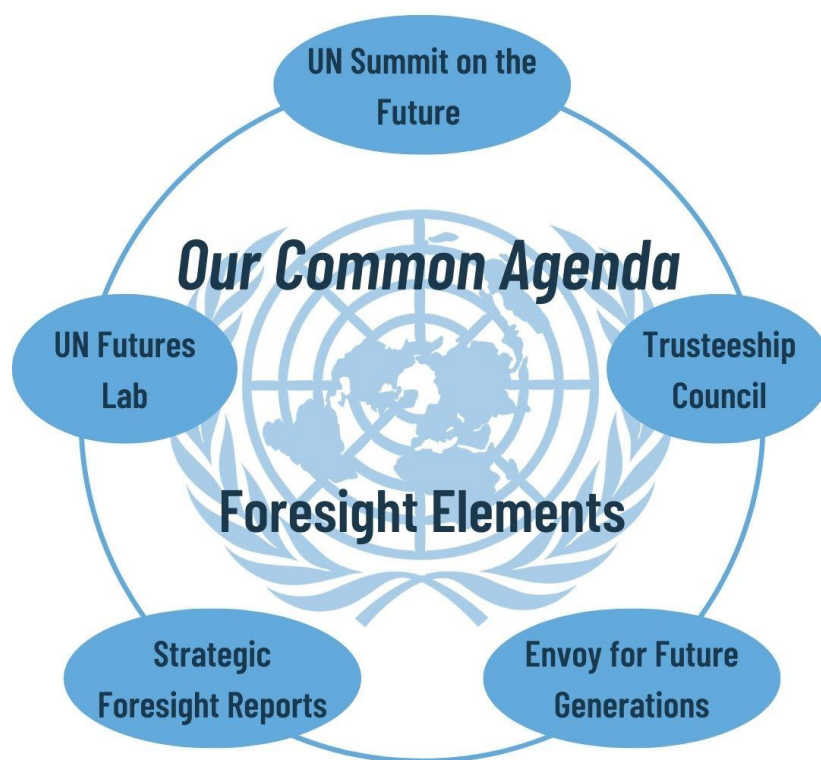# Five UN Foresight Elements of
Our Common Agenda
Results of a Real-Time Delphi Study

**A Report to the Executive Office of the UN Secretary-General
by The Millennium Project**

September, 2022

The Millennium Project

TABLE OF CONTENTS

Introduction

Executive Summary

Distillation of responses for each foresight element

1. **UN Futures Lab**

2. **UN Summit on the Future**

3. **Strategic Foresight and Global Risk Reports**

4. **Trusteeship Council repurposed as a Multi-stakeholder Foresight Body**

5. **Special Envoy for Future Generations**

6. **Other Strategies important to consider**

Appendices

Appendix 1: Demographics of the participants

Appendix 2: List of participants

**Appendix 3: The Real-Time Delphi Questionnaire**

INTRODUCTION

The international foresight community overwhelmingly endorses and will support the five foresight elements of **Our Common Agenda**[1], as an integrated system, according to a Real-Time Delphi (RTD) study conducted by The Millennium Project. The panel included 189 professionals from 54 countries who provided 1,463 answers of which 983 were explanations and comments. About half the panel had 20 or more years of professional foresight or related experience. This study was conducted between May 9, 2022 and July 1, 2022.

The numeric responses to the RTD questionnaire called for judgment about the criticality of each of the five foresight elements to improving global foresight. The results appear in Figure 1. The Executive Summary is a distillation and synthesis of the suggestions and comments by the panel. The next section contains a more detailed listing of the distillated comments organized by the three subquestions for each of the five foresight elements: 1) how critical is the element to improving the effectiveness of global foresight; 2) what and who would make this element successful and what features would make it most effective; and 3) additional thoughts or comments about the element. This is followed by a distillation of other strategies participants thought important to consider when implementing *Our Common Agenda*'s recommendations for UN reform to improve global foresight.

The RTD questionnaire used in The Millennium Project's study is presented in the Appendix, along with the demographics and listing of the participants' names and countries. The full, unedited text of all the comments is available at:
https://realtimedelphi.org/readreasons.php?email=commoner1&q_cat=OCA1

Figure 1. Foresight Elements of **Our Common Agenda** rated by the panel for criticality in improving global foresight

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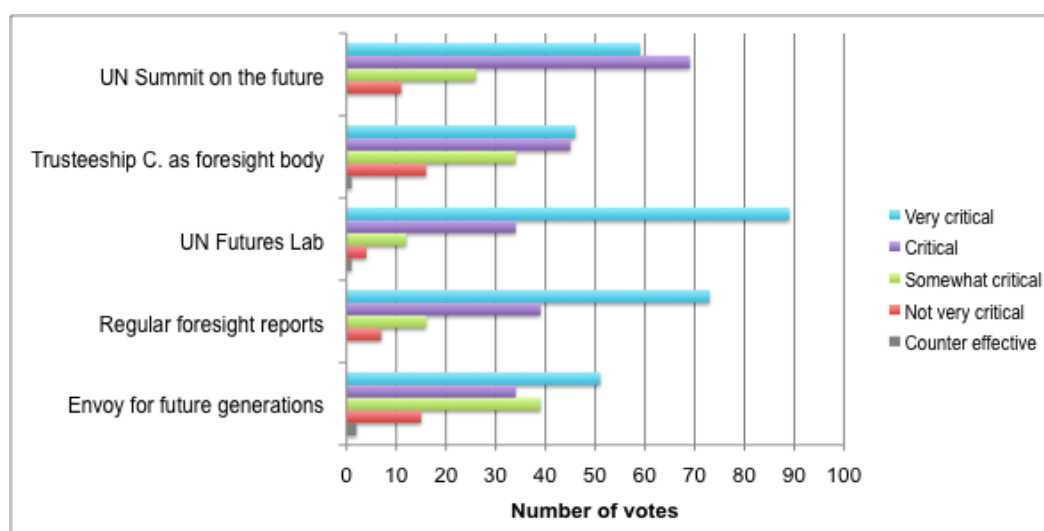
[1] https://www.un.org/en/content/common-agenda-report/assets/pdf/Common_Agenda_Report_English.pdf

EXECUTIVE SUMMARY

The UN Futures Lab was rated the most critical element among the five for improving global foresight by over half of the Real-Time Delphi panel. It is critical, urgent, and essential to do it as soon as possible. It is critical for all the other foresight elements in *Our Common Agenda*. The Lab should function across all UN agencies and integrate all UN data and intelligence, creating a global collective intelligence system. This would create an official space for systemic and systematic global futures research. It could become the foresight brain of humanity, and put the future on the global governance agenda. The Lab should be the UN focal point to analyze the hundreds of yearly reports on the future and different indexes and variables to keep track of progress of Member States. It can "connect the dots" of the many foresight studies, prioritize and synthase the main conclusions, risks and opportunities, and high impact strategies. It can help countries develop their national foresight capacities and find synergies among national futures lab-like units. This would be where the real work gets done, hopefully shielded from political and bureaucratic influences.

The UN system has lacked a high-level space for futures and foresight, which has led to fragmentation and lost learning. The lab can function as an online bank of futures research and new ideas, which can feed the relevant actors including the other foresight elements in *Our Common Agenda*. The UNSG should be committed to hiring experienced foresight professionals linked to related national and international efforts to synergize the best futures intelligence. Futures research methodological rigor would keep the subjectivity of analysis as low as possible. The Lab's team should be trans-disciplinary, inter-cultural, multi-sectoral, and grounded in sound science, futures research methodology, and foresight practice. It could be a place where public and private foresight collaboration occurs.

The Summit on the Future is an opportunity to put strategic foresight at the center of multilateral decision-making. It will improve global leaders' foresight by connecting them with futurists and their research. It should produce more long-term, systemic, and coherent global strategies and gradually build a global consensus on how to build a better future and stimulate a global culture of long-term thinking. Countries could sign a pledge of agreement with the goals and objectives of *Our Common Agenda* and/or a Universal Declaration on the Future and integrate these into their national long-term plans and budgets. Another product could be an action agenda for 2040 and 2050. The Summit should have side events for creative thinking, gaming, simulations, and discussions to create futures and pathways independent from current patterns.

Prior to the Summit, the UNSG could issue key results from foresight surveys and/or conduct a survey of global futures research to share with all governments. The High-

Level Advisory Board should be part of the preparations for the Summit. Online and physical national and regional pre-Summits could be conducted on critical future issues; insights from these meetings could be collated and studied prior to the Summit. There should be an online foresight program to provide a framework for countries to think through a range of possible futures, threats and opportunities. A live and lively broadcast could have futurist commentators for improved public understanding. Few acted on futurists' warnings of pandemics and global warming 50 years ago, and now the need to develop global governance of artificial general intelligence and synthetic biology are being ignored; the summit could reduce such short-termism by including futurists in Summit delegations. This would be an opportunity for global media coverage of important future issues and opportunities leading to support for global action, implemented locally. Giving youth a voice at the Summit could be very powerful. The Summit should be conducted biannually with follow-up mechanisms to hold countries to their promises.

