



PROPOSAL

FUNDAMENTAL RIGHTS IN FORESIGHT

Scenarios, visions, future pathways, stress-testing
and foresight guidance

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SUMMARY

This project aims to integrate fundamental rights into a foresight process and contribute to filling the gap in strategic foresight activities on EU level that have not explicitly addressed these principles so far. By utilising the European Union Agency for Fundamental Rights FRA's expertise and networks, the project will assess the drivers of change impacting fundamental rights up to 2040 and enrich existing EU reference scenarios with a fundamental rights perspective. The six tasks of the project focus on effective project management, participatory horizon scanning, retrofitting scenarios, visioning, developing future pathways, stress-testing policy options and refining the FRA foresight guidance based on lessons learnt. Outputs include visually compelling fundamental rights scenarios, foresight policy briefs, and participatory workshops to identify trends and drivers, retrofit scenarios, develop visions, future pathways and resilient policy options. This project and the foresight knowledge generated by the project will enable FRA to support the EU institutions and Member States in addressing future challenges by creating a foresight framework that incorporates a fundamental rights perspective and ensures that policies remain inclusive, forward-looking and in line with the EU's core values.

PROPOSED APPROACH (TECHNICAL TENDER)

This proposal answers to the request for services issued by FRA under the Framework Contract RTD/2023/OP/0011 – Lot 1 Foresight on Demand in Science, Technology, Research and Innovation Policy titled “Fundamental rights in foresight” authorised by the European Commission, DG Research & Innovation, G1-Common R&I Strategy & Foresight Service.

Background

Foresight has a history of integrating ethical, legal and social aspects (ESLA) into its practical frameworks of exploring futures and anticipating disruptive events, especially when related to technology development (e.g., Aicardi et al. 2018). However, it must be admitted that fundamental rights are not yet a prominently and directly addressed element or topic in strategic foresight activities aimed at informing policy making processes. Nonetheless, there have already been foresight activities that put human rights at the center of anticipating futures. For example, the Human Rights Centre of the Finnish National Human Rights Institution developed five scenarios outlining possible futures for human rights on a national level (Human Rights Centre 2023).

FRA is a central institution for the promotion and protection of fundamental rights within the EU and, in this role, is ideally suited to combine methods of foresight and fundamental rights-based frameworks. While the FRA primarily conducts evidence-based research, its emerging foresight activities and engagement in European foresight networks are an excellent starting point for exploring new ways and approaches to integrating fundamental rights into foresight.

Foresight activities are increasingly vital in a rapidly changing world. Climate crises, digitalisation, geopolitical tensions and societal polarisation require anticipatory governance to protect and promote fundamental rights. Expanding FRA's foresight activities through projects like this one, which aim to equip EU reference scenarios with a fundamental rights focus, is both timely and essential.

As the EU navigates the complexities of the 21st century, embedding fundamental rights into foresight is a valuable step towards more inclusive and forward-looking policymaking. This project can enhance the FRA's ability to provide guidance – not only to EU institutions but also to EU Member States - on how to embed fundamental rights in foresight, thus contributing to the EU's efforts to address future challenges while remaining in line with its foundational values.

Objectives

This project aims to assess how different drivers of change could impact on fundamental rights in the period up until 2040 and the relevance of such drivers for the work of FRA. In this context, the project will review potential implications, including policy implications, of scenarios and of future uncertainties for the area of fundamental rights. Ultimately, the project will implement a foresight process with several consecutive modules to achieve results that support preparedness in fundamental rights policy making.

Besides these content-related objectives, the project is also dedicated to a methodological objective. It aims to test the draft foresight guidance developed by FRA together with human rights experts and foresight practitioners and to pilot a specific approach of integrating foresight and a fundamental rights framework.

In the course of the foresight process, we will provide insights on future fundamental rights challenges and opportunities, develop scenarios with a focus on fundamental rights, derive visions and future pathways connected to the scenarios and stress-test selected strategies and policies with the help of the produced future knowledge. By making the foresight process a truly participatory endeavour we aim to support FRA in pooling knowledge on strategic foresight and fundamental rights from their informal and formal networks of experts.

In more detail, the objectives of this foresight project are to support the FRA in

- scanning the horizon for emerging and future-related trends, drivers, factors of change, weak signals and wildcards with relevance to fundamental rights;
- retrofitting a set of reference scenarios (JRC 2023) to integrate the identified future developments with high relevance to fundamental rights and develop a new and more refined set of fundamental rights scenarios;
- developing visions and identifying future pathways and deriving policy options that support preparedness in fundamental rights policy making;
- stress-testing policy options against potential disruptors (wildcards) to assess their resilience and agility.

The project aims to achieve additional outcomes that advance both methodological frameworks and stakeholder engagement:

- Refining FRA foresight guidance: The exercise will apply the expertise of participating foresight practitioners to implement and strengthen FRA's existing foresight guidance, incorporating valuable lessons learned from this project.
- Creating wider awareness: By convening workshops and consultations with representatives of EU institutions, international organisations, national authorities, and other key stakeholders, the project seeks to build broader awareness and ensure effective dissemination of results.

Overall approach

We propose a slightly different approach to the one outlined in the request for services by developing visions and future pathways that are more amenable to stress testing than scenarios per se. We respond to the assignments from the request, adapt them and introduce new elements into the approach (see Table 1).

Table 1: Overview on proposed tasks and requested activities

Proposed tasks	Requested Activities
Task 1: Project Management	Activity 1
Task 2: Horizon Scanning tailored to integrate a fundamental rights perspective	Activity 2 Activity 3
Task 3: Retrofitting JRC reference scenarios with a fundamental rights dimension	Activity 4
Task 4: Future pathways to ensuring fundamental rights in Europe: identifying gaps, synergies, and options for action	Proposed new activity to bridge Activities 4 and 5
Task 5: Exploring policy options and stress-testing vis-à-vis potential disruptors	Activity 5
Task 6: Lessons learned and updated FRA guidance on embedding fundamental rights into foresight	Activity 6 Activity 7

The overall approach taken has a strong focus on integrating fundamental rights in foresight through a human-rights based approach as laid out in the draft FRA foresight guidance document. We designed a foresight process that emphasises participation and collaboration through workshops and expert consultations and aims at generating foresight knowledge with relevance for safeguarding fundamental rights in Europe up to 2040.

Task 1 focuses on project management to ensure effective communication, timely coordination, and co-creative processes with the client. Key milestones include an inception meeting to finalise the foresight approach, workshop methodologies, and use of the FRA guidance document. A timetable for deliverables and a communication process with the client will also be established.

Task 2 involves Horizon Scanning to identify future fundamental rights challenges and opportunities through a three-step process, highlighting key dynamics and interrelations. It combines semi-automated scanning of large data sets with expert analysis to identify and examine relevant factors of change. Sense-making will be finalised in a workshop with human and fundamental rights experts.

Task 3 aims to develop a set of four to six forward-looking retrofitted and alternative scenarios by synthesising the findings from the Horizon Scanning workshop and conducting a one-day participatory and collaborative workshop in an on-site setting to retrofit the JRC reference scenarios. The scenarios will incorporate the dimensions of fundamental rights to ensure relevance for both policy analysis and long-term strategic planning.

Task 4 aims to develop future pathways for ensuring fundamental rights in Europe up to 2040 using scenarios from Task 3 and filtering policy implications into the stress-testing in Task 5. Through a visioning and roadmapping approach, it will identify desirable futures, analyse gaps and synergies in the scenarios, and explore options for advancing fundamental rights. A key element is a one-day workshop with diverse stakeholders to validate visions, identify pathways, and reflect on policy options.

Task 5 focuses on stress-testing policy options from Task 4 against potential disruptors (wildcards) identified in Task 2 to assess their resilience and agility. This involves evaluating the impact of wildcards on policy

options, identifying actionable insights from a multilevel governance perspective, and exploring alternative approaches to achieve the laid-out visions. An on-site workshop will refine these insights, aligning them with FRA's strategic priorities and ensuring they are future-proof against emerging challenges.

Task 6 will reflect on lessons learned from the piloting of the FRA foresight guidance on embedding fundamental rights into foresight and update the FRA guidance with insights and reflections from our team of foresight experts. Furthermore, we will finalise the project by compiling a final report and relevant material for dissemination (infographic).

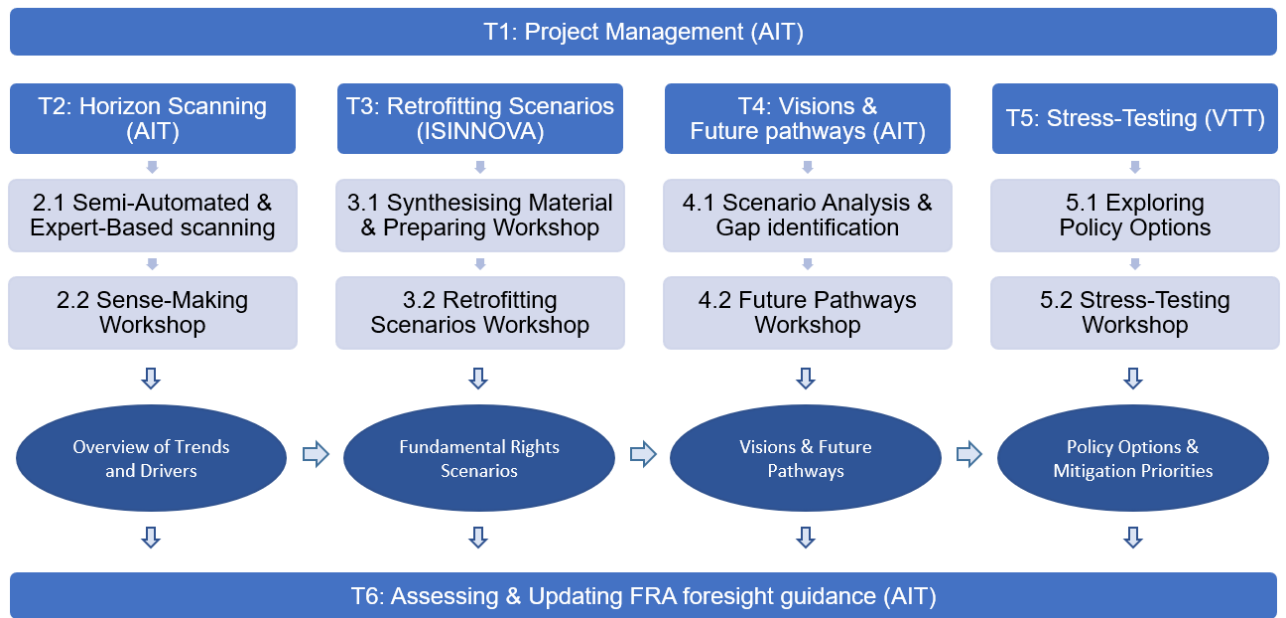


Figure 1: Project Workflow (Own work)

1 TASK 1: PROJECT MANAGEMENT

Objective

This task is aimed at project management activities that will guarantee a smooth, timely, and efficient implementation of this foresight project.

Approach

The project management related work includes defining the roles in the project team, coordinating the project team, coordinating and communicating with the contracting authority, coordinating communication activities across tasks and in cooperation with the project team's communication experts, efficiently coordinating infrastructure and managing data in accordance with the EU General Data Protection Regulation (GDPR) and applying a human-rights based approach to data where possible and necessary, ensuring a high quality of processes and project outputs, and planning for contingencies and risk management.

Work description

A core activity of this task is the inception meeting with the client. At the inception meeting the project leader, supported by the project team, will decide together with the client on the **specific foresight approach and methods** to be used during the project, especially the methodology for retrofitting scenarios, developing future pathways and stress-testing strategies, and clarify how the **FRA guidance document** will be used in the process.

To increase the impact of the project, we propose to further address the following key issues during the inception meeting to ensure alignment with the client's expectations and establish a clear communication plan. These include determining the appropriate level of confidentiality for the project and defining what information can be published and when; clarifying whether the start of the project can be communicated via social media or other platforms and establishing the timing and approach for informing and engaging other EU institutions, such as JRC. By resolving these questions early, we can tailor the communication and engagement strategy to meet the project's objectives while respecting the client's requirements.

Regular meetings between the project team members (see section 1.2 Coordination of the project team) and the client authority (see section 1.3 Coordination and Communication with Contracting Authority) ensure the communication flow between parties during the project. The preparation and finalisation of the **communication plan** builds the basis for communication and dissemination activities of the project.

In addition, a **timetable** with the actual dates for the submission of deliverables will be provided and agreed, and the communication process with the client will also be defined. The planned timetable for implementation and delivery (especially D2 and D3) is very ambitious given the winter holidays, which fall shortly after the contract signature. There is a risk that the tight schedule cannot be met. We would therefore propose a slightly adjusted timetable (see Table 8) to be discussed and agreed at the inception meeting.

All the refinements to the project plan are documented in the D1 inception report. The inception report will serve as guidance for the project implementation and a common reference point for any possible further adjustments to be discussed.

Deliverables:

D1 Inception report (max. 10 pages) including decisions and further specifications from the inception meeting (10 working days after the inception meeting)

Milestones:

M1 Inception meeting (10 working days after contract signature)

1.1 Roles and Responsibilities

The FOD project team is responsible for delivering high-quality FOD services within the agreed time schedule and resource plan and for reporting to the FOD FWC project manager and the FOD Office. The following responsibilities are foreseen within this FOD project team.

The core team includes **experts and analysts** from four FOD partner organisations: AIT, Arctic, ISINNOVA and VTT.

AIT will lead Task 1, 2, 4 and 6.

