

Working for the Wellbeing of Current and Future Generations

soif.org.uk September 2024

Learning from in-country innovations and
building a global community for change

Implementation Handbook
for the UN Declaration
on Future Generations



Authors

Andrew Jackson, Fátima Fernández,
Cat Zuzarte Tully, Sophie Howe

Contributing Experts

Caroline Star, Peter Glenday, Diyana West,
Claudette Salinas, Felipe Bosch, Kate Seary,
Nancy Muigei, Lianne Guerra, Pledge and
Pioneer Networks, and SOIF team

Editors

Lewis Lloyd, Iman Bashir, Daniel Riveong

Design and Layout

Effusion

Partners

Special thanks to Future of
Climate Cooperation (FCC), particularly
to Thomas Hale and Daouia Chalali

Produced by

School of International Futures (SOIF)

Foreword

by Cat Tully and Sophie Howe

We stand at a transformative moment in history. The UN Declaration on Future Generations (DFG) presents a truly transformative moment for governance in the 21st century – rooted in sustainability, intergenerational fairness, and the long-term wellbeing of people and planet.

As early champions of intergenerational fairness, we have long understood that creating a governance system fit for future challenges requires not only visionary leadership but a commitment to tangible, pragmatic action. As a former civil servant and politician, working for years in devising and implementing policy, we understand that, for this movement to succeed, we must answer the critical questions: *How do we bring these principles to life? What tangible steps should be taken next?*

This handbook is designed to help answer those questions. Whether you are working at the local, national, or regional level – whether as a civil servant, politician, or member of civil society – this resource offers practical guidance on where to begin, how to assess your current position, and how to chart a course for long-term governance that promotes the wellbeing of future generations. It encourages collaboration across sectors and stakeholders to build a governance ecosystem that supports long-term, integrated decision-making.

The DFG does not exist in isolation. Across the globe, from Wales to other pioneer countries like Kenya, Cameroon, Colombia or New Zealand, innovators have already laid the groundwork for this transformation. This handbook brings together those efforts, distilling insights into a *What Works* resource that marshals evidence, best practices, and lessons learned to guide future actions. For the first time, we have collected these diverse stories into an evidence base designed

to build on collective wisdom, coordinate efforts, and create lasting impact – we hope that this will help to inspire many more stories to be told in the future.

This work is the result of a collective endeavour, uniting insights from over 70 countries and multilateral organisations. At its heart is the Foresight Governance Prism – a comparative framework that diagnoses challenges and designs meaningful action, while connecting early adopters and champions across civil society, government, and international institutions. This collaboration has created a foundation for meaningful, sustained change.

By the time the DFG is reviewed in 2028, our hope is to point to real-world successes – vanguard countries, COP and G20 commitments, and UN programmes that embody intergenerational fairness and positive policy outcomes. We are committed to supporting this global movement through initiatives such as local and global implementation support hubs, convening networks, and offering technical support to ensure that countries, institutions, and coalitions can realise their long-term governance ambitions.

To everyone who has contributed to this work – whether from civil society, government, or international institutions and SOIF team members – thank you. This handbook is a testament to your collective vision and dedication. Together, we are not just imagining a better future, but building it.



Cat Tully

Director of SOIF



Sophie Howe

Future Governance Adviser of SOIF
and Former Future Generations
Commissioner for Wales

Contents

Foreword	1
Acronyms	5
Executive Summary	7
About this Handbook	12
<hr/>	
Policy Report: Guidance for National Champions on Building Intergenerationally Fair Governance Systems	15
1. About this Report	16
2. The Case for a Transformative Implementation of the Declaration on Future Generations	17
3. Unfolding the Drivers of Intergenerational Fairness	18
4. In-Country Opportunities for Long-term Governance: Building Intergenerationally Fair Ecosystems	19
4.1 Building from the Ground: Activating National Coalitions for Future Generations	20
4.2 Developing an Ecosystem Approach	22
4.3 Going Further	25
5. UN System Opportunities for Long-term Governance: Getting Support and Guidance for DFG Implementation	27
5.1 Headquarters Level: Setting a Strategic Direction	27
5.2 Regional Level: Establish a Regional Agenda	28
5.3 Country Level: Harness Innovation and Resources of Citizens and Communities	29
5.4 Multilateral Opportunities	30
6. Opportunities for Long-term Governance at the Wider Multilateral Level: Strengthen Alliances and Embed Commitments Globally	32
6.1 Advocate for Systemic Reform	32
6.2 Advance National Priorities in Global Policy Discussions	34
6.3 Engage in and with Multi-Stakeholder Networks	36
Conclusions	37