Strategic Foresight and Global Risk Reports were seen as very critical for improving global foresight by nearly 40% of the panel. This is exactly the kind of report that the United Nations should give the world. Along with its own analysis, these reports should provide an analysis and synthesis of all the other major foresight and risk reports, provide roadmaps for global strategies, and give equal weight to risks and opportunities. The reports should be issued every one or two years due to accelerating change, and the need to keep people involved with these issues. It should include a chapter on actions taken since the last report, with examples of risk mitigation, management, and what persists. A State of the Future Risk Index could be a key feature of these reports. They should bring attention to threats that are often ignored with cost estimates for prevention vs. recovery (Bill Gates estimates it will cost $1 billion to address the next pandemic comparted to the $15 trillion spent on Covid so far). It should identify time-sensitive information required to make more intelligent decisions.

The report should also be updated online in real-time due to unforeseen incidents (wars, pandemics, research breakthroughs, new discoveries, etc.). Many people are more willing to watch than to read; hence, the reports should be issued in several formats including, audio, film/video, podcasts, virtual reality, online real-time dashboards, and interactive AI simulations, adapted for the youngest to the oldest, from the most trained to the least trained. These reports would be especially helpful for those countries that do not have their own futures research and foresight analysis capacity. Since attention to short-term risks usually overrules long-tern existential risks, a separate UN office of existential risks should be established to provide input to this report. It should Include a section and/or dashboard on the status of the 12 commitments in *Our Common Agenda*.

Trusteeship Council as a Multi-Stakeholder Foresight Body will require a change to the UN Charter and UNGA agreement, but worth the effort, as this is the most important UN structural reform for foresight and participation by more than just governments. The Council should be the permanent arm of the Summit on the Future to enforce action between events, and negotiate with governments on subjects of the future. Members should be rotated so that the Council doesn't become a small group of elites. The Council needs decisionmaking authority and incentives for key stakeholders to participate. Long-term management of global public goods, facilities, and risks requires multi-stakeholder guidance. Multi-stakeholder systems generate more objective results, promotes trust among various groups, and thus is likely to be more effective than a Council based only on geographic political representation, since governments are no longer the only actor in world affairs.

Since it will be difficult to get all the multi-stakeholders in the hall at the same time, the Council could function as a hybrid system (physical, streaming, Metaverse, both synchronously and asynchronously); hence, it could have many sub-elements using software to collect, assess, and recommend actions: some actions for governments, some for businesses, some for academia (universities and think tanks), and some for NGOs. The UNSG could request IT leaders to make this new Council a model of modern decisionmaking support software and/or collective intelligence software. Young people in the Council could use social media to involve youth worldwide. Free exchange away from publicity may be more helpful than summits; the Finnish Parliamentary Committee for the Future is an example. The Council should authorize foresight studies and its members should have adequate foresight competency.

Special Envoy for Future Generations would signal that long-term thinking, and inter-generational solidarity is taken seriously. The Office of the Envoy could serve as an umbrella for the many youth organizations worldwide. There should be metrics for tracking intergenerational equity in all UN activities. The Envoy should be invited to participate in all UN activities and be able to challenge all UN agencies to take several future generations into account in their programs. The Envoy should draw on research on intergenerational fairness and justice, and use the example of the Future Generations Commissioner of the Government of Wales. Consider replicating the idea of special envoys in every country, and incorporating young ambassadors from each country helping to integrate national Future Labs and the re-purposed Trusteeship Council. The office needs to be well-staffed and financed, to be effective.

The Office of the Envoy should develop indices for measuring opportunities for children/youths and identify/synthesize best practices, national youth policies, and models (e.g., Wales; UNCRC). The Envoy should disseminate information to education systems worldwide, and help integrate futures thinking in curricula. The Envoy should be a big media personality, recognizable to and respected by young people to

strengthen the principle of intergenerational equity. There is a risk in having only one person; instead, consider the Envoy as a team, including the UN SG when he retires, and/or a person from each continent, working together as a team, even including a trusted Artificial Intelligence. This could be enhanced with the incorporation of UN goodwill ambassadors.

Other strategies are important to consider. The UN should 'lead by example' integrating foresight methods in all its units. Consider establishing regional UN offices for future studies as the UN has for economics (UNECA, UNECE, UNECLA, etc.). Futures Ambassadors to each Member State might be created. A State of the Future Index with multidimensional indices as an alternative to GDP could be part of this initiative. Establish an annual Futures Studies prize like a Nobel Prize. A Futures Corps might function as part of, or separate from UN Volunteers that is designed to focus on future issues and opportunities.

Consider establishing an UN Office of Existential Risks to long-term human survival. It could include a national threats index with levels of resiliency and required levels of preparation in order to set priorities and timing of decisions and actions. Revise the Universal Declaration of Human Rights to take into account the opportunities and threats from new technologies, including what are known as "transhuman rights". Establish a UN Future Compact (similar to the Global Compact) of cutting-edge expertise to deliver compliance reports every two years managed by a Cooperation Office for the Future accountable to the UNSG and delivers reports to the UN General Assembly. Map all UN activities as a basis for a dynamic, iterative improvement process using SMART goals (Specific, Measurable, Ambitious but Achievable, Resourced and Time-based). Continually crowd-source for a dynamic model of the future of society and also give attention to opportunities, not just risks.

DISTILLATION OF RESPONSES FOR EACH FORESIGHT ELEMENT

This section contains a distillation of the inputs received from the participants for each element, organized by the respective sub-questions. The full, unedited text of all the contributions received is available online at:
https://realtimedelphi.org/readreasons.php?email=commoner1&q_cat=OCA1

1. UN Futures Lab

Figure 2. Ratings of criticality of a UN Futures Lab to improving the effectiveness of global foresight
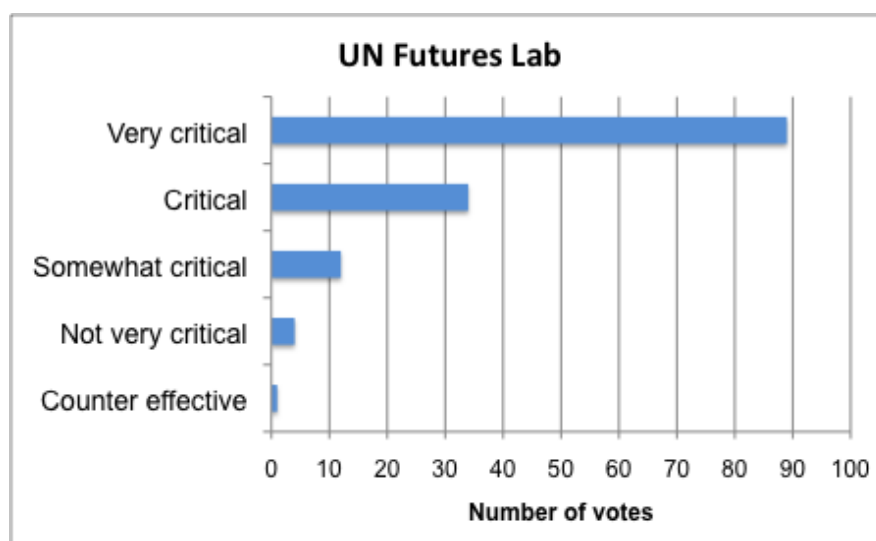
1.1 Explanations and comments on how critical a UN Futures Lab is to improving the effectiveness of global foresight:

- It could put the future on the global governance agenda.
- Gives a focal point for collecting global futures research and assessing strategies to improve the prospects for humanity.
- This would be where the real work gets done, hopefully shielded from political and bureaucratic influences for as long and as much as possible.
- A UN Futures Lab is critical to all of the other foresight elements in *Our Common Agenda*.
- It is not only critical; it is urgent and essential to do it as soon as possible.
- It creates an official space for systemic and systematic global futures research using methods and with the participation by professional futurists.

- The UN system has lacked a high-level space for futures and foresight, which has led to fragmentation and lost learning. The lab could serve all agencies and drive further engagement across the entire UN system.
- Having UN and national officials participating in the Futures Lab will increase their capacity for long-range thinking.
- It could be the center for analytic models that are used in forecasting; it could evaluate and distribute hard data on which such models may depend. But be careful: this might result in a "not invented here" syndrome; so, registering a model as official or acceptable like a seal of approval, could constrain thinking.
- This initiative could help to: a) analyze hundreds of yearly reports on the future and extract and prioritize the main conclusions, risks and opportunities; b) deepen understanding of specific issues; and c) help countries to develop their national foresight capacities.
- Top-down (decisionmakers and policy makers, governance) and bottom-up (society, economy, academia) need to meet here and experiment together.
- This is very critical but absolutely dependent on its ability to conduct rigorous, defensible and compelling work that has the respect of the broader UN community. This depends largely on the commitment and ability to recruit highly skilled futures researchers and foresight practitioners.
- If it is truly a lab, then it should be grounded in sound science and practice.
- Could be a platform for many new technologies, tech assessments, and new solutions.
- It should build international comparative set of indices/variables to track progress in each country connected to an interactive, web-based, publicly accessible database of what works to improve each indicator from both public and private sectors.
- Function across all UN agencies while integrating all UN agencies' data making access without having to convert all the myriad IT systems of numerous UN and other global and national and local organizations to be compatible, becoming the basis for global collective intelligence system on the future.
- The global issues that we currently face can only be addressed through a collective intelligence system involving a wide range of international and professional bodies, transnational organizations and diplomatic channels.
- This may have the similar function as UN Office on Strategic Threats recommended by MP and other organizations. It could be the largest laboratory for the future survival and development of humanity.
- Participants should be a diverse set of individuals—demographically, ideologically, politically, etc. This cannot be another forum for groupthink or agenda-driven bickering. If the people assigned to this lab can research, think, be open minded, and be willing to LISTEN to other points of view, this could be a huge success. But if this becomes another echo chamber of the prevailing narrative, it will be another useless appendage that will be ridiculed and mocked.
- Explore how the Futures Lab could work with the other foresight elements and function across all UN organizations, becoming a global collective intelligence system.