- The **project leader**, Dana Wasserbacher, will manage the project and coordinate all partner's contributions in an efficient way. She will be supported by the **co-project leader**, Susanne Giesecke, who will also represent the project leader at meetings in case needed.

- The **senior expert and junior analyst in foresight**, Joachim Klerx and Jonas Konrad will lead and oversee the Horizon Scanning activities.
- The **senior expert and expert in foresight**, Susanne Giesecke and Dana Wasserbacher, will lead the activities related to developing future pathways, and the activities related to updating the FRA foresight guidance, supported by the **junior expert in foresight**, Renata Mandzhieva.
- The **senior expert in communication and law**, Krisztina Rozgonyi, will contribute to the planning and implementation of activities to ensure the implementation of a human-rights based approach where appropriate and contribute to the workshop dedicated to updating the FRA foresight guidance.
- The **junior experts in foresight**, Renata Mandzhieva and Katharina Jäger, will contribute to the implementation of four face-to-face workshops and one online workshop.

ISINNOVA will lead Task 3.

- The **senior expert and expert in foresight**, Andrea Ricci and Daniel Cassolà, will lead the activities related to retrofitting the JRC reference scenarios, supported by the **communication officer**, Valentina Malcotti.
- **All experts** will contribute to the Horizon Scanning activities and ensure the smooth continuation of work in Task 4. Furthermore, the **expert in foresight**, Daniel Cassolà, will contribute to the workshop dedicated to updating the FRA foresight guidance.

VTT will lead Task 5.

- The **senior expert and expert in foresight**, Kaisa Lähteenmäki-Smith and Jorge Martins, will lead the activities related to stress-testing strategies with relevance to fundamental rights and developing foresight policy briefs.

Arctik will lead and coordinate communication activities across all tasks.

- The **senior communication officer**, Agnieszka Pietruczuk, will lead and she will be supported by the **english language editor**, Alexandra Singer, as well as by two **communication officers**, Laura Dixon and Allende Solaun Boada.

The project builds on substantial support of two **Quality Advisors** from two further FOD partner organisations: Totti Könnölä, **Insight Foresight Institute**, and Austėja Švedkauskienė, **Visionary Analytics**. The two quality advisors will contribute to Tasks 2, 3, 4, 5 and 6, by ensuring a balanced selection of sources and stakeholders, by validating the methodological approach to retrofitting scenarios, by ensuring the adequate selection of policies and strategies in various areas that will filter into the future pathways and stress-testing activities, and by reviewing major deliverables of the project.

The **FOD FWC Project Manager**, Matthias Weber, will advise and support the project team and its leader in the overall orientation of the project.

The project team builds on a **co-creative working** mode with the **client authority** and its **fundamental-rights experts**. To guarantee an inclusive, open and participatory approach, the project team will involve **relevant external experts and stakeholders** in the course of the project.

1.2 Coordination of the project team

Coordination is the cornerstone of any successful project, enabling seamless collaboration among team members, fostering clarity of purpose, and ensuring the timely achievement of objectives. Effective coordination begins with establishing of clear roles and responsibilities, where each team member understands their tasks, contributions, and how their efforts align with the broader project goals. This clarity is reinforced through regular communication, ensuring that everyone is informed of progress, challenges, and upcoming activities. Structured meetings - whether internal management sessions, task-specific briefings, or stakeholder engagements - are vital touchpoints for alignment, enabling the sharing of updates, resolution of issues, and collaborative decision-making. Before all face-to-face events, we will organise an online briefing to bring all project team members up to date and establish a shared understanding of the objectives of the specific activity. Therefore, we foresee five internal management meetings throughout the the project. Additional meetings with task leaders are organised when needed.

Beyond communication, good coordination involves the proactive planning of resources, timelines, and deliverables. A shared platform for managing tasks and monitoring progress will be set up by AIT, ensuring that dependencies are well-managed and potential bottlenecks are identified early. This approach enables the team to adapt swiftly to changing circumstances, leveraging collective insights to overcome challenges without compromising project quality or timelines.

Central to effective coordination is fostering a culture of collaboration and mutual respect. By encouraging open dialogue, soliciting diverse perspectives, and valuing contributions from all team members, the team can harness its collective strengths to innovate and deliver impactful foresight results. Furthermore, alignment with external partners, such as stakeholders, through transparent and consistent communication channels, ensures that expectations are managed, and objectives remain aligned throughout the project lifecycle.

In essence, good coordination transforms a collection of individuals into a cohesive, high-performing team capable of delivering complex projects with precision and impact. Coordination is not merely about organising tasks but about cultivating synergy and shared purpose, enabling the project to achieve its full potential.

1.3 Coordination and Communication with Contracting Authority

At the level of this specific project, the cross-cutting communication role of the Framework Contract Director is complemented by the direct communication links between the project leader, Dana Wasserbacher, and the co-project leader, Susanne Giesecke, on the one hand and the officers in charge of this specific project at the FRA on the other. The project leader will ensure regular exchange with the client authority and organise dedicated meetings to further scope the project objectives, align the expectations regarding project and process outcomes, as well as adapt to emerging needs of the client authority.

The following meetings are foreseen between the project leader, supported by members of the project team, and the client authority:

- M1 Inception meeting (10 working days after contract signature)
- M3 Meeting with the client (before the Retrofitting Scenarios Workshop)
- M6 Meeting with the client (before the Stress-Testing Workshop)
- M9 Meeting with the client to conclude the project (Week 48)

The specific dates and possible alternative dates (timetable) will be fixed in the course of the inception meeting.

1.4 Communications plan

In line with the FRA communication strategy 2023-2028 (FRA 2024) and ten FRA keys to effectively communicating human rights (FRA 2022) we will provide a plan for communication throughout the project.

Our proposed communications plan will serve as a strategic blueprint to ensure clear, consistent, and impactful messaging throughout the project. The plan will identify and prioritise key audiences, tailoring messages to resonate with their needs and expectations. It will outline the specific outputs required to effectively communicate the project's goals and achievements. Additionally, the plan will determine the most appropriate communication channels to maximise reach and engagement, ensuring alignment with the project's objectives and stakeholders' interests.

The communications plan will be completed with a social media editorial calendar to strategically plan and schedule content on FRA's social media channels: LinkedIn, Instagram, Facebook and X. The calendar will outline key dates, target audiences, platforms, and objectives for posts, including content from project milestones, policy briefs, and infographics. Ready-to-post social media graphics will be included in the calendar. It will ensure consistent messaging, optimise posting times for maximum engagement, and include performance tracking to refine the strategy and enhance impact.

We suggest a further dissemination channel by building on coalitions that help multiplying our messages, namely the futures4europe.eu platform, which serves as a central hub for the collection and dissemination of foresight knowledge and results across Europe. Our partners from Arctik coordinate the communication activities of the Eye of Europe project, in context of which the futures4europe.eu platform is hosted. There is the possibility to create a dedicated project website and use the platform's dissemination channels to promote the project (news blog, upload results). We will discuss this opportunity with the client before the inception meeting to allow for adapting the communication plan and possibly creating a project website early on.

1.5 Infrastructure and Data Management

In the course of the project, we will use the AIT MS teams solution as a shared platform for working together within the project team. For the Horizon Scanning activity we will deploy the CATALYST (Collaborative Trend Analytics System) developed at AIT. The system consists of four different technical building blocks, including distributed high-performance crawler, specifically developed for the data acquisition of

CATALYST, a reasoning machine, a unite for quality assessment and finally the analyst interface with different visualization and filtering options (see Annex I: Technical Infrastructure for Horizon Scanning).

The FOD FWC data management concept acknowledges the GDPR. In general, we refer to Article 5 (1, b) of the GDPR and claim scientific research purposes for the data treatment in this project. We assess the requirements to process personal data and work with data controllers and third-party data processors to agree and deploy appropriate technical and organisational measures to manage personal data processing.

We commit ourselves for treating data with utmost caution of data security and ethical aspects under the FOD FWC. All researchers and experts of the FOD consortium act in accordance with these principles. Any data that is required and/or processed, envisaged for anonymised use in publications, or used internally through exchange between partners, will be treated as confidential. All FOD consortium partners take steps to protect personal information and implement procedures designed to minimise its unauthorised access or disclosure.

The collection of data raises no privacy concerns, as it does not involve sensitive information under Art. 9(1) or Art. 10 of the GDPR and is limited to non-sensitive, operational data. There is no profiling, scoring, or public monitoring of users, and all data remains securely stored on EU servers without third-party access.

1.6 Quality Management

The FOD-Mechanism is a very demanding scheme, relying on rapid and flexible foresight activities that can deliver timely results to support the mission board. Therefore, a Quality Management System (FOD-QMS) will control and ensure high quality and effective monitoring of the services provided to the client. Its principles, architecture and procedure are explained in the offer for the FOD framework contract. The success of the tasks and services within this specific project is determined by two key features:

1. access to high-quality quantitative and qualitative data as well as to other relevant sources of information;
2. quality of the expertise of FOD project teams and of individual experts.

The critical features of the overall QM encompass:

- Timeliness of delivery
- Specificity to policy context
- Flexibility
- Access to leading expertise
- Work organisation and communication

The FOD FWC Project Manager, Matthias Weber, supervises – supported by the FOD Board and in close cooperation with the Project Leader - the quality of research approach and implementation and pays particular attention to the impact and relevance of the FOD service for the Contracting Authority. He reflects on roles and responsibilities within this foresight project together with the project leader and serves as supervisor for management issues.

The Project Leader, Dana Wasserbacher, in accordance with the FOD FWC Project Manager, appointed two Quality Advisors, Totti Könnölä, Insight Foresight Institute, and Austėja Švedkauskienė, Visionary Analytics. The Quality Advisors will define in cooperation with the Project Leader specific quality objectives according to the Request for Services (RfS) and supervise throughout the project the quality of research approach and implementation. The Quality Advisors pay particular attention to the impact and relevance of the FOD service for the Client Authority. The Quality Advisors reflect on roles and responsibilities within each FOD project together with the Project leader and serve as supervisor for management issues. The Quality Advisors will be supported by the FOD FWC Project Manager and FOD Office, which takes care of all standard procedures for project and quality management for the FOD project. The Quality Advisors participate in internal validation and review meetings, whenever necessary. The Quality Advisors, provide an outside perspective and support and review key deliverables and FOD processes in accordance with FOD QA standards, both at interim status and in its final version.

The FOD FWC Project Manager will perform his review activities as part of his responsibilities for the framework contract as a whole (i.e. no dedicated resources need to be foreseen in the project budget for his contributions). Specific resources are planned in the budget for the Quality Advisors. Table 10 gives an overview of the review procedure and resources devoted to it.

1.7 Risk Management

In a bottom-up approach, the risks will be identified, in cooperation with all team members of the FOD project and assessed using a simplified system of two variables (impact, probability) to determine the overall risk

level for each identified risk. For each risk we provide a risk assessment, and an outline of our contingency measures. The preliminary development of the corresponding risk management plan and contingency plan will be based on the overall identified risks and risk assessment, and will include valid solutions, as well as corresponding course of actions or strategies for mitigating the risks. The project leader together with the Quality Advisors will be responsible for risk management.

Table 2: Risk assessment

Description of risk	Probability	Impact	Overall risk level	Mitigation measures / taken by
Lack/quality of available literature and data providing high quality evidence on future related developments relevant to fundamental rights	Low	Medium	Low	Our prior knowledge and scoping for this proposal indicate that there will be sufficient material. If insufficient, we can use the FOD consortium's collective intelligence to identify relevant sources.
Sub-optimal scoping and methodology for the research question and aims of the study	Low	High	Low	The project team has extensive experience of implementing appropriate foresight methods to answer complex strategy, policy and governance questions. We have put together a project team with relevant expertise, quality advisors for review and will engage with FRA to ensure alignment to aims.
Lack of alignment and poor expectation management with the client	Medium	High	Medium	The project plan foresees regular meetings with the client to align expectations, exchange necessary knowledge and enable a co-creative working mode. The project team is available for meetings, open to ideas and recommendations, as well as flexible regarding change requests in the implementation.
Lack of engagement from participants and/or missed perspectives	Medium	High	Medium	The project team has considerable experience in securing engagement from key stakeholders and will allow time for multiple rounds of invitations to ensure all key stakeholder groups are represented.
Challenging timeframe and late submission of deliverables	Low	High	Medium	We have proposed an experienced, multi-disciplinary team with extensive support and expertise at the senior level. The submission deadlines have also been considered when determining the scope and proposed approach for the study to ensure that it can be delivered on time. Clear communication protocols and regular progress check-ins help to identify and address any potential issues early on. Should there be any risk of a late submission, we will immediately inform the relevant authority and propose a reasonable extension that does not affect the overall schedule of the project.
Loss of team member or lack of capacity internally	Medium	Low	Low	The team has been designed to ensure continuity of the services required. All FOD partner organisations involved in the project have a wide range of internal and external experts to call on at short

				notice, and we have identified several suitable staff members at different levels who could backfill if necessary. For example, the co-project lead will cover the project lead's duties for a short absence and vice versa.
Poor quality of outputs	Low	Medium	Low	All outputs are subject to our rigorous, peer-review based QA process that involves two Quality Advisors to ensure that the interim and final deliverables are of the highest quality. Procedures to counteract occurring risks related to poor quality of outputs are set out in the FOD-QMS.