Technical Report: Global Insights on Long-term Governance, Drivers and Innovations	38
1. About this Report	39
2. The Case for a Long-term Maturity Framework	40
3. Methodology and Framework of Analysis	42
3.1 Framework for the Assessment	42
3.2 Developing a Heatmap of Maturity in Long-term Governance	47
4. The Current State of Long-term Governance	48
4.1 Diverse Approaches to Advance Good Long-term Governance	48
4.2 Each Country Follows its own Journey	51
4.3 Support for Long-term Governance Rises and Falls	52
4.4 Systematic Foresight Should Inform Long-term Governance, but Rarely Does	53
4.5 Foresight Requires Science and Engagement with Decision-makers	54
4.6 Discount Rates are a Key Tool for Estimating Long-term Impacts	55
5. Pathways for Enhancing Long-term Governance	56
5.1 Foresight Capability	58
5.2 Machinery of Government	58
5.3 Intergenerational and Diverse Voices	59
6. International Innovations Driven by Leaders, Citizens and Systems	60
6.1 Improving Engagement	60
6.2 Machinery of Government	60
6.3 Building Foresight Capability	62
7. Recommendations and Next Steps to Assess and Activate the Drivers of Long-term Governance	64
7.1 For the UN and Other Multilateral Bodies	64
7.2 For Member States	64
7.3 For Citizen Coalitions	64
Appendices	65
Appendix 1: The Heatmap	66
Appendix 2: The Maturity Framework	68
References	75
Acknowledgements	76

Acronyms

ADB – Asian Development Bank

ASEAN – Association of Southeast Asian Nations

AU – African Union

APFN – Asia Pacific Futures Network

CCFs – Common Country Frameworks

CEPLAN – National Centre for Strategic Planning (Peru)

COP – Conference of the Parties (UNFCCC)

CSF – Civil Society Forum

DFG – Declaration on Future Generations

EU – European Union

FfD – Financing for Development

FOCAC – Forum on China-Africa Cooperation

FGs – Future Generations

FFP – Future Foresight Platform

GAO – Government Accountability Office

GDP – Gross Domestic Product

G20 – Group of Twenty

GTF – Global Task Force

HLPF – High-Level Political Forum on Sustainable Development

ICLEI – Local Governments for Sustainability

IMF – International Monetary Fund

IO – International Organisation

IUCN – International Union for Conservation of Nature

LDCs – Least Developed Countries

NGO – Non-Governmental Organisation

OECD – Organisation for Economic Co-operation and Development

RC – Resident Coordinator

SADC – Southern African Development Community

SDG – Sustainable Development Goals

SFU – Summit of the Future

SIDS – Small Island Developing States

SOIF – School of International Futures

SOTF – Summit of the Future

UN – United Nations

UNCT – United Nations Country Team

UNDAF – United Nations Development Assistance Framework

UNDCO – United Nations Development Coordination Office

UNDP – United Nations Development Programme

UNFCCC – United Nations Framework Convention on Climate Change

UNFPA – United Nations Population Fund

UN HQ – United Nations Headquarters

US – United States

UK – United Kingdom

WEF – World Economic Forum

WUF – World Urban Forum

Executive Summary



Working for the Wellbeing of Current and Future Generations: Learning from in-country innovations and building a global community for change

Audience: National champions (early adopters among policy makers, government officials, civil society). Plus UN/IO officials, practitioners, funders, academics, and interested parties in the media and business.

A. The Case for Long-term Governance as a Lever of Intergenerational Fairness

With growing global consensus on the need for long-term policymaking, the Declaration on Future Generations (DFG), signed at the 2024 Summit of the Future, represents a landmark commitment. This Handbook offers strategies to help national champions and early adopters transform these commitments into actionable, long-term policies that are intergenerationally fair.

The Handbook outlines a roadmap for national-level champions (policymakers and civil society) to embed intergenerational fairness and long-term governance principles in their national strategies, ensuring that the DFG is actionable and transformative. The Handbook features two sections:

- **Policy:** Proposes a roadmap for three levels of action where countries can seize opportunities to implement the DFG: national, UN and wider multilateral level.
- **Technical:** Presents evidence on long-term governance from 32 countries, identifying challenges and opportunities, and providing a maturity framework for assessing and prioritising actions.

B. Research Process

To fill the gap in systematic evidence on long-term governance, SOIF developed a global framework to assess governance maturity around the world. It provides a comparative heatmap and insights into key innovations across political leadership, citizens, and institutions.