- The Lab should be independent; if the Internet Engineering Task Force was under the auspices of the UN or the ITU, we wouldn't have the miraculous connectivity and global knowledge graph we have built today.
- There is a risk that the Council and the Lab will chart competing paths.
- Futures research methodological rigor will keep the subjectivity of analysis as low as possible.
- It can work as the main hub to synergize, increase value and amplify the importance of futures work around the world.
- Develop methods for futures solutions prototyping using UN databases to visualize and experience data in multiple forms.
- UN Future Lab could be distributed (i.e., not just having one location) across the globe.
- Don't let the lab become a mediocre recycler of ideas about incremental change.

1.2 Explanations and comments on what and who will make this successful. What features would make the UN Futures Lab most effective?

- Create or debate about creating an integrated planetary index which collects all the different indexes in order to rank countries based on their contribution to Good Planetary Governance.
- Build a collective intelligence system of new ideas, research, and projects to improve humanity, which can feed to the relevant actors.
- Be a laboratory based on collective intelligence and collaboration, the hub of a great neural network of theoretical and practical knowledge that serves public policies for the common good for humanity.
- Recruit highly skilled futures researchers and foresight practitioners interested in the common good.
- Learn from and hire internal team with experience of integrating foresight methods in institutions, and communicating practical results.
- Deliver insights to decision-makers in powerful new formats (e.g., interactive VR/AR simulations and models).
- Be an integrated, systematic learning loop for continual improvement.
- Be a space where any UN staff can go to secure resources and support to integrate futures and foresight into any project and/or program.
- Should collect and catalog scenarios.
- Work with the other foresight elements feeding foresight intelligence and convene and coordinate its own global meetings.
- Prepare versions of futures labs that can be carried out in secondary education, that allow the participation of youth in initiatives.
- Mobilize a wide network/community of futures labs across the world, find synergies, and play a key role in the further development of that community.
- Organize worldwide hackathons to involve young voices to participate using innovative technology like AI, VR/AR/MR to be immersive.

- Focus on quick wins, i.e.; clearly defined first tasks and deliverables early-on that provides proof of concept.
- Make the team trans-disciplinary, inter-cultural, multi-sectoral, and a place where public and private foresight collaboration occurs (a major weakness of the Millennium Development Goals was the failure to reach out to the private sector).
- Use AI and experts in data analytics and combine vast amounts of structured and unstructured information in new ways that delivers it's work to decision-makers in powerful new formats and timeframes.
- Make big societal shifts comprehensible and accessible for everybody.
- Include those future issues not addressed elsewhere.
- Use immersive techniques, AI and ML to create simulations of all sorts of subjects; maybe Google, Oracle, MIT, etc. could help as long as their algorithms are neutral.
- Involve the poorest village and the richest; involve illiterate people and postdocs.
- Function as an online bank of forward-looking thoughts and ideas.
- Use futures intelligence networks that already exist to connect specialists, experts, entities that work on these issues and the countries that need this support instead of creating a new UN body.

1.3 Other Strategies and additional thoughts:

- Key functions of the lab should be to identify emerging issues that have the potential to become important risks and threats but are not (yet) worthy of a response and sustain a global conversation on the need to identify and track the evolution of such issues.
- The problems addressed in this lab could be rated for significance to establish priority, including consideration of the number of people likely to be affected, imminence (time available to invent a solution), public awareness of need to act, funding, etc.
- Make it the foresight brain of humanity with special attention to new and innovative ideas and successful projects. It should identify future-critical issues, like how to govern the transition from artificial narrow intelligence to artificial general intelligence.
- Involve the World Economic Forum and financial agencies like Black Rock.
- Balance attention to both global and regional patterns of change.
- Build futures capacities, long-termism, best foresight practices, forward actions and adaptability for states, subnational authorities, and others. It might be helpful to examine what directed the establishment of the International Space Station (e.g., principles, governance, processes) and how disagreements (if any) have been resolved in that challenging instance.
- Promote futures literacy among citizens and the public at large.
- Output of this unit must be professional foresight, built on research, not political views or thoughts.

- Gather the main futurists from all continents in a Summit to present risk studies and facilitate sessions with UN officers.
- Include how culture may evolve, in the context of climate change, longevity, AI, etc.; culture is ignored in foresight and cultural practitioners ignore foresight.
- Conduct research and publish futures research methodologies.
- A multi-year, if not decade-long, commitment to fund the Lab is essential.
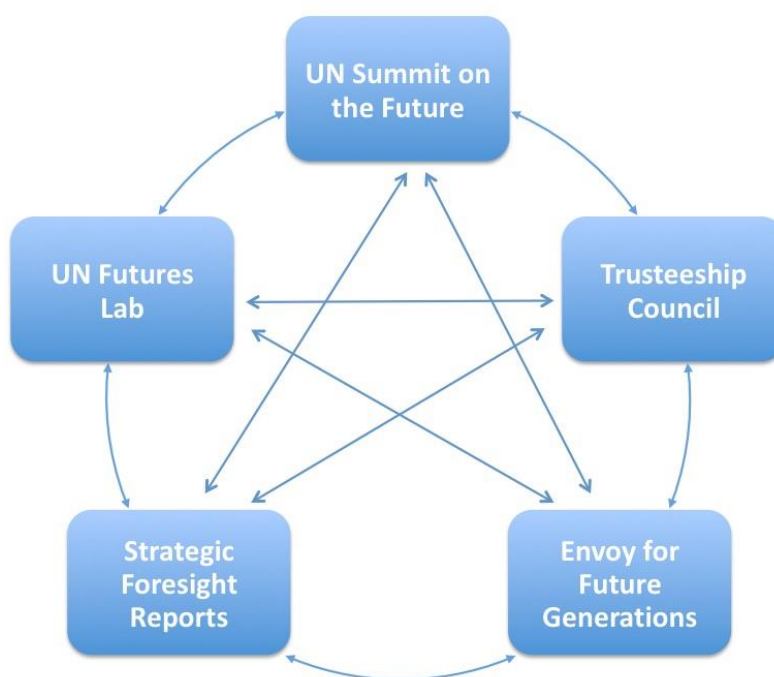
Figure 3. Interdependency of the five foresight elements of *Our Common Agenda*.

2. UN Summit on the Future

Figure 4. Ratings of criticality of the UN Summit on the Future to improving the effectiveness of global foresight
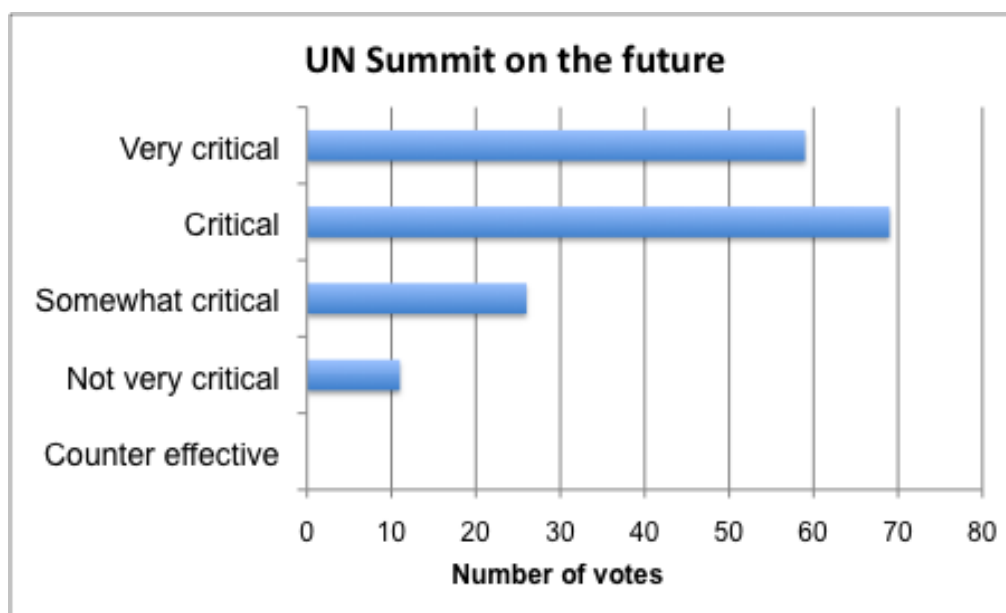
2.1 Explanations and comments on how critical the UN Summit on the Future is to improving the effectiveness of global foresight:

- The Summit is an opportunity to put strategic foresight at the center of multilateral decision-making. It should be a multi-stakeholders Summit: States (Governments and Parliaments), NGOs, networks of business and labor, universities, scientists, and think tanks.
- The Summit could stimulate a global culture of long-term thinking, and provide a framework for countries to explore the future.
- Pre-Summit planning could play a crucial role in connecting decisionmakers and futurists through online interactions resulting in strategic foresight content, rather than a series of uplifting speeches.
- The Summit provides an opportunity for each nation to record its role in achieving a desirable future; these views could be analyzed and synthesized for a report by the Office of the UNSG for a "state of national thinking about the future," which could then become a focus or benchmark for improvement.
- If there is serious preparation and involvement of key countries, it could be a catalyst for raising interest and putting policies into action.
- The UNSG should call for specific and joint actions; the agenda should be clear and precise to allow concrete results to be obtained.