2 TASK 2: HORIZON SCANNING TAILORED TO INTEGRATE A FUNDAMENTAL RIGHTS PERSPECTIVE

Objective

The aim of the Horizon Scanning activity is to identify future fundamental rights related challenges and opportunities as well as factors which indicate possible changes in the time to come, i.e. trends, drivers and weak signals, disruptive events, and wildcards that may impact the development of fundamental rights in the EU by 2040. The results will be used to make sense of future developments relevant to fundamental rights which will filter into Task 3 and 4, and 5. Thus, the results of this task provide a crucial input to the identification of different factors of change, how they could impact on fundamental rights in the period up until 2040 and the relevance of such factors for the work of FRA.

Approach

The Horizon Scanning activity will follow a three-step approach including a semi-automated Horizon Scanning with CATALYST (Collaborative Trend Analytics System, see Annex I: Technical Infrastructure for Horizon Scanning) to identify relevant factors of change through big data analysis, an expert-based Horizon Scanning to complement and validate the factors of change and a sense-making workshop. In the workshop Horizon Scanning results will be validated and prioritised together with human and fundamental rights experts.

Work description

The Horizon Scanning activity is designed to systematically identify and analyse factors of change—such as trends, drivers, weak signals, disruptive events, and wildcards—that may influence the development of fundamental rights in the EU by 2040 and will filter into Task 3, 4 and 5.

The task will begin with a semi-automated horizon scanning, leveraging the AIT internal big data analysis system CATALYST. This advanced tool integrates a vast repository of over one billion global data points, including six million news items specifically related to human and fundamental rights, collected in more than 170 languages. Through automated data collection and analysis, the system will support experts in identifying weak signals for emerging trends and thematic priorities relevant to fundamental rights, forming the basis for a draft annotated bibliography (D2).

Following the semi-automated process, expert-based horizon scanning will refine the annotated bibliography (D2) as well as select, complement and validate the initial findings in light of relevance for the development of fundamental rights in the EU. This phase involves a detailed review of relevant literature, including foresight reports, policy documents and strategic roadmaps with relevance to FRA's existing foresight work. Insights from this phase will refine the inventory of identified factors and ensure a comprehensive, multi-perspective analysis, with a specific focus on (but not limited to) the seven megatrends proposed by FRA:

1. Challenges to justice and the rise of a security-based agenda;
2. Threats to democratic values;
3. Deepening inequality and increased discrimination;
4. Changing patterns of migration;
5. Economic and social trends;
6. Digital transformation and artificial intelligence;
7. Climate change.

The results from both scanning phases will culminate in an integrative sense-making workshop. This one-day face-to-face event will bring together stakeholders, equality and fundamental rights experts to enrich and validate the identified factors of change. Additionally, the workshop will provide an opportunity to map interdependencies among these factors and define insights into options for retrofitting the reference scenarios with a fundamental rights dimension.

The deliverables for this task include an annotated bibliography summarising the reviewed literature (D2) and a report detailing the validated findings, retrofitting methodologies, and a list of proposed participants for subsequent workshops (D3). These outputs will serve as a critical input for Tasks 3, 4 and 5.

2.1 Semi-automated and expert-based Horizon Scanning

In a first step, we will implement a semi-automated Horizon Scanning supported by the AIT internal system CATALYST. The system can significantly enhance horizon scanning for future developments related to human rights, fundamental rights and their potential to be embedded in foresight tasks by leveraging its extensive data repository of over 1 billion data points, encompassing global news on geopolitical activities, of which are six million news about human and fundamental rights in more than 170 languages. This

capability allows for a comprehensive review and identification of emerging trends, weak signals, and thematic priorities, globally, impacting the future of human and fundamental rights in the EU. By integrating CATALYST's intelligent agents, the project team will collect relevant literature, including foresight reports, policy documents, and strategic roadmaps and conduct an in-depth analysis to identify actionable insights and gaps on weak signals, trends and wild cards relevant to human- and fundamental rights. Technical details to CATALYST can be found in Annex I: Technical Infrastructure for Horizon Scanning. An exemplary sample of sources is given in Annex II: Preliminary sample of Relevant sources.

In a second step, the experts of the project team will select and summarise relevant results of the semi-automated scanning and, where necessary, complement them with relevant literature, including foresight reports, policy documents, strategic reports, scientific articles, grey literature, other relevant media (audio, video, social), as well as review FRA's existing foresight work to identify actionable insights and gaps on weak signals, trends, and wildcards with relevance for fundamental rights.

In the process of validation, the project team will systematically analyse factors of change to understand their interrelations and temporal dimensions, based on results and visualisations from the semi-automated scanning. This validation process will enable the creation of a heuristic model that depicts timely interdependencies among identified factors, highlighting key dynamics and interrelations. The identified possible future fundamental rights related challenges and opportunities will provide the basis for the integrative sense-making workshop.

2.2 Sense-making workshop

We propose a one-day face-to-face workshop (M2) for sense-making of the Horizon Scanning results together with approx. 25 participants, including stakeholders such as equality and fundamental rights experts. At the workshop we will in a first step enrich and validate the preliminary results of the Horizon Scanning. In a second step we will make sense of the validated results by developing 'what-if' mini-scenarios. The focus on developing 'what-if' mini scenarios by mapping interdependencies among the factors and combining them allows for further sense-making and reducing the fragmentation. In a last step we will identify stakeholders and communities that are potentially affected by and involved in the 'what-if' mini scenarios.

A preliminary overview of potentially relevant stakeholders will serve as a basis for further stakeholder identification during the Horizon Scanning and sense-making workshop (see Annex III: Preliminary Stakeholder List). The completed list will later serve as a basis for further discussion and validation with the FRA to identify EU institutions and key stakeholders that should be addressed and involved in the process through participation in workshops.

The sense-making workshop will also provide the opportunity to discuss the planned method for retrofitting the reference scenarios, i.e. a proposal on how to integrate the findings from the Horizon Scanning into the process of retrofitting the reference scenarios, as well as criteria for and granularity of the envisioned fundamental rights scenarios.

Table 3: Indicative Horizon Scanning workshop agenda (DRAFT)

Day 1	
Step 1	Workshop introduction Introduction to the project, workshop objectives and working mode (Chatham house rules, etc.) and questions
Step 2	Ice breaker and introduction round
Step 3	Results from Horizon Scanning Presentation of the preliminary results from the Horizon Scanning
Coffee break	
Step 4	Validation of factors of change Discussion, enrichment and validation of the results (Facilitated group work)
Step 5	Wrap-up and outlook Reporting back and discussion in plenary, outlook for the next day
Day 2	
Step 1	Introduction

	Summary of results from Day 1
Step 2	Sense-making and stakeholder mapping Developing 'what-if' mini scenarios in the areas of the seven FRA megatrends and identifying potentially involved and affected stakeholders (Facilitated group work)
Coffee break	
Step 3	Wrap up Reporting back in plenary and discussion
Step 4	Outlook Use and dissemination of results, next steps in the project, further possibilities for participation

Outcomes

The outcomes of the task and the workshop will be integrated in a report (max. 20 pages) that includes the validated results of the Horizon Scanning (in an annex if the inventory exceeds the 20 pages), an outline of the method for retrofitting the JRC context scenarios and a list of potential participants for the workshops (D3).

Deliverables:

D2 Annotated bibliography to be reviewed for Horizon Scanning (Week 4)*

D3 Report (max. 20 pages) with: 1) the results of the Horizon Scanning; 2) an outline of the methodology for retrofitting JRC reference scenarios and 3) a list of proposed participants for the workshops (Week 7)*

*The foreseen plan for delivery of D2 and D3 is highly ambitious given the winter break that might disrupt the tight schedule. We would suggest a slightly adapted timeplan (see Table 8) to be discussed and agreed on at the inception meeting.

Milestones:

M2 Horizon Scanning workshop

3 TASK 3: RETROFITTING JRC REFERENCE SCENARIOS WITH A FUNDAMENTAL RIGHTS DIMENSION

Objective

Task 3 will build on the results of Task 2. The objective of Task 3 is to revisit the JRC reference scenarios with the primary purpose of embedding central findings from Task 2 in the context of fundamental rights considerations within the JRC reference scenarios.

Approach

The project team will develop a set of **four forward-looking retrofitted and alternative scenarios** by building on the results from the Horizon Scanning and insights from the sense-making workshop (Task 2). These scenarios will integrate dimensions of fundamental rights, ensuring relevance to both policy analysis and long-term strategic planning.

The scenarios will provide a robust framework for addressing emerging challenges, emphasising governance, equity, and inclusivity. These structured and actionable scenarios will outline potential futures and their implications for fundamental rights in different contextual settings, ensuring that they serve as a valuable resource for addressing systemic interlinkages and fostering long-term resilience in fundamental rights governance. **Optional:** With the tetralemma approach we can create one or two additional and fundamentally different scenarios to the four established JRC reference scenarios.

Work description

Task 3 will start with synthesising factors of change, preparing the necessary workshop material, and then organise a one-day face-to-face workshop designed to retrofit the JRC reference scenarios with an emphasis on fundamental rights. The workshop aims to enhance understanding of the long-term developments in Europe's fundamental rights landscape that could lead to shifts in policy challenges. By adapting the JRC reference scenarios, we will integrate additional aspects identified during the Horizon Scanning activity (Task 2), ensuring a comprehensive approach to scenario development based on the methodology proposed in Task 2.

The key steps include:

- Synthesising and preparing the material from Task 2 including **factors of change** and the JRC reference scenarios for the workshop.
- Embedding **future-related fundamental rights considerations** within the existing JRC reference scenarios.
- **Optional:** Developing alternative scenarios, e.g. by introducing the tetralemma method.
- Deriving **policy implications** of the scenarios from a multi-level governance perspective.

3.1 Synthesising and preparing the workshop material

In a first step the project team will synthesise and prepare the material from Task 2 including the identified, enriched and validated factors of change, so that it can be used in the following workshop. The analysis of the JRC reference scenarios (JRC 2023) and the context of their development will provide the starting point for delineating how they relate (or not) to fundamental rights. For example, the JRC reference scenarios could be related to fundamental rights as follows:

- Scenario 1 - Resilient Europe: Emphasising social cohesion and resilience, potentially strengthening rights related to social security, healthcare, and education.
- Scenario 2 - Fragmented Europe: Fundamental rights impact concerns risks increasing disparities and weakening the protection of rights due to fragmented governance.
- Scenario 3 - Green Europe: Prioritising environmental sustainability, which can enhance rights related to a healthy environment but may challenge economic rights.
- Scenario 4 - Competitive Europe: Focus on economic competitiveness, which may lead to tensions between economic growth and social rights, such as fair labour practices and social protections.

This is just an illustrative outline of how we envision the relation of fundamental rights to the JRC reference scenarios. Depending on the results of Task 2, in particular the proposed methodology, we will adapt the preparatory activities accordingly. In order to guarantee the alignment of priorities with fundamental rights, we will organise a meeting with the client (M3) and its fundamental rights experts to discuss and agree on the material that will provide input for the workshop.

3.2 Retrofitting Scenarios Workshop

The one day face-to-face workshop (M4) will adopt the participatory and collaborative methodology outlined in Task 2, engaging a broad range of stakeholders, especially representatives of the potentially affected and involved communities identified in Task 2. We target approx. 35 participants for this workshop.

The key steps are:

- **Introduction to foresight** principles and practices what foresight can deliver, drawing on relevant examples of foresight studies that fed into policy making;
- **Explanation of the JRC reference scenarios**, providing context for their development and delineating how they relate (or not) to fundamental rights;
- **Retrofitting and refining the four JRC reference scenarios** for a 15-year time horizon, extending to 2040.
- **Optional:** Exploration of one or two alternative scenarios, e.g. by applying the tetralemma method (see Box 1) to arrive at extreme or radically different scenarios, such as e.g., a scenario involving Europe at war or a scenario where Europe achieves technological independence, to enable assessment of the resilience of potential policy options related to fundamental rights under extreme conditions.
- **Deriving policy implications** of the scenarios from a multi-level governance perspective.

Box 1: Tetralemma method for foresight

The **tetralemma method for foresight** was developed by Fraunhofer ISI and provides a structured approach for exploring the full range of possibilities, enabling foresight experts to systematically evaluate the potential of various drivers. Originating from professional coaching practices, this approach is designed to facilitate decision-making in contexts of uncertainty. It encourages constructive group discussions about alternative futures, helping to address individual and organisational biases, while challenging preconceptions and established expectations through reflective inquiry. The driver-specific alternatives, categorised by their impact and uncertainty, serve as the foundation for constructing coherent and robust scenarios.

Schirrmeister E, Göhring A-L, Warnke P. Psychological biases and heuristics in the context of foresight and scenario processes. *Futures Foresight Sci.* 2020;e31. <https://doi.org/10.1002/ffo2.31>

Table 4: Indicative Retrofitting Scenarios Workshop Agenda (DRAFT)

Day 1	
Step 1	Workshop introduction Introduction to the project, workshop objectives and working mode (Chatham house rules, etc.) and questions
Step 2	Ice breaker and introduction round
Step 3	Foresight introduction Introduction to foresight principles and practices, what foresight can deliver, drawing on relevant examples of foresight studies that fed into policy making
Step 4	Presenting the reference scenarios Explanation of the JRC reference scenarios, providing context for their development and how they relate (or not) to fundamental rights
Coffee Break	
Step 5	Retrofitting and refining the reference scenarios Retrofitting and refining two of the four JRC reference scenarios for a 15-year time horizon, extending to 2040 (Facilitated parallel groups work) Optional: Exploration of alternative scenarios, e.g. by applying the tetralemma approach method, to arrive at extreme or radically different scenarios
Step 6	Wrap up and outlook Reporting back in plenary and outlook to the next day
Day 2	
Step 1	Summary of results from Day1
Step 2	Retrofitting and refining the reference scenarios

	Retrofitting and refining two of the four JRC reference scenarios for a 15-year time horizon, extending to 2040 (Facilitated parallel groups work) Optional: Exploration of alternative scenarios, e.g. by applying the tetralemma approach method, to arrive at extreme or radically different scenarios
Coffee break	
Step 3	Identifying first policy implications Discussion of policy implications of the developed scenarios from a multi-level governance perspective
Step 4	Wrap up Reporting back in plenary and discussion
Step 5	Outlook Next steps in the project, further possibilities for participation, dissemination of results

Outcomes

The outcomes of this task include a set of four to six retrofitted and alternative scenarios including fundamental rights. The outputs of this task will serve as a dissemination-ready package, ensuring that each scenario is presented in an engaging and professional format, suitable for workshops, reports, and public outreach activities. Therefore, the project team will focus on refining the visualisation and language of the scenarios to ensure they are engaging, accessible, and suitable for dissemination. The aim is to present each scenario clearly and concisely, making them easily understandable for a broad audience, including policymakers, stakeholders, and the general public.

