

### Part 1: Training a specific tool (1 h)

- (5 min) Introduction: how much facilitation experience does each young person have?
- (5 min) Explain what foresight is and the purpose of the tool you are planning to use.
- (5 min) Briefly explain how to facilitate the tool using the instructions. You can use the pre-prepared video for each tool.
- (5 min) Hold a space for any clarifying questions about the tool.
- (40 min) A mock run through of the tool where you facilitate the tool, and the trained facilitators act as participants.
- (10 min) A space for last questions and feedback

### 5-10 min break

### Part 2: Facilitation (50 min)

- (10 min) Using a set of images, ask each participant to pick an image that represents the role of a facilitator and describe it to the group. Through doing so you will elicit from the participants what facilitation is (most people know, it is just helpful to draw it out explicitly).
  - The key takeaway from this exercise is that facilitation is not leading or teaching. It is not about your opinions, but about drawing out the views and wisdom of the group.
- (20 min) Ask trainee facilitators to tell the group about a meeting or workshop they have been to that was badly facilitated - ask them what the facilitator did wrong, and what they should have done better.
- (15 min) Ask the group to share any worries or questions they have about the workshop. Do not answer them yet, just write them down on a whiteboard.
- (15 min) Once you have collected all the worries, ask the group what they would do in each of these cases to address this facilitation challenge. Note: try not to answer these yourself. If you can get the group to source answers for each other's worries it will build a collective sense of confidence within the group.
- (5 min) Hold a space for questions.

**You will find the layout of this plan in [Miro](#) in case you want to organize a virtual training session.**

Before large events, some colleagues have found it helpful to run mock workshops where they run through the timings and process of the workshop in the actual event venue. You will need to check in with your facilitation team to assess how much confidence and experience they have, and therefore how much support they need to prepare for the session.

## 6. Where to Find More About Foresight

If you are an EU colleague, the [INTPA Foresight Community of Practice](#) can also provide advice and support if you need it along your journey! We hope you have been inspired to learn more about foresight and take the next step on your journey, not only with young people, but also in your own projects and programmes.

Did you receive this PDF via email from a colleague? Become a member of the INTPA Foresight Community of Practice for further collaboration and mutual support! Check out more about foresight in INTPA [here](#) and send your request to the Strategic Foresight team:

[INTPA-FORESIGHT@ec.europa.eu](mailto:INTPA-FORESIGHT@ec.europa.eu)

You can come and go as you wish, participate in one or more activities, depending on your interest and availability.

### Further Resources

If you are an INTPA colleague, you can access the [first INTPA Foresight Express series of webinars](#) (5 modules of 30 minutes each) or consult the Future(s)proofing Guide (including some of the tools of this toolkit) for organizing Foresight exercises in other internal settings and spaces.

The platform Ted-Ed in collaboration with the European Commission has launched a special micro-site called “Futures - Forward” with a collection of videos to learn more about: Perception of time, futures mindset, multiple futures, investing in imagination and taking action. <https://ed.ted.com/future-forward>