- Could get policymakers familiar with futures research, to think long-term, systemically, and coherently about global strategies.
- Would help to build a global consensus that transcends geopolitical contradictions, ideological and cultural gaps, and build a common, permanent and peaceful future.
- Global consensus on how to govern global public goods is crucial and urgent.
- Could change development models of leaders.
- Consider biannual Summits on the Future, not just one.
- The optics of the Summit are as important as the content, and may lead to financial commitments.
- One product could be a Universal Declaration of the Future.
- Opportunity for global media coverage of important future issues that increase global awareness of actions to be implemented locally.

2.2 Explanations and comments on what and who will make this successful. What features would make the UN Summit on The Future most effective?

- Decisionmakers, not just representatives should participate.
- Giving youth a voice at the Summit could be very powerful.
- Make sure the goals and objectives are very clear.
- A set of moonshot pledges on future issues similar to SDGs/MDGs should be collected prior to the summit.
- Use live broadcast of the Summit with commentators and futurists who interpret what is happening as in the Olympics to the global public.
- Prior to the Summit, the UNSG could issue some key results from this Real-Time Delphi, and conduct another RTDelphi as a part of the preparatory phase for actions to be considered at the Summit.
- Because of the magnitude of this, it might require regional, preliminary meetings with the participation of experts in future studies, scientists, academics, NGOs and journalists that culminates in the global summit.
- Prior to the meeting, work on document(s) of commitments, in such a way that what was previously agreed is supported.
- Provide all countries with a multidimensional business-as-usual forecast of climate change, human rights, peace and security with concrete measures to track the forecasts.
- In addition to policymakers, the participants in both the preparation and the Summit should be diverse as possible, with special attention to including professional futurists.
- The Summit should be organized in a co-creative and interactive way. Brief talks by different futures research leaders would feed ideas and inspiration for a common discussion and elaboration by the participants.
- Let viewers submit questions and suggestions before and during the Summit using interactive platforms.

- Summit should be related to a permanent UN collective intelligence process to promote knowledge co-creation, and broad and rich interactions.
- The Summit needs side events for creative thinking, gaming and discussion to create alternative futures.
- Countries should agree to the goals and objectives of *Our Common Agenda* and integrate them into their national long-term plans and budgets.
- Promote the creation of Future Units in all countries that could manage and enhance deliberations within governments and civil society organizations.
- Summit could rotate among continents, not always at the UN in NYC, but moving yearly to other UN headquarters in Africa, Asia, Europe, etc.
- The next UN General Assembly after the Summit should have all governments present their commitment to the future and sign a Universal Declaration of the Future.

2.3 Other Strategies and additional thoughts:

- Conduct a future-oriented survey with all Member States six months prior to the Summit and share results with all Member States two months before the summit to encourage bold new incentives, programs, concepts for the future of humanity.
- Invite Heads of States to share with one another, off the record; and in informal spaces for participants to engage, and bring their top forward thinkers and innovators.
- Intense diplomatic work is needed prior to the Summit so that countries that do not normally cooperate, commit to specific actions.
- Create 5-7 megatrend reports for pre-Summit national meetings.
- Create sub-communities for local/regional/sectoral participation.
- Structure the Summit to attract and support public interest, educating the world about the state of the future, rather than as yet another dry, esoteric international conference, justifying policies and actions serving special interests of a few.
- Before the Summit, two to three representative NGOs should study the main objectives of the summit and send future concepts/ideas to delegations for reference before the Summit.
- Since this is fundamentally a consciousness raising process, use known effective consciousness raising processes.
- Have both formal and informal spaces for participants to engage.
- The Summit should be optimized to attract and hold the public's attention.
- Sign agreement among billionaires from the five continents to support projects from the Summit.
- Connect global and national risks in the long term with daily life urgencies.
- Build a global agenda for 2040 and 2050 with follow-up committees.
- Draw lessons from the Future of Europe conference in May 2022.
- The High-Level Advisory Board should be part of the preparations for the Summit.

- UN Res Reps or national governments should appoint local representatives who can increase outreach in small communities.
- Summit output should be part of high school curricula.

United Nations General Assembly

3. Strategic Foresight and Global Risk Reports

Figure 5. Rating of criticality of issuing Strategic Foresight and Global Risk reports on a regular basis to improving the effectiveness of global foresight

Issue Strategic Foresight and Global Risk reports on a regular basis
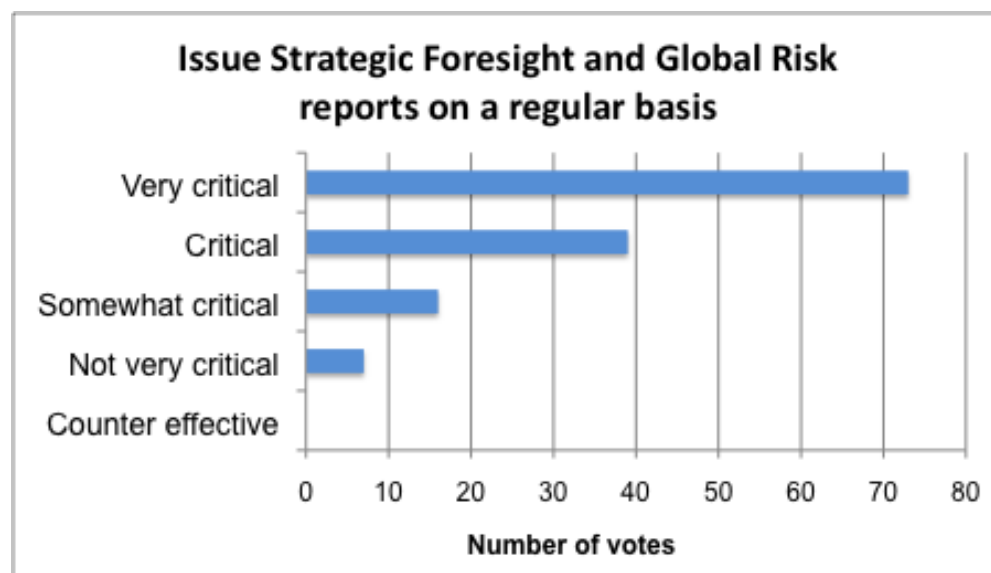
3.1 Explanations and comments on how critical issuing Strategic Foresight and Global Risk reports on a regular basis is to improving the effectiveness of global foresight:

- This is exactly the kind of report that the United Nations should provide, which is different from the similar reports of other UN agencies.
- Provide analysis and synthesis of all the risk reports (WEF, NATO, IPCC, etc.).
- This strategic foresight and global risks report would strengthen the UN's leadership position.
- Especially helpful for countries without their own foresight analysis.
- Will help informed and knowledge-based decisions rather than politically expedient measures.
- It helps to improve the consensus of global elites and national leaders and stimulate future thinking on a global scale.
- The report should be issued in many formats including, audio, film/video, podcasts, virtual reality, and interactive AI, adapted from the youngest to the oldest, from the most trained to the least trained.
- Timely reports are more important than regular reports.
- Accelerating change means every 5 years is not enough; consider every 2 years with an intermediate report every year, more as a compass than an academic report, to keep the public involved.

- Bring attention to threats that often are ignored with estimates of prevention vs. later recovery (Bill Gates estimates $1 billion to address the pandemic comparted to the $15 trillion spent so far on recovery from Covid).
- Identify or create new measures of progress or regress; provide real-time reports on progress. Virtually all industrial groups have such regular reports, monthly or daily.
- This could help countries to find partners in addressing common problems.
- This could be a unique way to stimulate futures thinking in all UN programs.
- Include action suggestions, scientifically-based range of views, include agreements and disagreements, and invite rebuttals to the reports.
- This would be a good supplement to the World Economic Forum.
- Include voices of the youth.
- It should identify time-sensitive information to make the right decisions.
- Make sure it has an index system.
- Monitor SDGs, identify dynamic changes and bottlenecks, and improvements needed to fully meet the SDGs.
- The problem is not the information; it's the PERSUASION, the NARRATIVE, not the facts.
- Use the reports as an underpinning of more interactive activities.
- Train experts who could start similar activities around the world.
- Shorter formats of the report would be very welcome.