The project team will carefully edit and refine the text of each scenario to ensure clarity, consistency, and accessibility. The language will be streamlined to convey key messages effectively, avoiding unnecessary complexity and technical jargon. The goal is to make the scenarios engaging and understandable to a broad audience, including policymakers, stakeholders, and the general public. Emphasis will be placed on maintaining a consistent tone, style, and structure across all scenarios to ensure coherence and readability.

To enhance the impact and appeal of the scenarios, a custom, high-quality image will be created for each scenario. These visuals will capture the core themes, drivers, and implications of each scenario, providing a compelling visual representation of its narrative. The design will align with the content, using elements such as color schemes, symbols, and imagery that reflect the essence of the scenario. This visual consistency will ensure a polished and professional look, making the scenarios more engaging for dissemination. Each scenario will be finalised as a comprehensive one-page document, combining concise, well-edited text with a visually impactful design. These one-pagers will clearly outline the scenario's key drivers, trends, and implications in a structured format that is easy to navigate. The distribution phase will leverage suitable channels, including websites, email campaigns, and social media, to maximise reach.

Deliverables

D4 Interim report (max. 20 pages) with draft retrofitted scenarios (and optionally also one or two alternative scenarios) and preliminary implications for the selected policy areas (Week 22)

Milestones

M3 Meeting with the client

M4 Retrofitting Scenarios Workshop

4 TASK 4: FUTURE PATHWAYS TO ENSURING FUNDAMENTAL RIGHTS IN EUROPE: IDENTIFYING GAPS, SYNERGIES, AND OPTIONS FOR ACTION

Objectives

The aim of this task is to develop future pathways to ensuring fundamental rights in Europe up to 2040 based on the scenarios developed in Task 3, that will serve as a basis for stress-testing in Task 5.

Approach

We will pursue a visioning and roadmapping approach to identify desirable futures (visions) and to explore potential future pathways to arrive at these visions. We will deconstruct the developed scenarios to identify gaps, synergies and options for action, thereby highlighting issues and aspects with high potential for the advancement of fundamental rights in Europe. We will consider positive and negative aspects, potentially desirable elements and how to foster them, as well as ideas for overcoming negative aspects.

Work description

The gap analysis conducted by the project team serves as a basis for the visioning exercise. At a one day face-to-face workshop (M4) we will validate and enrich preliminary vision(s) together with the workshop participants and identify future pathways to ensuring fundamental rights in Europe. For this workshop it is particularly relevant to include a balanced and adequate range of stakeholders to ensure ownership of the identified visions and future pathways and to bring all relevant interests and stakes on board. A concluding exercise aims at discussing and reflecting potential policy options arising from the identified future pathways.

We are well aware of FRA's vision statement included in the work programme 2024-2026 (see Box 2). In the course of this task we will extend the time horizon of FRA's vision statement to 2040 and relate to it when developing visions based on the scenarios developed in Task 3.

Box 2: FRA's vision statement (FRA 2023)

FRA envisions a future in which everyone in the EU is treated with dignity and is able to fully enjoy their fundamental rights and freedoms.

4.1 Gap analysis and visioning

The aim of the gap analysis is to assess the set of scenarios developed in Task 3. The exercise will support the identification of comparative categories, positive aspects of the scenarios, the clustering of results and the sense-making for draft visions. We will shape the topic clusters by considering the seven FRA megatrends and make sure that they are reflected in the visions in one way or the other.

To prepare the visioning exercise for the workshop we will deconstruct and analyse the developed scenarios from Task 3 to identify gaps, synergies and options for action, thereby highlighting issues and aspects with high potential for the advancement of fundamental rights in Europe. We will consider positive and negative aspects, potentially desirable elements and how to foster them, as well as ideas for overcoming negative aspects.

At the one day face-to-face workshop we will develop visions together with a broad range of stakeholders, especially representatives of the potentially affected and involved communities identified in Task 2. We target approx. 25 workshop participants from diverse areas and aim at developing four to six visions.

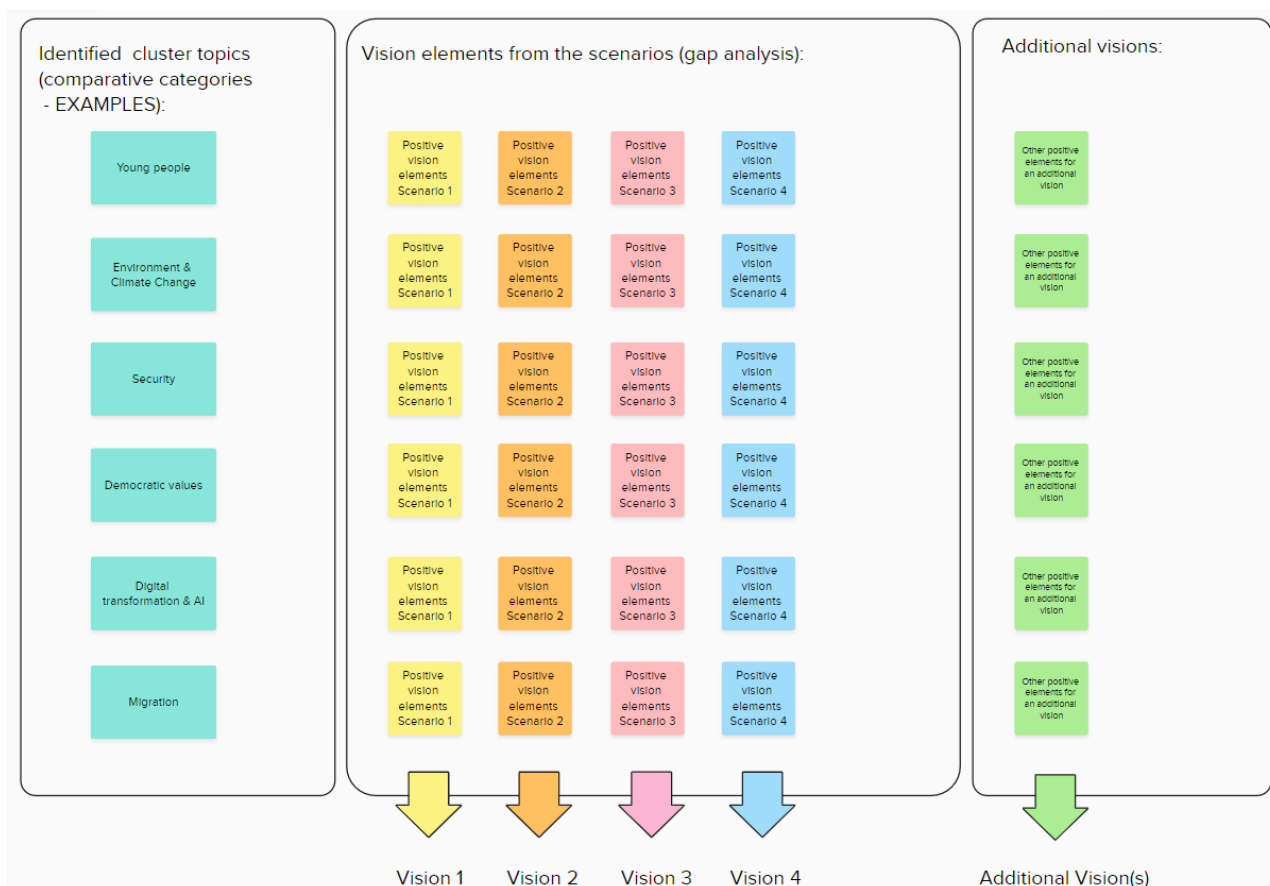


Figure 2: Exemplary template for developing visions (Own work)

4.2 Roadmapping to develop future pathways

At the one day face-to-face workshop we will also identify future pathways to achieve the developed visions. The future pathways will entail relevant milestones and barriers, as well as the relevant related policy subsystems that should be considered to strengthen fundamental rights in Europe. This includes the identification of actors related to the individual milestones and barriers as well as affected and involved stakeholder groups.

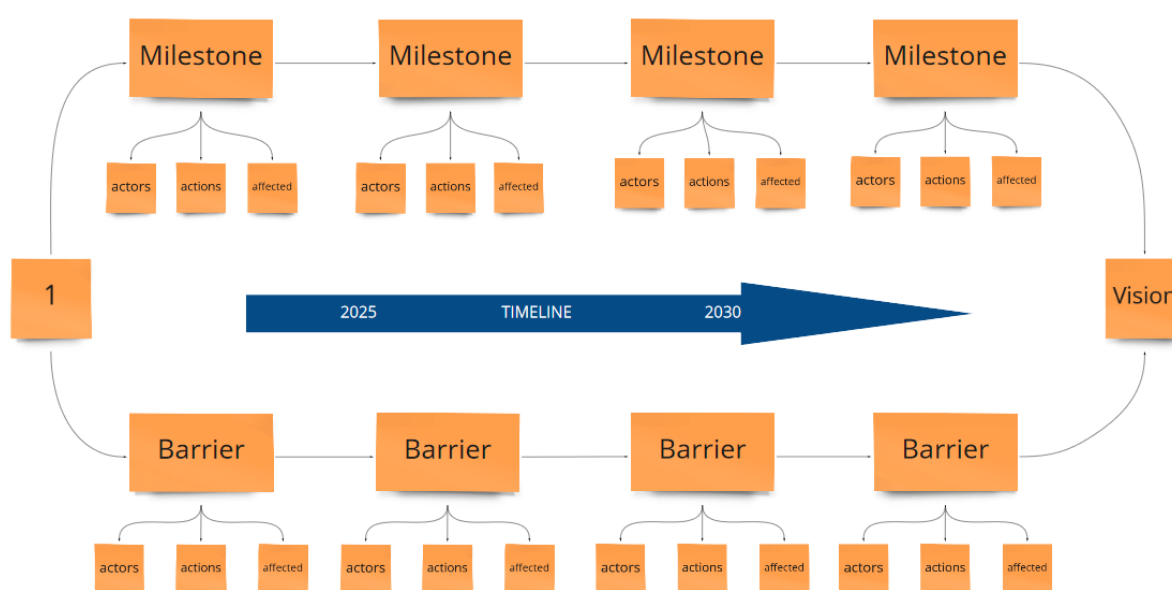


Figure 3: Example template for a Roadmapping exercise (Own work)

Table 5: Indicative workshop agenda (DRAFT)

Day 1	
Step 1	Workshop introduction Introduction to the project, workshop objectives and working mode (Chatham house rules, etc.) and questions
Step 2	Ice breaker and introduction round
Step 3	Presentation of vision elements Presentation and discussion of vision elements derived from the deconstruction and analysis of fundamental rights scenarios.
Coffee break	
Step 4	Developing visions for fundamental rights in Europe 2040 Drafting visions for fundamental rights in Europe 2040 (Facilitated group work)
Step 5	Wrap-up and outlook Presentation of the visions in plenary, outlook for the next day
Day 2	
Step 1	Summary of results from Day1
Step 2	Roadmapping Developing roadmaps to identify future pathways to arrive at the visions. Identification of challenges, barriers, actors, affected and involved stakeholder communities.
Coffee break	
Step 3	Identifying policy options Identification and discussion of policy options arising from the future pathways
Step 4	Wrap up and outlook Reporting back in plenary and discussion Next steps in the project, further possibilities for participation, dissemination of results

Outcomes

The outcome will encompass validated visions for fundamental rights in Europe as well as future pathways (see Figure 4) including milestones and barriers that provide actionable options to pursue this way forward. Depending on the creativity and interests of the workshop participants we aim to develop four to six visions and accordingly four to six future pathways.

Deliverables

D5 Interim report (max. 20 pages) with draft visions and future pathways and related policy implications

Milestones

M5 Future Pathways Workshop

5 TASK 5: EXPLORING POLICY OPTIONS AND STRESS-TESTING VIS-À-VIS POTENTIAL DISRUPTORS

Objectives

The aim of this task is exploring policy options building on the results of task 4, stress-testing the policy options and assessing their resilience in the face of uncertain and disruptive events.

Approach

We will take a wildcard approach by testing potential disruptors to the future pathways and determining what impact the wildcard would have on the policy options (direct, indirect, absorptive, disruptive). Depending on the extent of the likely impact, we would consider measures to adapt the policy option or possibly consider alternative policy options.

Work description

We will identify relevant wildcards based on the results from the previous tasks (2, 3) that will be used for the stress-testing exercise. We will further explore the policy options derived from task 4 from the perspective of multi-level governance and align the policy options with the FRA's strategic priorities (see Box 3) and future challenges. In an on-site workshop we will stress-test the policy options against potential disruptors (wildcards) together with policymakers, fundamental rights and equality experts and relevant stakeholders.