This framework is informed by action research conducted in 32 countries and supported by a community of over 300 experts in foresight and sustainability, including insights from a global community of early adopters leading futures agendas on the ground:

- **Pledge Community:** Launched at the Dubai Futures Forum in November 2023, this network of over 225 advocates for foresight and wellbeing is pushing for a strong and ambitious DFG.
- **Futures Pioneers Community:** An informal group of over 135 civil servants and politicians from 50 countries and international organisations, sharing knowledge and ambitions on futures work.

Case studies and comparative analysis of different government ecosystems (looking across political leadership, citizens, and institutions) has resulted in a heatmap that compares countries and a set of dynamic insights on key innovations and catalysts in the experience of different countries over time. This is in service of:

- **Action:** Providing participating countries with a holistic understanding of long-term governance within their territories and potential pathways to strengthen it.
- **Research:** Helping identify common traits of what works and what doesn't, beyond territorial differences. In this regard, the interaction between political leadership, citizens, and institutions emerges as crucial across all contexts.
- **Advocacy:** Establishing a reference framework that not only assists countries in implementing the DFG comprehensively and measurably but also enables them to demand accountability and support from the multilateral institutions backing the DFG.

Through this action research, the SOIF-SOTF Programme supports ambitious futures agendas in countries like Kenya, Cameroon, Finland, Ireland, New Zealand or the US. The programme also supported Wales' leadership on the multilateral dialogue, including by facilitating the global consultation process that led to the [Wales Protocol on DFG implementation](#).

Taken together these elements provide a wealth of evidence, gathered from hundreds of leaders and innovators across more than 50 countries. We have distilled this evidence into a practical roadmap, below, making it easy for national champions to access this expertise as they implement the Declaration.

C. Roadmap for Country Implementation of the DFG

1. National Level: Building National Long-term Governance Capability In-country

- **Assess Intergenerational Fairness:** Identify key actors, platforms and initiatives working for Future Generations' (FGs) wellbeing. Use the momentum of the DFG to foster intergenerational dialogues and enhance foresight capability across government.
- **Build Coalitions:** Connect like-minded stakeholders to create synergies, minimise overlaps, and ensure meaningful citizen engagement in shaping future policies.
- **Engage Institutionally:** Ensure that intergenerational fairness and long-term governance principles are embedded in policy creation and implementation by equipping institutions with the tools and capacity to plan for the long term based on foresight and by promoting intersectionality across government.
- **Monitor and Foster Accountability:** Use intergenerational fairness indicators to evaluate progress. Establish trust and accountability through dedicated oversight bodies, such as audit committees or ombudspersons, and embed intergenerational justice in judicial systems to hold society accountable for actions affecting FGs.

2. UN Level: Leveraging UN Support for National and Regional Implementation

- **Use Strategic Guidance from UN Headquarters:** The UN is set to solidify global strategies for implementing and monitoring the DFG and aligning efforts with the 2030 Agenda. Utilise platforms like the UN Futures Lab to integrate advanced foresight tools and prepare for future challenges.
- **Integrate Intergenerational Fairness in UN Regional and Country Support:** Work with UN Resident Coordinators and Country Teams to embed long-term governance and foresight into national strategies and capacity-building efforts. Adapt global commitments to regional contexts, pushing forward cross-country agendas that require specific support from UN regional commissions.
- **Support Impact Coalitions and “Friends of” Future Generations:** join the impact coalition on future generations, as a legacy of the Summit of the Future, and support the creation of a friends group of member states. These initiatives provide for country ownership and allow member states to discuss diplomatic coordination in a flexible and adaptive way.
- **Engage in Post-SDG Preparations:** Participate in dialogues leading up to the UN Social Summit in 2025, which will address long-term issues such as employment, social integration, gender equity, and access to health and education – all requiring an intergenerational fairness perspective.