3.2 Explanations and comments on what and who will make this successful. What features would make the Strategic Foresight and Global Risk reports most effective?

- The reports will be more effective if given equal balance between risks and opportunities, show positive change more than mitigating disasters.
- The reports should be able to be updated in real-time due to unforeseen incidents (wars, pandemics, research breakthroughs, new discoveries, etc.).
- The report must have a fundamentally clear methodology and display the balance among radically different positions based on evidence.
- Provide roadmaps for global strategies, show interactions among risks, and frame discussions.
- Make action planning a required part of the reports.
- Include a section on the status of 12 commitments in *Our Common Agenda*.
- Have clear messages understandable by decisionmakers and the general public.
- Include a chapter on Actions taken since last report with examples of risk mitigation and management.
- The UN should learn from and create partnerships with the World Economic Forum (Global Risk Reports), the Millennium Project (*State of the Future* reports), IPCC reports, and others for synergies.
- The reports should be created by the UN Futures Lab using strategic foresight techniques and a global network of future labs.

- People are more willing to watch than to read; make a video documentary of the report.
- A UN Office for Existential threats should be established as a part of the UN Global Pulse or as an independent unit within the Office of the Secretary-General that feeds into these reports.
- The value of the office is in sustaining the conversation on the future; reporting and publishing should not undermine the networking function.
- Dependent on those able to collaborate broadly with established track record in futures research.
- Include a range of tools and processes that can be used by any and all UN staff.
- This would be highly dependent on the quality of the talent and ability to collaborate broadly.
- The *State of the Future* reports should be the main source to promote futures literacy in the UN systems.
- Academic input is fundamental.
- Include trade unions and civil organizations with their proposals, which in turn can help disseminate and discuss the reports.

3.3 Other Strategies and additional thoughts:

- There is no reason why real-time assessments might not be possible giving a more agile and dynamic online model and establish the culture of continuous improvement of foresight thinking.
- Create a taxonomy shaping future strategic environment with models for impact analysis based on regional, country, and global levels.
- Dashboards, monitoring quantitative and qualitative data and insights related to risks and opportunities related to each of 12 commitments. Dynamic content like Strategic Intelligence circles of systems that interrelate the 12 domains with each other. Publish VUCA thresholds that indicated extreme risks, medium, low... Probability Impact Metrics that identify Trends prioritization based on risks levels. Alternative scenarios monitoring.
- It might develop future foresight index on different risk factors.
- Highlight what has changed from the previous report and why and what is persistent.
- Include regional versions with some country specifics.
- Several representative regional or international cooperative future research institutions should be supported, and required to provide their global risk reports as an annex to the report.
- Use best distribution channels to receive feedback from a broad public.
- Promote the launch of the next *State of the Future* report in the UN General Assembly and facilitate workshops using the next SOF report as a framing.
- Focus should be on preferred futures and threats to them. It is questionable whether reports of this nature should include possible actions. The purpose of these reports should be to shed light on possible developments and too much

focus on actions can detract from the important messages by suggesting that there may be simple solutions to challenges that may still be ill defined.

- Better links to journalists (maybe include several in the research process for the report).
- Can these reports be made required reading for all representatives to and all staff of the UN and its agencies as well as national and state governments?
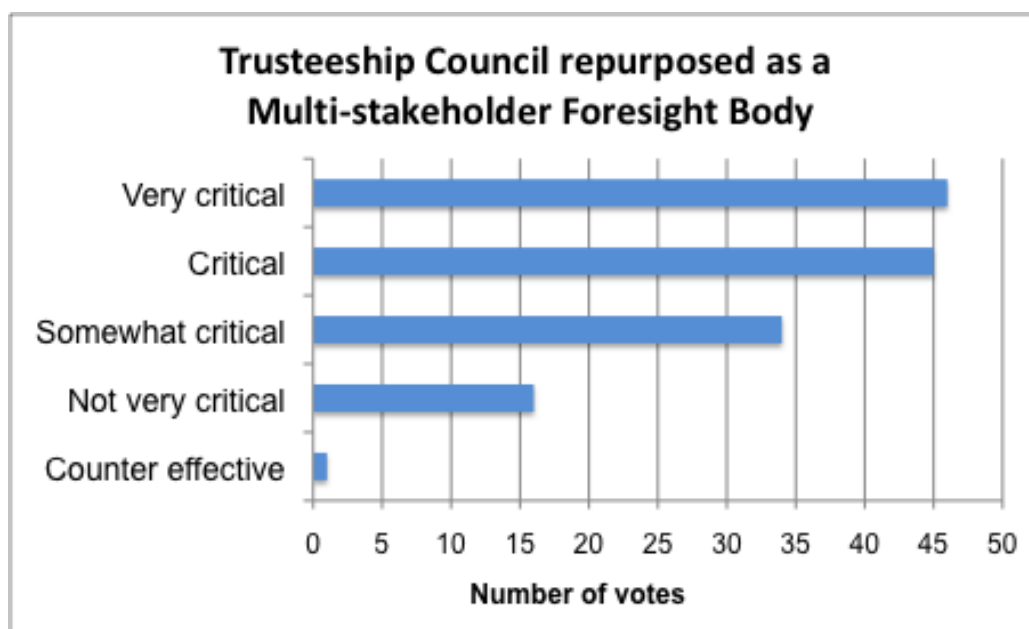

United Nations/New York

4. Trusteeship Council repurposed as a Multi-stakeholder Foresight Body

Figure 6. Ratings of criticality of a repurposed Trusteeship Council as a multi-stakeholder foresight body to improving the effectiveness of global foresight

4.1 Explanations and comments on how critical a repurposed Trusteeship Council as a multi-stakeholder body is to improving the effectiveness of global foresight:

- Although this will require a change to the UN Charter and UNGA agreement, it is worth the effort to make it so, as this is the most important UN structural change for foresight. Multi-stakeholder I assume means that includes business, academia, NGOs, as well as nation-states. This would be a TransInstitution that takes into account the different institutional inputs and that has the ability to act through these different institutional categories.
- The Trusteeship Council can be an overseer of the Summit on the Future results.
- No single body has been given the accountability for matters of the future and as a result, passing the buck and/or finding loopholes has typified global decision making about the future.
- Needs decisionmaking authority that are binding and incentives for key stakeholders to participate.
- Multi-stakeholder system generates a more objective result and promotes trust among the various interest groups than one based only on regional political representations.

- Long-term management of global public goods, facilities, and risks requires multistakeholder coordinated guidance.
- An independent council with the suitable resources to review policies or fund research is effective.
- Small, incremental steps by the Council are more likely to be implemented.
- Rather than the establishment or restoration of institutions, improve the existent UN agencies.
- It could meet in Metaverse so that very large numbers could attend in both planetary sessions and smaller group sessions, and even asynchronously.
- The council's frequent conversation among States may play a more critical role than the Summit.
- An environment of free exchange away from publicity may be more helpful than summits. The Committee for the Future of the Finnish Parliament is a good example.
- Wales, Finland, and Hungary have similar bodies with results dependent on suitable resources to review policies and fund research.
- It could provide new opportunities to bring in underrepresented voices and be an important support to achieve SDG´s in each country.
- It is more feasible, the hiring of expert advisors for specific issues, than actions through inoperative commissions in their results.
- Enshrining foresight formally would send a message that this is not a mere fad.
- A multi-stakeholder foresight body will be more effective than any Council based only on regional political representation.
- It might not act in the same way as a think tank, but it should set the foundations for foresight studies.
- The council should consist mostly of foresight and other professional researchers to prevent political obstacles to give long-term views of global risk to prepare governments and companies what is potentially ahead.
- Welcome youth in it to be really effective.
- It could gain support from a continuous collective intelligence platform for analyzing early signals and trends in a participatory way.

4.2 Explanations and comments on what and who will make this successful. What features would make repurposing the Trusteeship Council as a Multi-stakeholder Foresight Body most effective?

- Create it as a democratically and transparently chosen council.
- Conceive in advance and in a versatile way the definition of the analysis system, so that this allows novelties in the election of the stakeholders in the different versions of the council.
- Issue regular foresight reports (e.g., every 4 years), act as an ambassador or multiplier of foresight culture in the UN system, and away from the politics.
- Members should have ability to connect to a wider ecosystem and should be rotated so that the Council doesn't become a small group of elites.

- The Council should be the permanent arm of the Summit of the Future to enforce action between events, and negotiate with governments on subjects of the future.
- UNSG could request Info Tech leaders (Bill Gates and Jack Ma?) to make this new Trusteeship Council on the Future a model of modern decision support software systems.
- Since it will be difficult to get all the multi-stakeholders in the hall, it should function as a virtual body; hence, it could have large numbers, and many sub-elements using software to collect, assess, and recommend actions: some actions for government to take, some actions for businesses to take, some actions for academics to take (universities and think tanks), and some for NGOs to take.
- Have an independent council with the suitable resources to review policies or fund research.
- Strive to provide meaningful insights, rather than to compel behavior.
- Drawing on the example of the Finnish Parliament, I would hope that the Council would issue regular reports, to act as an ambassador/multiplier of foresight culture in the UN system, and keep away from the politics of other UN bodies.
- Life extension increases the number of generations living together, making the possibility of more intergeneration collaboration.
- Include online interaction with the public for early warning signals.
- Select some participants in the Council from the results of an international call for how best to implement actions to improve the future.
- 50%+ of the Council should be highly experienced polymaths.
- Young people in the Council should use social media to involve youth worldwide.
- Citizens in each country should be asked: who should lead, how selected, what skills in global issues; the consultation could be articulated in a different way in each country.
- Create a Global Future Compact instead.