Box 3: FRA's strategic priorities for 2023– 2028 (FRA 2023)

- 1) To support the upholding of fundamental rights standards in the development of new EU laws and policies.
- 2) To contribute to ensuring respect, protection and fulfilment of fundamental rights in the fields covered by existing EU laws and policies.
- 3) To engage in cross-cutting actions to support the realisation of the EU's fundamental rights goals and vision.

5.1 Exploring policy options

In a first step the project team will further explore the policy options derived from the visions and future pathways in task 4 from a multilevel governance perspective. It will be clarified to which governance levels the policy options relate to and how they differ (or not) from existing policies in the related policy areas. In a meeting with the client (M6) we will present and discuss the identified wildcards, preliminary selection of explored policy options and the method for stress-testing.

5.2 Stress-testing: assessment of the resilience of policy options

At the one-day face-to-face workshop the project team together with stakeholders (policymakers, fundamental rights experts, equality experts, and other relevant stakeholders that were identified in Task 2) will evaluate the resilience of the policy options against uncertain and disruptive events. We target approx. 25 participants for the workshop.

We will use disruptive events, wildcards, etc. identified in Task 2 to stress test the policy options. We will develop criteria for assessment in terms of alignment, potential impacts, inclusivity and resilience (for Fundamental Rights, positive/negative/direct/indirect/expected/unexpected...).

We will address questions such as

- 1) What implications would the wildcard have for the policy option (absorptive/disruptive)?
- 2) Which adaptations of the policy option would need to be considered (adaptive aspects)?
- 3) Which alternative or transformative policy options could support the realisation of the particular vision/goal (transformative aspects)?

The workshop will provide an opportunity to relate the identified policy options and actionable insights to FRA's current strategic priorities and explore potential adjustments or improvements that may be needed to future-proof FRA's strategy in the face of future challenges, i.e. to identify priorities to mitigate potential risks.

Table 6: Indicative Stress-Testing workshop agenda (DRAFT)

Day 1	
Step 1	Workshop introduction

	Introduction to the workshop and presentations of results from internal stress-test work (wildcards) Clarifying the working mode (Chatham house rules, etc.) and questions
Step 2	Ice breaker and introduction round
Step 3	Visions, future pathways and policy implications Presentation of the visions, future pathways and policy implications
Coffee break	
Step 4	Exploring policy options Enriching and validating policy options from a multilevel governance perspective Aligning the policy options to FRA's strategic priorities Prioritising policy options for stress-testing
Step 5	Wrap-up and outlook Reporting back in plenary and discussion, outlook for the next day
Day2	
Step 1	Summary of Day1 Recap of the results and discussions from Day 1
Step 2	Stress-testing policy options Identifying impacts of wildcards on policy options (for Fundamental Rights, positive/negative/direct/indirect/expected/unexpected)
Coffee break	
Step 3	Assessing resilience of policy options Identifying absorptive, adaptive and transformative potentials in policy options Identify mitigation priorities
Step 4	Wrap up and outlook Reporting back in plenary, outlook on the next project steps, dissemination of results

Outcomes

The outcome of this task will be summarised in seven draft policy briefs (D6, D7) combined with results from previous tasks. The stress-tested policy options will be related to the FRA's strategic priorities and challenges including conclusions and potential measures to render the current FRA's strategy more robust towards potential future developments. The final deliverable will present the seven final policy briefs including feedback and comments from FRA (D7).

Our team will edit the text of seven policy briefs, with the initial drafts shaped during collaborative workshops to ensure alignment with project goals. Our editor will refine the language to ensure clarity, consistency and impact, and will tailor the content to resonate with the intended audience. Concurrently, our design team will create a unified visual layout, incorporating engaging graphics and an appealing design to enhance readability and professionalism. Based on each policy brief, we will also develop social media posts and visuals, ensuring key messages are effectively adapted for online audiences. These materials will be disseminated through the channels identified in the Communications Plan, with the objective of maximising reach and stakeholder engagement. The final deliverables will include both print-ready and digital versions of the policy briefs, optimised for wide distribution.

Deliverables

D6 Draft of one foresight policy brief for FRA reflection

D7 Draft set of the remaining six policy briefs taking into account FRA's feedback

D8 Final foresight policy briefs after comments from FRA

Milestones

M6 Meeting with the client

M7 Stress-Testing Workshop

6 TASK 6: LESSONS LEARNED AND UPDATED FRA GUIDANCE ON EMBEDDING FUNDAMENTAL RIGHTS INTO FORESIGHT

Objective

The aim of this task is to reflect on lessons learned from the piloting of the FRA foresight guidance on embedding fundamental rights into foresight and to update the FRA guidance with insights and reflections from our foresight practitioners team. A second objective is the finalisation of the project by compiling a final report and relevant material for dissemination.

Approach and work description

We will utilise the guiding principles of the FRA foresight guidance as best as possible for this foresight project in order to learn lessons from the implementation process. Based on an initial analysis and reflection of the guidance document and principles, we will organise an online workshop for the project team, FRA representatives and further foresight practitioners (e.g. from JRC) to discuss the way the implemented principles have been applied and to assess what challenges and opportunities we have identified in relation to the application of these principles and what we would recommend in terms of further reflection on the guidance and possible necessary changes.

In the last step we will finalise the project by compiling a final report and relevant material for dissemination of the project results and meet with the client to conclude the project.

6.1 Analysis of the draft FRA foresight guidance from a foresight practitioner's perspective

The FRA guiding principles for foresight are integrated into project planning, operationalised in the inception report (D1) and actively taken into account throughout project activities. The five principles of a human rights-based approach to foresight (relevance, participation, non-discrimination and equality, reliability and legitimacy) and the recommended actions related to the implementation phases of a foresight process form the anchor points for this project. In preparation of the online workshop the project team will perform an initial analysis and reflection of the guidance document and the way the principles were applied and followed-up.

6.2 Online workshop to reflect and explore lessons learned

At the online workshop we will discuss feedback and lessons learned from the project activities, method-related considerations, as well as strengths and weaknesses of the current guidance document. The results of the workshop will provide the basis for updating the FRA guidance document according to identified needs.

Table 7: Indicative Online workshop agenda

Day 1	
Step 1	Workshop introduction Introduction to the workshop objectives and working mode (Chatham house rules, etc.) and questions
Step 2	Ice breaker and introduction round
Step 3	Presentation of the draft FRA guidance and project experience Familiarising the participants with the FRA guidance and presenting insights on anchor points from the experience of the project implementation
Step 4	Lessons learned Discussion of lessons learned from the project implementation related to the FRA guiding principles
Step 5	Updating FRA foresight guidance Discussion of method-related considerations, as well as strengths and weaknesses of the current guidance document and providing recommendations
Step 4	Wrap up and outlook Reporting back in plenary and discussion Next steps in the project, dissemination of results

Outcomes

The related deliverables encompass a draft updated FRA guidance on embedding fundamental rights into foresight (D9) and a final guidance after comments from FRA (D10).

The outcomes related to the finalisation of the project encompass a final report (max. 50 pages) with the results of the foresight process (including an executive summary and annex with all workshop reports and a methods section), a power point presentation highlighting the main results (30-50 slides) and an infographic that depicts the key results and scenarios in a visually appealing way (D11, D12, D13).

All documents will convey the overall messages of this foresight project and its presentation will be accessible to all types of audiences (plain English, non-technical language). It will be formulated in a way so that key outputs can feed into websites and other digital media incl. social networks. Ideas for publication can be found in the communications plan.

The communications team will develop an infographic that clearly and creatively depicts the key results and scenarios, ensuring the information is both visually engaging and easy to understand. We will begin by analysing the data and identifying the most critical elements to highlight, working closely with subject matter experts to ensure accuracy and relevance. Our design team will then craft a visually appealing layout, incorporating charts, icons, and graphics tailored to effectively communicate complex information at a glance. The infographic will be designed to align with FRA branding guidelines and optimised for both digital and print formats. Additionally, we will ensure its adaptability for dissemination across multiple channels, as outlined in the Communications Plan, maximising its reach and impact.

Deliverables:

D9 Updated Draft FRA guidance on embedding fundamental rights into foresight

D10 Final guidance after comments from FRA

D11 Draft Final study

D12 Final study after comments from FRA

D13 PowerPoint presentation, infographics

Milestones:

M8 Online FRA Foresight Guidance Workshop

M9 Meeting with the client to conclude the project

7 DELIVERABLES & MILESTONES

We adapted the due dates of the deliverables to the delayed date of the inception meeting as discussed with and foreseen by the client authority, which means two weeks

Table 8: List of deliverables

No.	Title and/or short description	Due date	Proposed due date	Lead
D 1	Inception report including decisions and further specifications from the inception meeting	10 working days after the inception meeting	January	AIT
D 2	Annotated bibliography to be reviewed for horizon scanning	Week 4	February	AIT
D 3	Report discussing results of the horizon scanning, workshop methodology and list of proposed participants	Week 7	March	AIT
D 4	Interim report with draft retrofitted scenarios and preliminary policy implications	Week 20	May	ISINNOVA/ Arcitk
D5	Interim report with draft visions, future pathways and preliminary policy implications	Week 25	June	AIT
D6	Draft of one policy brief for FRA reflection	Week 29	September/ October	AIT/VTI/ Arcitk
D7	Draft set of the remaining six policy briefs taking into account FRA's feedback	Week 29	October	AIT/VTI/ Arcitk
D8	Final policy briefs after comments from FRA	Week 34	October	AIT/VTI/ Arcitk
D9	Updated Draft FRA guidance on embedding fundamental rights into foresight	Week 38	October	AIT
D10	Final guidance after comments from FRA	Week 42	October	AIT
D11	Draft Final study	Week 45	November	AIT
D12	Final study after comments from FRA	Week 48	November	AIT
D13	PowerPoint presentation, infographics	Week 50	December	AIT/Arcitk

Table 9: List of milestones

No.	Title and/or short description	Due date/suggested date	Lead
M1	Inception Meeting	10 working dates after contract signature	AIT
M2	Horizon Scanning Workshop	Suggested date: Calendar week 11 or 12 10-14 or 17-21 March 2025	AIT

M3	Meeting with the client	One or two weeks before M4	AIT/ISINNOVA
M4	Retrofitting Scenarios Workshop	Suggested date: Calendar week 21 19 – 23 May 2025	ISINNOVA
M5	Future Pathways Workshop	Suggested date: Calendar week 25 or 26 16-19 or 23-27 June 2025	AIT
M6	Meeting with the client	One or two weeks before M7	AIT/VTT
M7	Stress-Testing Workshop	Suggested date: Calendar week 37 or 38 8-12 or 15-19 September 2025	VTT
M8	Online FRA Foresight Guidance Workshop	Suggested date: Calendar week 40 or 41 29 Sept – 3 Oct or 6-10 Oct 2025	AIT
M9	Meeting with the client to conclude the project	Week 48	AIT

Table 10: Deliverable review

No.	Title and/or short description	Reviewer	Resources
D 1	Inception report including decisions and further specifications from the inception meeting	Totti Könnölä	0,5 PD
D 2	Annotated bibliography to be reviewed for horizon scanning	Austėja Švedkauskienė	1 PD
D 3	Report discussing results of the horizon scanning, methodology for “scenario retrofitting workshops” and list of proposed participants in these workshops	Austėja Švedkauskienė Totti Könnölä	0,5 PD 1 PD
D5	Interim report with draft retrofitted scenarios based and preliminary implications for the selected policy areas	Totti Könnölä	0,5 PD
D6	Draft of one policy brief for FRA reflection	Austėja Švedkauskienė Matthias Weber	0,5 PD 0,5 PD*
D7	Draft set of the remaining six policy briefs taking into account FRA’s feedback	Austėja Švedkauskienė Matthias Weber	2 PD 2 PD
D9	Updated Draft FRA guidance on embedding fundamental rights into foresight	Totti Könnölä Matthias Weber	0,5 PD 1 PD
D11	Draft Final study	Totti Könnölä Matthias Weber	0,5 PD 0,5 PD*
D12	Final study after comments from FRA	Totti Könnölä Matthias Weber	1 PD 1 PD*
D13	PowerPoint presentation, infographics	Austėja Švedkauskienė	1 PD
			14 PD

*Review of Deliverables by FOD FWD Project Manager, Matthias Weber, are covered by the FOD Management Fee (5 PD).