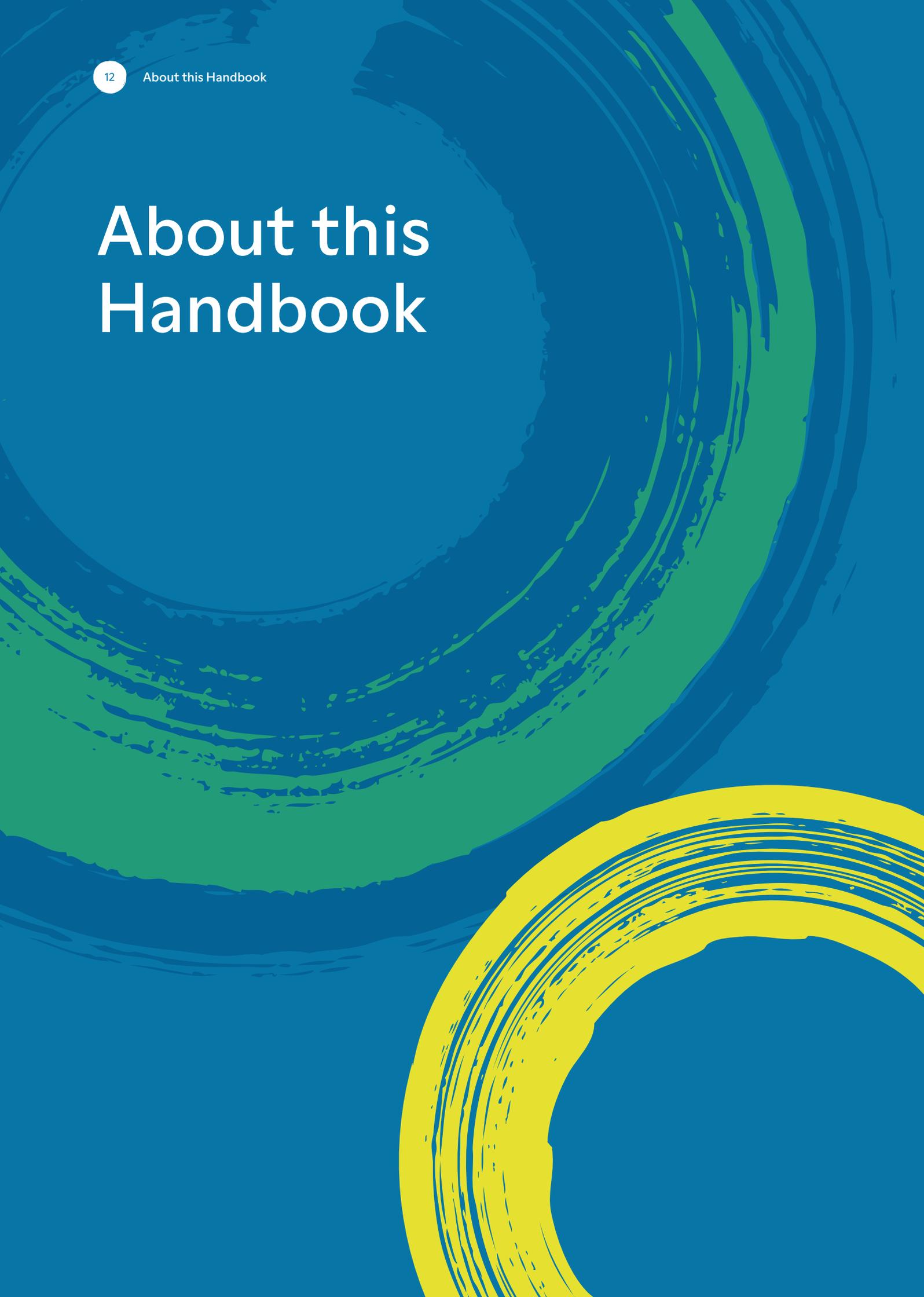
3. Wider Multilateral Level: Strengthen Alliances and Embed Commitments Globally

- **Advocate for Systemic Reform:** Participate in global discussions beyond the UN to push for financial and governance reforms that prioritise sustainable development and intergenerational equity. Engage with government-led platforms, development banks, external audit bodies, and networks of stakeholders, including local authorities, international trade unions and civil society platforms.
- **Advance National Interests in Global Forums:** Collaborate with other countries to ensure global platforms incorporate intergenerational fairness in their agreements and frameworks. This is crucial for addressing national issues requiring global solutions, like climate transitions, poverty alleviation, housing, taxation or emerging technologies.
- **Join and Lead Knowledge-Sharing Communities:** Engage in networks that exchange knowledge on what works. Partner with academics and experts to ensure representation and strengthen connections on science and technology.
- **Advocate for Systemic Shifts in Development Cooperation:** Advocate for rethinking the priorities and mechanisms guiding global cooperation and non-profit support, ensuring that countries in the Global South receive the necessary resources and support for sustainable transformation.

D. Conclusions and Next Steps

1. **Long-term governance requires a shift in mindsets and expectations from people, governments and institutions.** This requires overcoming silos and crisis management approaches to consolidate governance systems that are focused on long-term, interdependent, participatory and nature-embedded.
2. **Embedding futures methods and foresight in policy making is crucial in the context of prevailing uncertainty.** This requires integrating strategic foresight into civil service training and the education of current and next generations of public officials, as well as promoting foresight centres of excellence to spearhead effective anticipatory governance ecosystems across executive, legislative and audit institutions, government agencies, and municipal bodies.
3. **Implementing the DFG across the public sector requires assessing policies from the standpoint of intergenerational fairness.** This requires solid analytical frameworks that assess the readiness of country systems for long-term governance, as well as the in-country and international opportunities to consolidate this transformation.