## 4.5 Other Strategies and additional thoughts:

- Although the Summits should be very visible, the Council should be shielded from non-professional influences by maintaining a low key as long as possible while being open to meaningful scrutiny.
- The Council could perform an integrative function for UN Agencies' foresight as well as not UN foresight to begin to create a foresight collective intelligence.
- This council has to have direct support from the UN Secretary-General - they must feel that their advice matters and is influential.
- Create ways to reward those who implement recommendations, maybe an "Implementation Index" that ranks all the stakeholders in the Council.
- Consider training needs for Council members and how to build trust.
- Needs a prioritization system for practical implications of envisioned futures.
- Council members should transcend interests and borders.
- Include futures researchers and other experts.

UN Trusteeship Council

5. Special Envoy for Future Generations

Figure 7. Rating of criticality of a Special Envoy for Future Generations to improving the effectiveness of global foresight
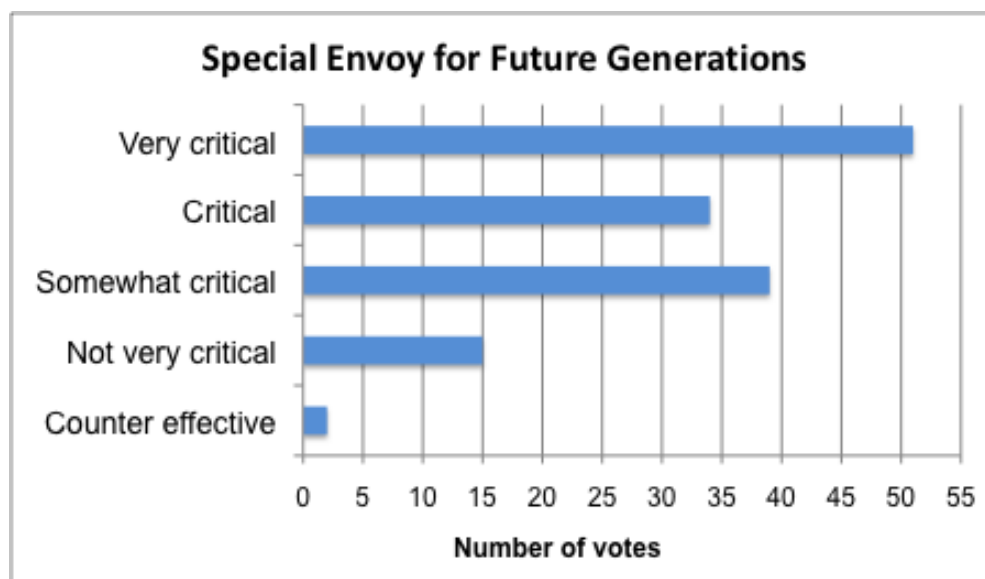
5.1 Explanations and comments on how critical a Special Envoy for Future Generations is to improving the effectiveness of global foresight:

- The Envoy could be a unique way to stimulate futures thinking in all UN programs.
- This role should be represented as part of the collective intelligence in the Futures Lab and Trusteeship Council.
- This would signal that long-term thinking, and inter-generational solidarity is taken seriously.
- Finding the governance mechanisms for a voice of the youth has been an ongoing challenge for many global entities. It is often met with cynicism or not taken seriously.
- Replicate the idea of youth envoys in each country; incorporate young ambassadors from each country, elected by democratic vote, with the aim of integrating them in their national Futures Labs and re-purposed Trusteeship Council.
- The Envoy should be invited to participate in all key UN actives.
- The Envoy should be able to disseminate to schools and education institutions around the world and help add future thinking in curricula.
- Strengthen the principle of intergenerational equality in the people's minds. This principle actually means that people have to sacrifice their well-being for the benefit of future generations.

- Develop indices for measuring opportunities for children/youths.
- Identify and synthesize best national youth policies, models (e.g., Wales; UNCRC)
- It requires a well-staffed, well-funded office to really get things done.
- The Envoy should gather popular support for future-oriented policies and draw interest from younger generations into such topics and studies.

5.2 Explanations and comments on what and who will make this successful. What features would make the Special Envoy for Future Generations most effective?

- The Envoy should be able to challenge all UN agencies to take several future generations into account for all their programs.
- Broaden UN internship programs to participate in these UN foresight elements.
- There is a risk in having only one person; consider the Envoy as a team or a person for each continent, working together as a team of many colors, cultures, ages and ethnicities.
- There could be several Envoys – Including the UN SG when he retires, former big-time achievers, inspiring people, responsible to communicate to children the need to think and act long-term, to be positive, maximum five-year term.
- The Envoy should be a big media personality; or a young person of public esteem (e.g., a famous activist, youth politician or cultural icon; or a well-recognized person in the field of futures studies and leadership (former DR President Leonel Fernandez, EU Foresight VP Maros Sefcovic, etc.).
- Young people can draw, design, and paint their future images, while the older young generation can tell or write stories, scenarios about these images.
- Gather young voices from all around the world.
- Consider an Artificial Intelligence as a good option.

5.3 Other Strategies and additional thoughts

- The Office of the Envoy could serve as an umbrella for the many youth organizations worldwide.
- This could be enhanced with the incorporation of UN goodwill ambassadors.
- Draw on large amount of work on intergenerational fairness and justice research; there should be metrics for intergenerational fairness and justice for all UN activities, which can be ascribed by the Special Envoy.
- Learn from the Future Generations Commissioner of Wales (Sophie Howe), as part of the 2015 Well-being for Future Generations Act that makes policy decisions looking at least 30 years into the future.
- Not only youth, but also experienced futurists should be involved.
- The envoy could be a collective of world music groups, standup comics, foresight researchers, artists, etc.
- Work with Foresight organizations dedicated to youth like Teach the Future and locally with Ministries of Education.

Credit: Dimitris66/E+/Getty

6. Other strategies important to consider

- Create a Futures Corps as part of, or separate from UN Volunteers that is designed to focus on future issues and opportunities.
- Create a UN Office of Existential Threats that would feed into the UNSG's periodic reports on global threats. It would continually document what we know about threats to the future of humanity and what research is needed to address what we don't know but should know.
- A Global Future Research Organization independent of the UN should be established with representatives from all regions and invited to participate in the UNGA.
- Promote the establishment of independent national Foresight Observatories to ensure citizen control of the implementation of the *Our Common Agenda*.
- The UN should 'lead by example', 'be future ready' and embody foresight methods.
- Establish the UN Future Compact (similar to the Global Compact) of cutting-edge expertise to deliver compliance report every two years managed by a Cooperation Office for the Future accountable to the UNSG that delivers reports to the UNGA.
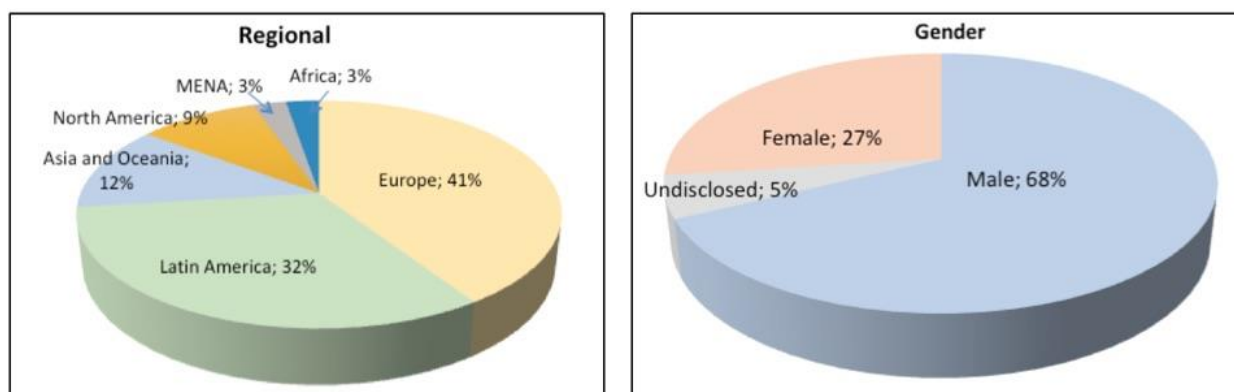- Develop the State of the Future Index as an alternative to GDP.