8 GANTT CHART

		Dec-25	Jan- 25	Feb-25	Mar-25	Apr-25	May-25	Jun- 25	Jul- 25	Aug-25	Sep-25	Oct- 25	Nov-25
WP	Description	Month											
		1	2	3	4	5	6	7	8	9	10	11	12
Task 1	Project Management (AIT & Arctik)												
Sub 1.2/1.3	Coordination												
Sub 1.2	Reporting		D1 M1										D11 D12 D13
Sub 1.4	Dissemination (Communication plan)												
Sub 1.4	Quality Management												
Task 2	Horizon Scanning (AIT)												
Sub 2.1	Semi-automated Scanning			D2									
Sub 2.2	Expert-based Scanning and Validation				D3								
Sub 2.3	Integrative Sense-Making				M2								
Task 3	Retrofitting Scenarios (ISINNOVA)												
Sub 3.1	Preparation of reference scenarios and results from Horizon Scanning												
Sub 3.2	Retrofitting Scenarios Workshop						M3						
Sub 3.3	Compiling, refining and disseminating scenarios and policy implications						D4						
Task 4	Future Pathways (AIT)												
Sub 4.1	Gap analysis and visioning												
Sub 4.2	Roadmapping/Backcasting							M4					
Sub 4.3	Compiling and refining a set of four To six future pathways								D5				
Task 5	Stress-Testing (VTT & Arctik)												
Sub 5.1	Defining the objective and clarifying the purpose of the stress test												
Sub 5.2	Identifying critical uncertainties												
Sub 5.3	Defining and piloting the stress test Parameters										M5		
Sub 5.4	Summative analysis of the results in foresight policy briefs										D6	D7 D8	

Task 6	FRA foresight guidance (AIT)										
Sub 6.1	Analysis of draft FRA foresight guidance									D9	
Sub 6.2	Online Workshop									M6	
Sub 6.3	Integration of workshop results									D10	

D1 Inception report
 D2 Annotated bibliography
 D3 Report results of the horizon scanning, methodology, list of proposed participants
 D4 Interim report with draft retrofitted scenarios and policy implications
 D5 Interim report with draft visions, future pathways and preliminary policy implications
 D6 Draft foresight policy brief for FRA reflection
 D7 Draft set of foresight policy briefs taking into account FRA's feedback
 D8 Final foresight policy briefs after comments from FRA
 D9 Updated Draft FRA guidance on embedding fundamental rights into foresight
 D10 Final guidance after comments from FRA
 D11 Draft Final study
 D12 Final study after comments from FRA
 D13 PowerPoint presentation, infographics

M1 Meeting
 M2 Horizon Scanning workshop
 M3 Retrofitting scenarios workshop
 M4 Future pathways workshop
 M5 Stress-testing workshop
 M6 Online workshop (FRA foresight guidance)

9 PROPOSED TEAM

In composing the research team, we placed particular emphasis on achieving gender balance to ensure diverse perspectives and equitable representation. This commitment reflects our dedication to fostering inclusivity and enriching the quality of our analysis through a balanced and varied team dynamic.

9.1 Austrian Institute of Technology

The **AIT Austrian Institute of Technology** is Austria's largest non-university research institution and is the specialist among European research institutions for the central infrastructure topics of the future. With its seven centres, the AIT sees itself as a highly specialised research and development partner for industry in the fields of Energy, Health & Bioresources, Digital Safety & Security, Vision, Automation & Control, Low-Emission Transport, Technology Experience and Innovation Systems & Policy. Around 1,500 employees throughout Austria conduct research to develop the tools, technologies and solutions for Austria's economy.

The **Center for Innovation Systems & Policy** is a central node in national and international research and innovation Networks and an important partner for public administration, companies, universities and research institutes. It is a think tank and adviser for the Austrian and European policy. Our scientists are dedicated to current and future challenges for research and innovation systems. Research, technology development and innovation are of crucial importance for securing our economic well-being and for coping with major societal challenges. Against this background, we are dealing with current and future requirements for research and innovation systems, as well as with the options for action that result from this for research, technology & innovation policy (RTI policy) and industry. Building on latest methods to analyze R&I processes and systems, we use forward-looking approaches to help formulate RTI policy strategies for public authorities and firms.

Dana Wasserbacher, B.Sc., is an Expert Advisor at the AIT Center for Innovation Systems and Policy. She is currently completing a Master's programme in Environmental and Bioresource Management at the University of Natural Resources and Life Sciences in Vienna. She is experienced in organising and accompanying foresight processes for the participatory design of future scenarios, visions and strategies, as well as skilled in the management and analysis of foresight data. She carried out the biannual horizon scanning and monitoring of future trends for the Austrian Parliament (2018-2022) and supported the European Commission with tailor-made foresight processes as part of the service contract 'Foresight on Demand in Science, Technology, Research and Innovation Policy' (FOD 2019-2024), for which she led the administrative management as programme manager. Within the Horizon Europe research project 'LibrarIn' she is researching transformative strategies for co creation of value and social innovation in public libraries. As part of the European 'Eye of Europe' project, she supports networking activities of the European Foresight Community and is part of the organising committee of the upcoming Foresight conference.

Susanne Giesecke, PhD, is a senior scientist and project specialist for Foresight at the Austrian Institute of Technology's Center for Innovation Systems and Policy. A political scientist by training, she presently works on qualitative innovation research and Grand Challenges, technology assessment; evaluation of R&D programmes as well as foresight. She has been engaged in several research projects and foresights as well as foresight networks, and the future of Health and Health Policy. Latest projects of hers have dealt the international Foresight Community in Europe and beyond (network and training projects EFP ("European Foresight Platform") and IFA ("International Foresight Academy")), the governance of converging technologies in the health sector (project "Personal Health System Foresight") and the identification of Grand Challenges for the European Research Area ("Forward Visions for the European Research Area"). Next to research projects, Dr. Giesecke's work is dedicated to a broad participatory approach, involving stakeholders and other experts into the problem solving of future societal challenges. Susanne Giesecke has also been working as an evaluator for the European Commission and for several scientific journals and research organisations. Among recently completed projects are the 'Foresight and Modelling for European Health Policy and Regulation' (FRESHER), BOHEMIA for the identification of innovation funding priorities for the next EC framework programme beyond 2017, and a social innovation project: 'Creating Economic Space for Social Innovation' (CrESSI). She has also been engaged in the ERA Learn2020 project, training professionals in the skills of Foresight. Presently, Dr. Giesecke received training as a Certified Expert for Sociocratic Moderation by the Center for Sociocracy Austria and part of the International Sociocracy Group.

Joachim Klerx, Dr., is researcher at AIT Innovation Systems Center with 23 years' experience and visiting researcher at the National Defense Academy. As philosopher and economist by education, his main research focus is currently the development of new AI based foresight and horizon scanning methods as well as developing horizon scanning centers. Some of his achievements in recent years were the development of ISA (Intelligent screening agent) an agent as follow up of internet search engines, who is looking for weak signals of emerging issues on the Internet in near real time, financed by SESTI an EU project about identification of weak signals developed for emerging issues. In the EU project ETTIS Joachim

Klerx worked on a system for threat-identification and political agenda setting. In EFP, he did the engineering for a global knowledge exchange platform for the world foresight community. As visiting researcher at the National Defense Academy, he developed the concept for the CDRC (the national horizon scanning center for cyber security in Austria), which is operational since 2014. In addition to this he works on the development of a dark-net search engine to identify international innovation networks for organized crime and terrorism, in DANTE and ANITA and on the next generation foresight and horizon scanning for European Law Enforcement Agencies in ASGARD. In TRACE, he is responsible for the technical project management and for research and development on high performance crawling infrastructure with AI, which is developed to be part of the next generation internet infrastructure with semantic agents. These agents use a unique data set of 100 Mio news and AI to generate a near real time semantic knowledge graph for advanced reasoning in the extended realities of different Metaverse. As such Joachim Klerx is deeply involved in the technical and political developments of the future internet. As member of the scientific commission of the Austrian Armed Forces, he did contribute to the digitalization strategy and particularly to the AI strategy of the Austrian Armed Forces. For the EDA he did write the cyber landscaping about the digital future of AI and internet infrastructure.

Katharina Jäger holds the position of a Junior Scientist at the Center for Innovation Systems & Policy at Austrian Institute of Technology (AIT). Before joining AIT, Katharina Jäger worked in various institutions, including the UNODC and the Liechtenstein Mission to the EU, where she collaborated with the FRA European Union Agency for Fundamental Rights in context of the EEA Grants. She holds a master's degree in economics from the Vienna University of Economics and Business and has a strong background in econometric data analysis and data visualization. At AIT, she is primarily concerned with the twin transition (green and digital transformation).

Renata Mandzhieva is a junior scientist at the AIT Austrian Institute of Technology, Center for Innovation Systems and Policy, where she has been engaged in Foresight in the research field 'Societal Futures' and scenario development within the FWC Foresight on Demand in Science, Technology, Research and Innovation Policy (FOD). Relevant key projects include "Ethics for Technologies with High Socio-Economic Impact – TechEthos", "Eye of Europe – The Research and Innovation foresight community", "Future Infectious Disease Threats to Europe: A Foresight Approach". Her research approach stems from training in Science and Technology Studies (STS), science communication and participatory social science research methods, as well as creative and design-based research.

Jonas Konrad is a Junior Research Engineer at the Austrian Institute of Technology, specializing in the development of big data and machine learning applications. In this role, he was involved in various EU projects, including ASGARD, ANITA, and TRACE, where he developed big data search platforms and knowledge graphs. Previously, he worked as a software developer for the Austrian Armed Forces, where he implemented a data ingestion and search platform for cybersecurity-related topics. Jonas is currently pursuing a degree in Software & Information Engineering at the Technical University of Vienna as well as a degree in Business and Social Sciences at the Vienna University of Economics and Business. He has extensive experience in web development, processing large data sets, and implementing distributed systems.

Krisztina Rozgonyi, Dr., is a Senior Scientist at the Austrian Institute of Technology (AIT) within the Center for Innovation Systems & Policy. Her work focuses on infocommunication policy & societal transformations, digital platforms' governance, AI ethics & policy change and the rule of law in governing transformations. She has a long track record as a senior international media, telecommunication and IP legal and policy expert. She has worked with international and European organisations (such as the ITU/UN, UNESCO, Council of Europe, European Commission, World Bank InfoDev, OSCE and BBC MA), with national governments, and regulators as an adviser on media freedom, spectrum policy and digital platform governance, and engaged extensively in legal and policy reform work. Before her academic engagement, she was a regulator leading a Telecommunication Regulatory Authority in an EU Member State. Dr Rozgonyi is also affiliated with the Institute for Comparative Media and Communication Studies (CMC) at the Austrian Academy of Sciences (ÖAW) and is a fellow with the policy platform at the Department of Communication of the University.

9.2 Arctik – Communication for Sustainability

Arctik is a public relations, communications and evaluation consultancy specialised in European affairs, environmental sustainability and science communication. We prepare strategic and innovative communication solutions for European institutions and public authorities, their actors, cities and private organisations. We help our clients to communicate efficiently, stimulate constructive dialogue and measure the impact of a broad range of campaigns and publications. We regularly work on complex specialist topics tailored to specific audiences, including research and innovation projects under Horizon 2020/Horizon Europe, as well as content strategy work on climate and sustainability-related topics.

A successful **communication strategy** is crucial to achieving your goal. We draw up the right strategy or guidelines to support your needs, effectively target your audiences and clearly communicate your messages. We can provide strategic inputs to support long-term communication objectives as well as targeted campaigns online and offline. We also have a proven track record of translating strategic objectives into impactful communication outputs, whether that is a single brochure or website, or a 360° promotion campaign or large-scale event. With tailored content and communication strategies, we have ample experience in bridging knowledge gaps and facilitating cooperation between stakeholders.

Arctik designs for impact. All our visual creations are designed to catch our target audience's attention. We design informative infographics and content-driven videos for professional audiences, online graphics that pop, and social media clips that stop people who are casually scrolling in their tracks. We also have extensive experience in supporting our clients in developing an effective and recognisable visual identity that suits their needs and what they stand for. Arctik uses advanced media technologies and powerful designs to engage audiences and spread your messages.

Agnieszka Pietruczuk has 12 years of experience in European affairs, science advice for policy and science communications. Her expertise lies in strategic communications and project management. Before joining Arctik, Agnieszka has worked as a Communications Manager for SAPEA/Scientific Advice Mechanism to the European Commission. She has also experience with numerous international non-profit organisations and Horizon2020 projects. Agnieszka holds a Master's degree in Sociology and a Degree in Journalism and Communications. She speaks Polish, English and French.

Allende Solaun Boada is an expert in community management, editorial, and social media strategy. Before joining Arctik, she worked as a communication officer for regional public institutions, gaining experience in writing, social media, and audiovisual content. In 2023, she moved to Brussels to join an NGO specialising in international cooperation, contributing to European youth initiatives and projects in Latin America. She holds a Journalism degree with a specialisation in Communication Management and has interned with a leading Basque media group and a market research start-up. Allende speaks Spanish and Basque fluently, is proficient in English and French, and is learning Dutch.

Alexandra Singer, Copywriter and Quality Assurance Specialist. At Arctik, Alexandra is in charge of overseeing all editorial productions. She works on projects such as URBACT, EOSC, Eye of Europe. Prior to taking on this role, Alexandra gained experience as an editor, copywriter and content strategist in London and Brussels, working with NGOs, EU public affairs firms and digital communication agencies. She has created and coordinated print, web, video and social media content for EU campaigns and initiatives linked to, among other policy areas, migration, climate resilience and international cooperation. As a result, she is proficient in treating – and translating – complex policy developments in a way that is accurate, concise and accessible. Alexandra holds a B.A. in Politics from Brandeis University (USA). She also completed an MSc in Philosophy and Public Policy from the London School of Economics and Political Science (UK) and a Research Master from KU Leuven (Belgium). She is fluent in English (mother tongue) and French, conversational in Italian, and has a basic understanding of Dutch.

Laura Dixon, Graphic Designer, is Arctik's in-house graphic designer and illustrator. Her passion lies in crafting captivating infographics and illustrations that convey complex ideas visually. Collaborative by nature, Laura thrives on exchanging ideas with colleagues to deliver the highest standard of quality design content. Her work extends beyond corporate settings as she wholeheartedly commits herself to environmental and non-profit initiatives. She uses captivating design to amplify socially responsible and environmentally friendly messages. Laura harnesses the power of visuals to simplify information and engage audiences. She holds a master's degree in visual and graphic communication obtained at La Cambre in Brussels, and she is fluent in both French and English. Over the past two years, Laura has been learning Romanian.

9.3 ISINNOVA

ISINNOVA - the Institute of Studies for the Integration of Systems, formerly ISIS, is an independent research and consulting institute supporting the analysis, design, implementation and evaluation of sustainable policies in the fields of environment, soil and food, energy and mobility, smart cities and knowledge society. For more than four decades ISINNOVA has supplied expertise and solved complex problems for public and private organisations such as the European Commission, the European Parliament, the European Environmental Agency, public-private partnerships, regions and cities. Founded in 1971, ISINNOVA combines the multi-disciplinary expertise of a team that includes engineers, statisticians, social scientists and economists. With extensive experience in the management of and participation in EU funded projects since FP4 (over 120 projects and studies in the last 20 years), ISINNOVA cooperates with an established

network of partners in Europe and beyond, including leading organisations in research and innovation, industry, networks and NGOs. In the domain of policy, ISINNOVA extensively works with the appraisal of socio-economic and environmental impacts, and with the development and application of forward-looking analysis (FLA) methods and tools. ISINNOVA uses sophisticated theoretical and technical tools to analyse systemic problems and situations which are used to define future scenarios through mega-trends and wild cards analysis, horizon scanning, survey management, scenario building workshops and other participatory foresight methods.

Daniel Rodríguez Cassolà obtained a master's degree in Telecommunications Engineering from the University of Seville (Spain). He has more than 10 years of previous international experience in several IT and Telecommunications fields. Since he joined ISINNOVA in 2020 as a Researcher, he has been involved in various EU projects in the field of sustainability and Smart Cities. He has also worked in the preparation of proposals and the development of projects within the FOD (Foresight on Demand) framework contract with the European Commission, such as "Scenarios for the Future of School Education in the EU", specialising in Foresight and Forward-Looking Analysis. A native speaker of Spanish and Catalan, he also speaks Italian, English, and French and has some basic knowledge of German.

Valentina Malcotti joined ISINNOVA in 2022. As Head of Content, she is involved in both company and brand promotion activities, as well as in communication, dissemination and exploitation strategies for ISINNOVA's consortium projects. As a member of the Marketing and Communication team, she takes active part in the development of editorial plans, including content creation activities such copywriting, editing and social media management. Valentina is involved in activities tied to community/stakeholder engagement in foresight-driven projects (European R&I foresight and public engagement for Horizon Europe – Foresight on Demand Consortium) and has supported the exploration of narratives in future mobility cultures (REBALANCE) and inclusive transport scenarios (DIGNITY). Valentina's previous professional experiences include editorial and copywriting positions in a health communication agency devoted to patient medical education and in an NGO press office active in sharing and solving issues of social exclusion. Valentina has a background in Social Anthropology and Human Geography and is a member of the Italian Journalists' Association

Andrea Ricci is a Senior Advisor at ISINNOVA. Andrea received his engineering degree at Ecole Centrale (Paris, France) in 1977. He joined ISINNOVA in 1981. His key qualifications include sustainability policy analysis and impact assessment, forward looking analysis with emphasis on public policies. He participated and coordinated many EU R&I projects and policy support studies in the field of R&I strategies, transport and mobility, energy, public health. He worked in several projects within the FOD (Foresight on Demand) framework contract with the European Commission, such as "Scenarios for the Future of School Education in the EU". He chaired the Transport Advisory Group of Horizon 2020. Andrea is a recognized foresight expert and has contributed to a large number of scenario building exercises, such as REBALANCE (on the future mobility culture), BOHEMIA (in preparation of Horizon Europe), EFONET (Energy Foresight Network, FLAGSHIP (Forward Looking Analysis of Grand Societal Challenges), and many others. He is currently involved in several foresight studies for EC institutions on the future of urban mobility, the transition to sustainable food systems. He served as evaluator of EU RTD proposals within FP4, FP5, FP6 and FP7 (Energy, Transport, Environment, SSH), and contributed to the ex-post evaluation of several EU RTD Programmes (International Cooperation, Environment, Bioeconomy). Andrea has published extensively in international journals and venues, and is the author of a number of EU reports (DG R&I) such as "Global Europe 2050", "Socio-Economic Impacts of Connected and Automated vehicles and Shared Mobility" (published by the Transportation Research Board, USA); "Assessing the Social and Environmental Impacts of European Research"; "The overall socio-economic dimension of community research in the fifth European framework programme". Fluent in Italian, English and French, he has a good knowledge of Spanish.

9.4 VTT Technical Research Centre of Finland Ltd

VTT Ltd is Ministry of Economic Affairs and Employment owned RTO (public company) advancing the utilization of research and technology in society and focusing in its current strategy on societal challenges and sustainable growth. The experts attending to LOT1 work in the VTT Foresight and Data Economy - Research Area. The purpose of the research area is to create actionable research results, which support the development towards future-proof societies. The close connection between foresight, impact evaluation and innovation policy and VTT's world leading technology experts is one of VTT's strongholds. In terms of policy related studies, the expertise of the RA covers foresight (societal development, policies, technologies), policy evaluation including e.g. future-oriented impact assessment, system dynamic modelling, multi-criteria evaluation, and more traditional policy analysis approaches. Recently of special interest have been topics which relate to sustainability and responsibility from policy level developments to organizational development. Altogether there are approximately 90 persons working in the research area. Of the research teams especially Future proof societies, Quantitative science & technology studies and

Ethics and responsibility of innovation are contributing to the work proposed here. The number of core research team members is currently approximately 35 persons.

Jorge Martins, Senior Scientist, will provide a high quality and policy-relevant approach to the future-proofing process, relying amongst other things on his previous experience of future proofing Finland's Strategic Competitiveness and Innovation System for a New Geopolitical Era, and the development of socio-technical scenarios for Emerging Enabling Technologies in Support to the Digital and Green Transitions through Value Sensitive Innovations.

Kaisa Lähteenmäki-Smith, Principal Scientist, will rely on her extensive experience with anticipatory governance and policy analysis, both as a researcher and policy practitioner. She has for instance developed Anticipatory Governance practice and assessed its quality in the Finnish Government (2019-2020), assessed the possibilities and challenges with fundamental rights in Impact Assessment in working together with the Finnish Ministry of Justice on anti-xenophobia actions, and worked on co-creation based frameworks for Impact Assessment, most recently for digitalisation and data economy, commissioned by the Ministry of Communications and Transport. She specialises in developing Impact frameworks for policies, programmes and cross-sectoral project initiatives.

9.5 Quality Advisors

Austėja Švedkauskienė is a Research Manager at Visionary Analytics, with over 10 years of experience in implementing and coordinating national and international studies, and research activities for EU and national level clients (e.g. DG EAC, DG EMPL, EP, CEDEFOP and others). Her expertise lies in the topics of education and skills, labour market, gender equality and other social policy domains, including related to fundamental rights. She also has experience with the application of foresight methodologies (incl. horizon scanning and scenario development). For example, she coordinated the study for DG EAC 'Scenarios for the Future of School Education in the EU – a Foresight Study' (2022-2023) and a study for the European Parliament 'EU education, youth and sport policy - overview and future perspectives' (2024). Austėja holds a MA degree in Comparative Politics (Cum Laude) from Vilnius University.

Totti Könnölä, Dr., Managing Director of Insight Foresight Institute and Professor at University of Alcalá, is an experienced foresight, innovation and sustainability expert. He is a rapporteur and expert of international working groups, the most recently for the H2020 and HEU Policy Support Facility, Euro-CASE and Centre for European Policy Studies (CEPS). He is an expert in 'Foresight on Demand' consortium in assignments, for instance serving among others the DGRTD, DGGROW, DGJUST, EEA, the EC Group of Chief Scientific Advisors. He is currently an Expert for the Mutual Learning Exercise – the Whole of Government Approach in Research and Innovation (responsible of 'Green Transition: Implementation of Industrial Technology Roadmaps through the whole-of-government approach'). As the expert for Spain he supported the preparation of territorial reviews of industrial transition of the Territorial Development Unit of the JRC Seville, with a focus on energy and transport transition. He is a frequent evaluator for R&I and entrepreneurship programmes, for instance for the European Innovation Council.

10 DETAILED BUDGET

Overall project costs sum up to **€ 229.995,00**

Table 11: Overall project costs in €

1. Personnel	191.375,00
2. Travel (Project team)	2.360,00
3. Travel Reimbursement (Workshop participants)	31.860,00
4. Workshop Costs	4.400,00
	229.995,00

Due to the location of the lead partner in Vienna the travel costs remain below the 15% cap on travel and subsistence costs specified in the tender.

Table 12: Personnel (PD, €)

Name	Org.	Exp. Cat.	Exp. rate	Tasks							Sum PD	Sum costs
				1	2	3	4	5	6	QM		
Dana Wasserbacher	AIT	Expert	950	3	2	2	6	2	2,5		17,5	16.625,00
Susanne Giesecke	AIT	Sen. expert	1200	2	1	2	10	2	2		19	22.800,00
Joachim Klerx	AIT	Sen. expert	1200		5						5	6.000,00
Jonas Konrad	AIT	Junior Analyst	650		14						14	9.100,00
Renata Mandzhieva	AIT	Junior Analyst	650			1	8,5		3		12,5	8.125,00
Krisztina Rozgonyi	AIT	Sen. expert	1200		4		2		0,5		6,5	7.800,00
Katharina Jäger	AIT	Junior Analyst	650		1			2,5			3,5	2.275,00
Agnieszka Pietruczuk	Arctik	Sen. Comm. Officer	800	4		3		1	0,5		8,5	6.800,00
Laura Dixon	Arctik	Comm. Officer	650	1		6		5	1		13	8.450,00
Allende Solaun Boada	Arctik	Comm. Officer	650						4,5		4,5	2.925,00
Alexandra Singer	Arctik	Language editor	650			3		4,5	1		8,5	5.525,00
Daniel Cassolà	ISINNOVA	Expert	950		2	10	1		1		14	13.300,00
Valentina Malcotti	ISINNOVA	Comm. Officer	650			5					5	3.250,00
Andrea Ricci	ISINNOVA	Sen. expert	1200		2	10	1				13	15.600,00
Kaisa Lähteenmäki-Smith	VTT	Expert	1200		1	2	3	10	1		17	18.768,00
Jorge Martins	VTT	Sen. expert	1200		1		2	10			13	15.600,00
Austėja Švedkauskienė	Visionary Analytics	Expert	950		5		2	3		5	15	14.250,00
Totti Könnölä	IFI	Sen. expert	1200		1	2	3	3	1	4	14	16.800,00
				10	39	46	38,5	43	18	9	203	191.375,00

Table 13: Travel costs in €

Organisation	Expenses*	Destination	No. of journeys	Sum costs
ISINNOVA	590,00	Vienna (AT)	2	1.180,00
VTT	590,00	Vienna (AT)	2	1.180,00
			4	2.360,00

* (price of round trip travel to the destination and 1 night of hotel stay for 1 person)

Table 14: Meetings and Events in €

Venue will be presumptively organised by FRA			
Event type	Price per unit (catering per person)	No. of participants	Sum Costs
Horizon Scanning Workshop	40,00	25	1.000,00
Scenario Retrofitting Workshop	40,00	35	1.400,00
Future Pathways Workshop	40,00	25	1.000,00
Policy Stress-testing Workshop	40,00	25	1.000,00
		110	4.400,00

Table 15: Travel reimbursement for external workshop participants in €

Event type	Expenses*	Destination	No. of journeys	Sum costs
Horizon Scanning Workshop	590,00	Vienna (AT)	10	14.750,00
Scenario Retrofitting Workshop	590,00	Vienna (AT)	20	14.750,00
Future Pathways Workshop	590,00	Vienna (AT)	12	14.750,00
Policy Stress-testing Workshop	590,00	Vienna (AT)	12	14.750,00
			54*	31.860,00

*The number of external workshop participants travelling from outside Vienna and eligible for reimbursement of travel expenses under the project is limited (see Table 15). We assume that participants from EU institutions will cover their own travel expenses. Any additional participants requested by the client and related expenses exceeding the travel reimbursement budget (Table 15) will require separate budgetary arrangements to be made by the client.

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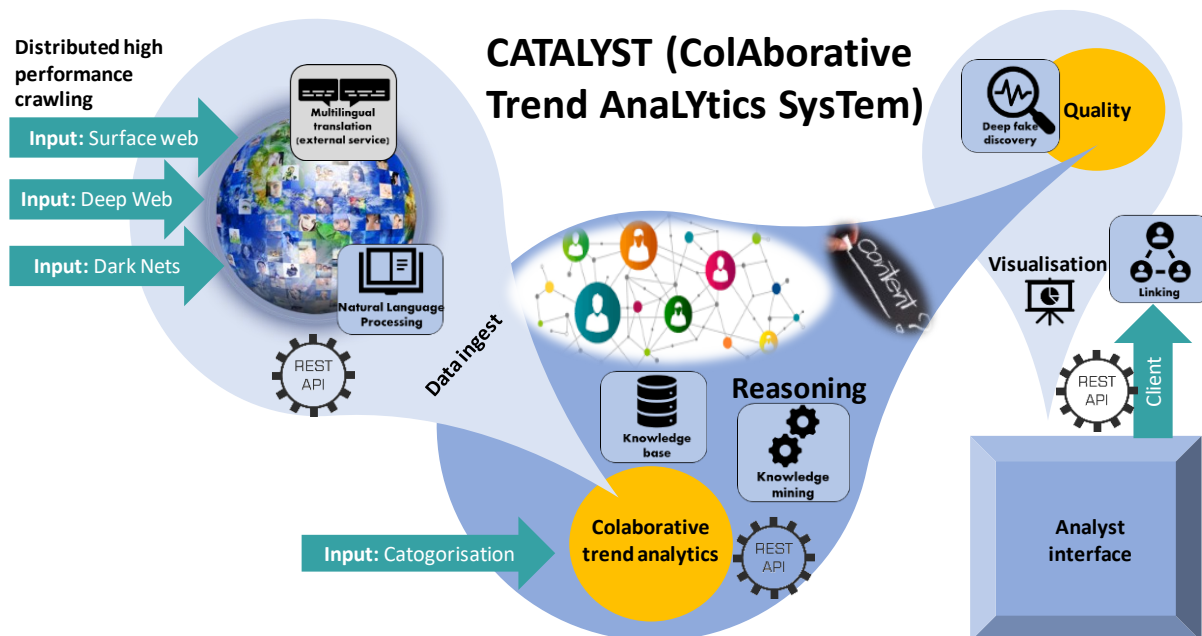
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ANNEX I: TECHNICAL INFRASTRUCTURE FOR HORIZON SCANNING

The CATALYST system developed at the AIT CENTER FOR INNOVATION SYSTEMS & POLICY supports analysts and experts to identify topics and fields of action that will be relevant in the future. This includes a global news screening repository which contains more than 1 Billion data points on global geopolitical and innovation activities and a foresight repository. The news repository is constantly being updated. The global coverage makes it possible to identify regional thematic priorities and classify them in relation to the respective analytical goals. The graphic below shows the structure of the CATALYST system



Basically, the system consists of four different technical building blocks, including distributed high-performance crawler, specifically developed for the data acquisition of CATALYST, a reasoning machine, a unite for quality assessment and finally the analyst interface with different visualization and filtering options. The main data sets actually are:

- The global news data repository and
- The foresight repository containing foresight reports, strategic concepts, roadmaps and other relevant foresight literature.