- Establish a future forecast index system, similar to the intellectual property index system.
- Establish standards for modelling and scenarios so that work done by different institutions can be integrated and compared.
- The UN could provide a platform for practitioners to exchange, evaluate, compare and contrast relevant methods, models, messages and results.
- Establish a Foresight Maturity Index to compare governments' futures-preparedness, effective foresight activities, futures-oriented policy, special dedicated ministries (ministry of the future? ministry for future generations?), etc.
- Incorporate private sector initiatives, and major philanthropies, like the Bill and Melinda Gates Foundation.
- Sponsor a global process to establish a simple vision for a mature sustainable world with participation by all sectors, guided by responsible leaders to form a few widely shared principles for a global consciousness.
- Search for rapprochement between power structures and communities in general.
- Futures catalogues with clear criteria and long-term action plans for every country to enable monitoring with yearly impact assessments and ranking lists.
- The media budget should be sizable and include a range of engagements.
- Create regional offices for future studies like the UN has for economics (UN ECA, ECE, ECLA, etc.)
- A roadmap to prepare the post 2030 Agenda new global UN strategy with a clear futures approach (not like the 2015 MDG or the 2030 SDG).
- We should have aspirational agendas for each decade until 2100, keeping track of the actions needed and delays in achieving the results.
- Each country should have Ministries for Foresight guided by the UN Secretariat.
- The Secretary General should support an online real-time collective intelligence network similar to The Millennium Project network and Global Futures Intelligence System.
- Revise the Universal Declaration of Human Rights to take account of the opportunities and threats from new technologies, including what are known as "transhuman rights".
- The UN fight against the agents of the infodemic of false news. These malevolent agents should face strong penalties.
- UK's ex-PM Gordon Brown's "Seven Ways to Change the World: How To Fix The Most Pressing Problems We Face," should be involved in this project.
- The UN Futures Lab should create and/or disseminate online interactive futures studies, foresight methods, models, and online games for public access.
- Conduct online Delphi studies by artificial intelligence.
- Create a national threats index of resilience or level of preparation for setting priorities and roadmaps with specific improvements.
- UN agencies should create scenarios as input to national planning with an evolving database of global indicators of compliance with future objectives.
- Give greater attention to opportunities; solo focus on long-term risks reinforces short-termist actions, while opportunities sustain global foresight.

- Apply the lessons learned from the Project Banks of the National Public Investment Systems of UNECLAC.
- Promote *Our Common Agenda*, fight for it, and make sure States know it exists.
- Create an itinerant exhibit Museum of Futures Artifacts with Hackathons to address future challenges, build scenarios, and possible solutions.
- Promote a prize like the Nobel Prize of Futures Studies yearly award.
- A UN Office on Strategic or Existential Threats should identify what is known, what is not known, and what research is needed. It would address threats such as the weakening of the Earth's magnetic shield that protects us from deadly solar radiation, massive discharges of hydrogen sulfide (H2S) from de-oxygenated oceans, caused by advanced global warming, malicious nanotechnology, loss of control over future forms of artificial intelligence, totalitarian control resulting from brain-computer interfaces (BCIs), lone-wolf bioterrorism, nuclear war escalation, uncontrollable, more-severe and recurring pandemics, a particle accelerator accident, solar gamma-ray bursts, contacts with malevolent extraterrestrial civilizations, an asteroids collision with Earth.
- The UN Secretariat should involve in its foresight-oriented activities futurists from professional organizations such as the World Futures Studies Federation (WFSF), Association of Professional Futurists (AFP), Futures Europe Network (FEN), The Millennium Project, editor-in chiefs of professional Futures Studies reviews, as well as independent future-oriented experts from universities, think tanks, non-governmental organizations and civil society at large.

APPENDICES

Appendix 1. Demographics of the Participants

Figure 8. Regional and Gender Demographics

Figure 9. Expertise Demographics
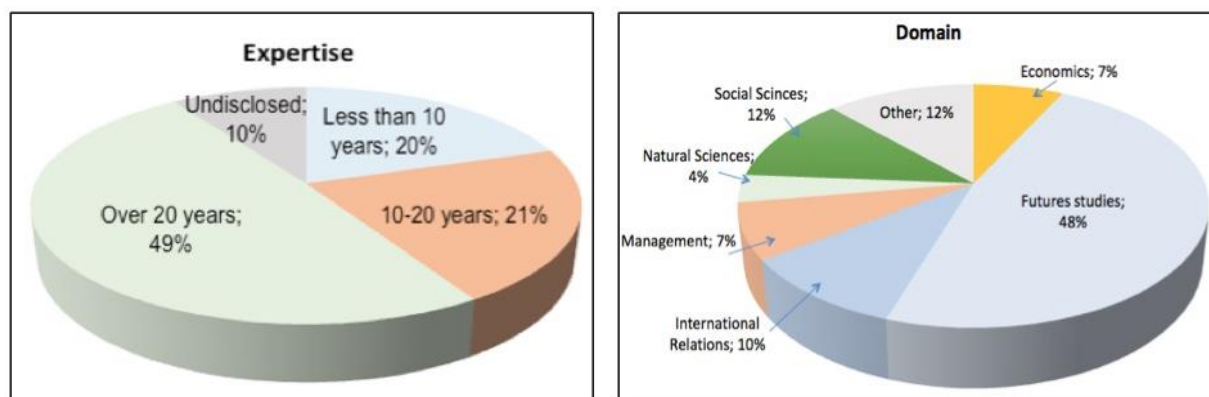
Appendix 2. List of Participants

Roshana Mohd Ali
Malaysia

Asanga Abeyagoonasekera
Sri Lanka

Maja Adamovic
Serbia

Chris Adendorff
South Africa

Philip Adetiloye
Nigeria

Brayan Alarcon
Chile

Jaime Alé
Chile

Rosa Alegria
Brazil

Kamal Aly Shaeer
Egypt

Amine Aouissi
Algeria

Jana Anderson
United States

Juan Carlos Araya
Chile

Muhammad Azhar
Pakistan

Guillermina Baena
Mexico

Ying Bai
China

Carlos Eduardo Barbosa
Brazil

Beatriz Bechara de Borge
Columbia

Mathias Behn Bjørnhof
Denmark

Clem Bezold
United States

Sergio, Bitar
Chile

Erica Bol
The Netherlands

Rogerio Bonilha
Brazil

Fabricia Eustaquia Botelho
Brazil

Paul Bremer
United States

Juan Ignacio Brito
Chile

David Brunnen
United Kingdom

Yuri Calleo
Italy

Raul Campusano
Chile

Magdalena Carral
United States

Hector Casanueva
Spain

Javier Casanueva
Chile

Ramon Castillo Corral
Chile

Xiaomin Che
China

Marvin Cheung
United States

Epaminondas
Christophilopoulos Greece

Jose Cordeiro

Venezuela

Kerstin Cuhlis
Germany

Tony Czarnecki
United Kingdom

Cornelia Daheim
Germany

Bengtsson Daniel
Sweden

Arneldo DeHoyos
Brazil

Yuri Delima
Brazil

Simone Di Zio
Italy

Mara Di Berardo
Italy

Tony Diggle
United Kingdom

Mikko Dufva
Finland

Paul Epping
The Netherlands

Valdir Ermida
Brazil

Juan Manuel Fábrega
Chile

Carolina Facioni
Italy

Graciela Monica Falivene
Argentina

Alberto M. Fernandes Dias
Netherlands

Margarita Flores
Mexico

Elizabeth Florescu Canada	Eva Hideg Hungary	Hank Kune The Netherlands
Karl Fridriksson Iceland	Brock Hinzmann United States	Vesna Kuralt Slovenia
Nadezhda Gaponenko Russian Federation	James Hochschwender United States	Osmo Kuusi Finland
Lydia Garrido Uruguay	Razvan Hoinaru Romania	Gerd Leonhard Switzerland
Jorge Gatica Chile	Cornelius Holtorf Sweden	Huabin Li China
Ille C. Gebeshuber Austria	Jan Hurwitch Costa Rica	Wang Lifang China
Juan Giorgi Colombia	Nam Hyeong-Geun South Korea	Andreas Ligtvoet The Netherlands
Jerome Glenn United States	Weiqing Jiang China	Nannetti Lorenzo Italy
Edgar Goell Germany	Zhouying Jin China	Steve Lowe United Kingdom
Guillermo Gonzalez Colombia	Marcia Joppert Brazil	Patricia Lustig United Kingdom
Ted Gordon United States	Joel Jurado Peru	Ashish Manwar India
Andrés Grases Venezuela	Rakesh Kapoor India	Milan Maric Montenegro
Abhik Gupta India	Abarca Karleys Venezuela	Luisa Martinez Chile
Miguel Gutierrez Argentina	Nikolaos Kastrinos Belgium	Sandra Martinez Spain
Sabine Hafner-Zimmermann Germany	Sergey Kislitsyn Russian Federation	Veronica Matus Chile
William Halal United States	Joachim Klerx Austria	John Meagher United States
Gunnar Haugen Iceland Aharon Hauptman Israel	Ivan Klinec Slovakia Ilya Kramnik Russian Federation	Ian Miles United Kingdom Klaus Mogensen Denmark
Sirkka Heinonen Finland	Martin Kruse Denmark	Ivan Montoya-Restrepo Colombia