ANNEX II: PRELIMINARY SAMPLE OF RELEVANT SOURCES

Table 16: A preliminary sample of sources

Academic journals	Technological Forecasting and Social Change European Journal of Futures Research Foresight Futures IEEE Spectrum Nature Research Policy Science Technological Forecasting and Social Change World Futures Review
Conference proceedings	ARES – The International Conference on Availability, Reliability and Security European Academies Science Advisory Council (EASAC) European Association for the Study of Science and Technology (EASST) European Forum for Studies of Policies for Research and Innovation (Eu-SPRI) European Parliamentary Technology Assessment (EPTA) European Technology Assessment Conference (ETAC) and globalTA series Future-oriented Technology Analysis (FTA) International Network of Government Science Advice (INGSA) Network Technology Assessment (NTA) The Society for Social Studies of Science (4S)
Databases	Academic journal databases such as Google Scholar, Web of Science, SCOPUS, Criminal Justice Abstracts. CORDIS database of EU funded projects European Patent Office database OpenAire database
Foresight reports	EC Strategic Foresight Report 2023 ESPAS Global Trends Report 2024 SITRA Megatrends 2023 OECD Science, Technology and Innovation Outlook 2023 MIT Technology Review: 10 Breakthrough Technologies 2024 The Megatrends Hub, 2023: JRC Megatrends UNEP 2024: Navigating New Horizons. A global foresight report. World Economic Forum, 2023: The Global Risks Report 2023
Foresight databases	ACATECH Publications repository EC Knowledge4policy database EPTA – European Parliamentary Technology Assessment database ESPAS ORBIS – Open Repository Base on International Strategic Studies EUPRO – A reference database on project-based R&D collaboration networks Government Office for Science (UK): Futures, Foresight and Horizon Scanning
Grey literature and informal sources	For Our Future. The Australian Future Generations Policy Brief 2024 ARTE (2024). Der Kompromiss - In den Korridoren der Macht . Tondre, F. France, Finland. Information from networks (discussions, observations) Information from previous foresight projects (e.g. within Foresight on Demand) Blogs, Websites, Newsletters Social media and media platforms
Policy documents	UN Pact for the Future, Global Digital Compact and Declaration on future Generations (2024)
JRC publications	Scenarios on the global standing of the EU in 2040 (2023) Everybody is looking into the future! A literature review on emerging technologies and disruptive innovation (2023) Scanning deep tech horizons: participatory collection and assessment of signals and trends (2023) Eyes on the future – Volume 1 (2024)
FRA publications	EU Agency for Fundamental Rights (n.d.). 2023-2025 Single Programming Document. https://fra.europa.eu/sites/default/files/fra_uploads/spd_2023-2025_final_en.pdf EU Agency for Fundamental Rights (2023a). FRA joins European Commission strategic foresight workshop. News Item. 24 February 2023.

<https://fra.europa.eu/en/news/2023/fra-joins-european-commission-strategic-foresight-workshop>

EU Agency for Fundamental Rights (2023b). Strategic Plan 2023-2028.

https://fra.europa.eu/sites/default/files/fra_uploads/fra-2023-fra-strategic-plan-2023-2028_en.pdf

EU Agency for Fundamental Rights (2022a). Europe's Civil Society: Still Under Pressure. Update 2022. http://fra.europa.eu/sites/default/files/fra_uploads/fra-2022-protecting-civic-space_en.pdf

EU Agency for Fundamental Rights (2022b). Putting Human Rights at the Heart of Europe's Future. Human Rights Leaders and Experts Meeting. Meeting Report. <https://fra.europa.eu/en/publication/2022/putting-human-rights-heart-europes-future-meeting-report>

EU Agency for Fundamental Rights (2020). Getting the Future Right. Artificial Intelligence and Fundamental Rights.

<http://fra.europa.eu/en/publication/2020/artificial-intelligence-and-fundamental-rights>

EU Agency for Fundamental Rights (2017). Challenges facing civil society organisations working on human rights in the EU.

http://fra.europa.eu/sites/default/files/fra_uploads/fra-2018-challenges-facing-civil-society_en.pdf

ANNEX III: PRELIMINARY STAKEHOLDER LIST

Table 17: A preliminary non-exhaustive overview of relevant stakeholders for potential involvement in participatory activities

Academia			
Organisation	Type	Areas of expertise	Potential stakeholders
Tilburg University	University	Digital transformation and artificial intelligence	Prof. Dr. Eleni Kosta (Professor of Technology law and Human rights)
Human Rights Institute of the University of Deusto	University	Changing patterns of migration, Challenges to justice and the rise of a security-based agenda	Dr. Cristina Churruza Muguruza (Associate Professor and Senior Researcher)
University of Bologna, Global Campus of Human Rights	University	Changing patterns of migration, Climate change	Dr. Marco Borraccetti (Associate Professor at the Department of Political and Social Sciences of the University of Bologna)
Tallinn University	University	Threats to democratic values, Digital transformation and artificial intelligence	Prof. Mart Susi (Head of the Global Digital Human Rights Network; Member of the Management Board of the EU Agency for Fundamental Rights)
Lund University	University	Challenges to justice and the rise of a security-based agenda, Economic and social trends	Dr. Jessica Almquist (Professor of International Law and Human Rights and the Pro-Dean of Research at the Faculty of Law)
ILGA World, University of Malaga and University of Milan	Association, University	Deepening inequality and increased discrimination, Changing patterns of migration	Curro Peña Díaz
EUI – European University Institute	University	Threats to democratic values	Prof. Gráinne De Búrca
University of Applied Arts Vienna	University	Art, Foresight, Industrial Design	Anab Jain
Policymaking			
Organisation	Type	Areas of expertise	Potential stakeholders
Cities Coalition for Digital Rights	Network of cities	Digital rights in urban context, Legal, ethical and operational frameworks to advance human rights in digital environments	Claire Fernandez
Eurostat	European body	Data collection and management, Gender-based violence	
European Institute for Gender Equality	European body	Data collection, Gender equality	
UNFPA - United Nations sexual and reproductive health agency	Fund, Subsidiary organ of the UN General Assembly	Violence against women, Climate change	
ADA – Austrian Development Agency	Public agency	Sustainable and international development	
European Youth Forum	Platform of youth organisations	Youth	
European Partnership for Democracy (EPD)	Network with a global remit to support democracy	Youth, Democracy	

European Democracy Youth Network (EDYN)	Coalition of young civic and political leaders	Youth, Democracy	
Civil society			
Organisation	Type	Areas of expertise	Potential stakeholders
EDRi network	Network	Digital rights	
Amnesty International	NGO, Association	Human rights	Shoura Hashemi
Chaos Computer Club	Association	Digital rights	
AOEF - Verein Autonome Österreichische Frauenhäuser	Association	Fighting violence against women and children	
StoP – Stadtteile ohne Partnergewalt	Association	Fighting violence against women and children	
Attac (Austria)	NGO, Association	Democratic, just, socio-ecological, gender-balanced global economy, Poverty in society	Regina Pfennigschmidt
FIAN Österreich	Association	Human rights, Food, agroecology, food sovereignty, democratic global food system	Andreea Zelinka
Medecins sans frontieres	NGO, Associations	Medical emergency assistance	
Ni Una Menos Austria!	Non-profit activist group	Awareness, prevention and visibility from patriarchal violence	Natalia Hurst
Degrowth Vienna - Association for the Promotion of the Degrowth Movement)	Association	Degrowth & Strategy, Solidary Postgrowth Cities, Transformative climate actions in the field of settlement structures	Christian Hüttmann
MILA Mitmach-Supermarkt	Cooperative	Food solidarity, Environment and climate protection	Alexander Arndt
Fridays for Future, Parents for Future, Teachers for Future, Artists for Future, Farmers for Future, Religions for Future, CEOs for Future, Psychologists for Future	Movements, Associations	Climate justice, Climate activism	Angelina Resch
WILPF – Women's International League for Peace & Freedom	Membership-based feminist peacebuilding organisation	Peace, Feminist foundations of freedom, justice, nonviolence, human rights, equity	Rosa Logar (Europe Regional Representative)
Industry			
Organisation	Type	Areas of expertise	Potential stakeholders
tba			

ANNEX IV: EXAMPLE OF A FUTURE PATHWAY

A ROADMAP TO THE FIGHT OF

CANCER

This **roadmap** documents the steps ahead to fight cancer by 2050 from different stakeholder perspectives.

Milestones for PREVENTION

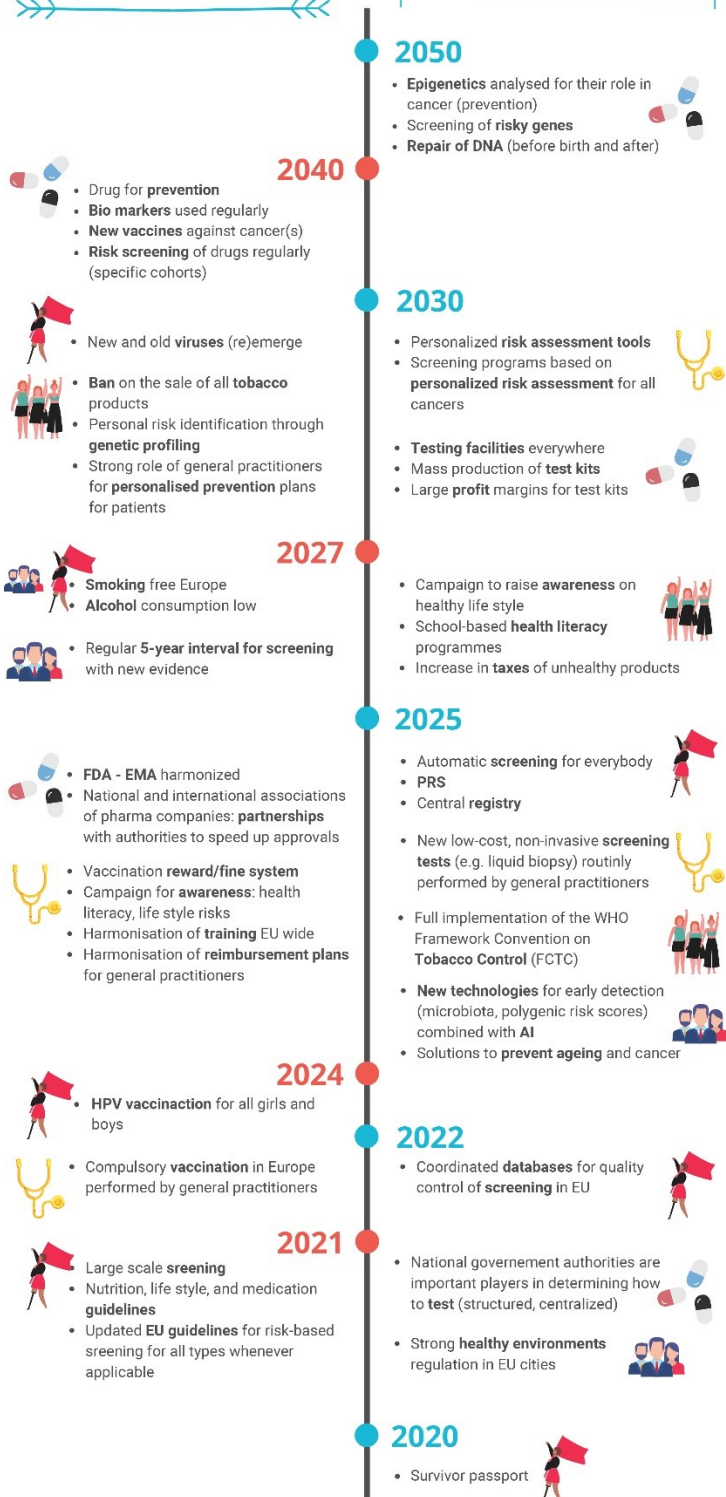


Figure 4: Example of a future pathway from the FOD Mission foresight project "Fighting cancer" (EC 2021)

ANNEX V: EUROPASS CVS



**FORESIGHT ON DEMAND IN SCIENCE, TECHNOLOGY, RESEARCH AND INNOVATION
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