Pablo Morris Keller Chile	Beatriz Plata Martinez Argentina	Yair Sharan Israel
Vahid Motlagh Iran	Adrian Pop Romania	Nanon Soeters The Netherlands
Guillermo Muñoz Chile	Eric Popiel United States	Yezid Soler Colombia
Leo Mureithi Kenya	Roman Retzbach Germany	Diego Soto Chile
Deyanira Murga United States	Saphia Richou France	Choi Steve South Korea
Simbarashe Nhokovedzo Zimbabwe	Eduardo Riveros Quiroz Chile	Petro Sukhorolskyi Ukraine
Eric Noel Canada	Santoro Rocco Italy	John Sweeney United States
Kacper Nosarzewski Poland	Xiaobing Rong China	Rohit Talwar United Kingdom
Francesca Odella Italy	Stanley Rosen United States	Amos Taylor Finland
Eugen Oetringer The Netherlands	Ida Helena Rust Portugal	Tryggvi Thayer Iceland
Concepcion Olavarrieta Mexico	Raluca Saftescu Romania	Péricles Thiele Brasil
Marius Oosthuizen South Africa	PabloSan Martin Chile	Hefeng Tong China
Patrico Oportus Chile	Claudia Schatan Mexico	Nicoleta Camelia Topoleanu Romania
Kristiina Paju Finland	Simon Schmitz Germany	Elli B. Tzatzanis-Stepanovic Austria
Sigurdur Palsson Iceland	Christian Schoon Germany	Andres Ulloa Chile
Youngsook Park South Korea	Hyung Seok Seo South Korea	Maria Urruticoechea Venezuela
Rui Francisco de Paula Brasil Alejandro Pérez Chile	Raquel Serrano Spain José Tomás Serrano Chile	Sergey Utkin Russian Federation Luke van der Laan Australia
Romeo Pérez Antón Uruguay	Olivier Serrat France	John Varney France

Eliza Vas
Romania

Lucio Velez
Columbia

David Villacis
Ecuador

Javier Vitale
Argentina

Mildred Sena Vittini
Dominican Republic

Carlos Alonso von
MarschallCosta Rica

Jasmine Ward
Guatemala

Verne Wheelwright
United States

Robert Whitfield
United Kingdom

Jeremy Wilken
United States

David Wood
United Kingdom

Yun Yeo
South Korea

Calleo Yuri
Italy

Zheng Zhao
China

Xiaolin Zhang
China

Duoying Zhou
China

Victoria, Zhuravleva
Russian Federation

Ibon, Zugasti
Spain

Appendix 3. The Real-Time Delphi Questionnaire

Real Time Delphi
Collecting and Synthesizing Expert Judgments

The Millennium Project
Real-Time Delphi Questionnaire

Foresight Elements of Our Common Future

To see this reference click here

Please answer the questions in the form below. When you return please enter as a returning participant and use this email address: commoner1 and this study code: OCA1. This study is scheduled to close on 2022-08-30.

By pass introduction

Warnings of a global pandemic that would bring civilization to a halt were made years ago, but insufficient plans were in place for COVID-19. Warnings of climate change were made over 50 years ago, but insufficient actions were taken, as we can see today. How can the UN help improve the world's ability to identify and respond to future warnings and opportunities?

Our Common Agenda, a report by the UN Secretary General, suggests several strategies: A Summit on the Future, a newly established Futures Lab, a Special Envoy for Future Generations, re-purposing the Trusteeship Council as a multi-stakeholder foresight body to tackle emerging challenges, and preparing and issuing a Strategic Foresight and Global Risk Report every five years.

As the Executive Office of the Secretary-General is starting to translate those proposals into action, your views and ideas are requested about how to implement the foresight elements of ***Our Common Agenda***. Drawing from your expertise, please think how to approach these ideas for maximal impact, and to strengthen global foresight. Think about what positions the UN Secretary-General's Office should take to drive foresight, collaboration, and add value?

If you have not yet read the UN Secretary-General's report: ***Our Common Agenda***, please click on the reference above.

You do not have to respond to all the questions and you don't have to finish this questionnaire on one visit. You are encouraged to come back several times to complete it. You will be able to read

You do not have to respond to all the questions and you don't have to finish this questionnaire on one visit. You are encouraged to come back several times to complete it. You will be able to read others' comments (without attribution) and edit your responses as often as you like until the deadline of July 1, 2022.

All those who respond to this questionnaire will receive a summary of the results and will be listed in the appendix of the report to the Director of the Strategic Planning and Monitoring Unit in the Executive Office of the Secretary-General, unless you tell us not to. All answers are anonymous – no attributions will be made, unless you want to be quoted by adding your name to your answer.

Please return to the questionnaire often. When you return please enter as a returning participant and use this email address: commoner1 and this study code: OCA1.

Please remember to press SUBMIT at end of questionnaire.

Questionnaire

		Criticality	Keys to Success	Obstacles and Opportunities
Row 1 of 6	SUMMIT ON THE FUTURE Mouse over for reference from UN Report	How critical do you think this element is to improving the effectiveness of global foresight? ○ Very critical ○ Critical ○ Somewhat critical ○ Not very critical ○ Counter effective Submit only this cell [go] After submitting an answer in this cell, please provide the rationale for your answer *click here*	What and who will make this successful? What features would make the Summit On The Future most effective? To proceed to the answer form please *click here*	What special or unique steps might be taken to improve the chances for success of this strategy and lessons learned that should be taken into account? To proceed to the answer form please *click here*
Row 2 of 6	TRUSTEESHIP COUNCIL AS A MULTI-STAKEHOLDER FORESIGHT BODY Mouse over for reference from UN Report	How critical do you think this element is to improving the effectiveness of global foresight? ○ Very critical ○ Critical ○ Somewhat critical ○ Not very critical ○ Counter effective Submit only this cell [go] After submitting an answer in this cell, please provide the rationale for your answer *click here*	What and who will make this successful? What features would make the Trustee Council most effective? To proceed to the answer form please *click here*	What special or unique steps might be taken to improve the chances for success of this strategy and lessons learned that should be taken into account? To proceed to the answer form please *click here*
		How critical do you think this element is to improving the effectiveness of global foresight? ○ Very critical ○ Critical ○ Somewhat critical ○ Not very critical	What and who will make this successful? What should be the most important functions of the UN Futures Lab? To proceed to the answer form please *click here*	What special or unique steps might be taken to improve the chances for success of this strategy and lessons learned that should be taken into account? To proceed to the answer form please *click here*

		How critical do you think this element is to improving the effectiveness of global foresight?	What and who will make this successful? What should be the most important functions of the UN Futures Lab? To proceed to the answer form please *click here*	What special or unique steps might be taken to improve the chances for success of this strategy and lessons learned that should be taken into account? To proceed to the answer form please *click here*
Row 3 of 6	**ESTABLISH A UN FUTURES LAB** *Mouse over for reference from UN Report*	○ Very critical ○ Critical ○ Somewhat critical ○ Not very critical ○ Counter effective Submit only this cell [go] *After submitting an answer in this cell, please provide the rationale for your answer* click here		
Row 4 of 6	**ISSUE STRATEGIC FORESIGHT AND GLOBAL RISK REPORTS ON A REGULAR BASIS** *Mouse over for reference from UN Report*	How critical do you think this element is to improving the effectiveness of global foresight? ○ Very critical ○ Critical ○ Somewhat critical ○ Not very critical ○ Counter effective Submit only this cell [go] *After submitting an answer in this cell, please provide the rationale for your answer* click here	What and who will make this successful? What features would make the Global Risk Reports most effective? To proceed to the answer form please *click here*	What special or unique steps might be taken to improve the chances for success of this strategy and lessons learned that should be taken into account? To proceed to the answer form please *click here*
Row 5 of 6	**SPECIAL ENVOY FOR FUTURE GENERATIONS** *Mouse over for reference from UN Report*	How critical do you think this element is to improving the effectiveness of global foresight? ○ Very critical ○ Critical ○ Somewhat critical ○ Not very critical ○ Counter effective Submit only this cell [go] *After submitting an answer in this cell, please provide the rationale for your answer* click here	What and who will make this successful? What would allow the Special Envoy for Future Generations to be most useful? To proceed to the answer form please *click here*	What special or unique steps might be taken to improve the chances for success of this strategy and lessons learned that should be taken into account? To proceed to the answer form please *click here*
Row 6 of 6	**WHAT OTHER STRATEGIES ARE IMPORTANT TO CONSIDER?** *What else could the UN Secretariat do to improve global foresight, to inform international decision-making, and to help*	To proceed to the answer form please *click here*		

| Row 6 of 6 |

WHAT OTHER STRATEGIES ARE IMPORTANT TO CONSIDER?

What else could the UN Secretariat do to improve global foresight, to inform international decision-making, and to help enhance the future conditions for humanity? | *To proceed to the answer form please* *click here* | |

Submit this page

ADDITIONAL SUGGESTIONS

To submit comments and suggestions *click here*

Please remember to return to the questionnaire often. When you come back, you will see how the group's answers have evolved and can edit your comments in response. If you have difficulties please send your questions to elizabeth.florescu@gmail.com .

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To go to the top of this form *click here*

To sign out *click here*

Date: 3 August, 2022

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