About this Handbook



This Handbook is part of the work of the Summit of the Future Programme at the School of International Futures (SOIF).

The School of International Futures (SOIF) is a global non-profit organisation founded in 2012 and headquartered in the UK, operating worldwide to collaborate with leaders, organisations, and communities in shaping a better future for current and future generations. We help transform the present by employing structured thinking about the future, integrating three key disciplines in the service of transformation:

- **Foresight and Futures:** We advise decision-makers on how to use foresight methods to tackle complex, future-oriented policy and strategy challenges across governments, foundations, civil society, and corporations.
- **Participation and Governance:** We place people at the centre of the future. We strive to ensure that representation, legitimacy, and participation are integral to foresight work, acting as a bridge and connector between diverse groups.
- **Networks of Change:** We believe that building networks is essential to driving systemic change. We weave, incubate, and scale networks of social change agents.

The **Summit of the Future Programme (SOTF)** seeks to secure national and multilateral commitment to the principle of intergenerational justice by actively promoting long-term governance systems that are equitable, sustainable, and fair. To achieve this goal, the programme works with governments, practitioners, civil society, and academia through three key pillars:

1. **Action Research:** Identifying actors and dynamics on the ground that foster dialogue and intergenerational justice, as well as exploring future-thinking approaches that help overcome uncertainty and drive systemic transformation.
2. **Network Weaving:** Facilitating networks of public officials, leaders, and practitioners from around the world who share knowledge, aspirations, and strategies to strengthen participatory and transformative governance models that support more just and sustainable futures.
3. **Multilateral Advocacy:** Creating opportunities to ensure the ambitious implementation of the agenda for future generations within the multilateral system, both through UN processes and other regional and multilateral platforms, forums, and transformative actors.

Key outcomes of the SOTF Programme include:

- The creation of two **networks of influential actors** in the futures domain, with their respective regional and local working groups:
 - **Pledge Community:** Launched at the Dubai Futures Forum in November 2023, this network of over 225 advocates for foresight and wellbeing is pushing for a strong and ambitious DFG.
 - **Futures Pioneers Community:** An informal group of over 135 civil servants and politicians from 50 countries and international organisations, sharing knowledge and ambitions on futures work.
- Active support for **advancing the future generations'** agenda in countries such as Kenya, Cameroon, Finland, Ireland, Spain, Portugal, the US, and New Zealand, through collaboration with government officials, parliamentarians, and civil society.
- The catalysation of national and international efforts to **influence the Declaration for Future Generations (DFG)**, including the publication of policy briefs within the G20 framework and the organisation of high-level meetings such as the Cardiff Meeting for Future Generations and the States' Roundtable at the High-Level Political Forum. These events have featured participation from the DFG Co-Chairs (Jamaica and the Netherlands) and representatives from Wales, Brazil, the UK, Kenya, the EU, Ireland, among others.
- The operationalisation of the Declaration for Future Generations through the elaboration of the Wales Protocol on Future Generations.

“Key outcomes of the SOTF Programme include the creation of two networks of influential actors in the futures domain, with their respective regional and local working groups.”

Guidance for National Champions on Building Intergenerationally Fair Governance Systems

Policy Report



1. About this Report

The Policy Report of the Handbook on DFG implementation outlines the key components of intergenerationally fair systems focused on wellbeing, which are essential for the effective implementation of the Declaration on Future Generations (DFG) in countries worldwide. It provides an understanding of long-term governance by addressing its diverse drivers and the context-specific nature of these elements.

In this report, you will find a series of insights based on proven practices from countries worldwide over recent decades for inclusive long-term governance. Based on this, the report offers a roadmap for early adopters willing to move forward with the implementation of the DFG. The evidence supporting these recommendations is explored in detail in the accompanying [Technical Report](#). Mirroring the holistic nature of the commitments of States towards the DFG, this report targets the following audiences:

- **Policy Makers and Government Officials:** Use this policy report to understand the components of intergenerationally fair systems focused on wellbeing and their application in country-specific strategies.
- **UN System and Multilateral Organisations:** Leverage the insights and frameworks provided to support national and regional efforts in embedding intergenerational fairness in their work (see the [Technical Report](#) for more information about assessing long term governance maturity).
- **Practitioners and Civil Society:** Engage with practical steps and strategies to advocate for and implement long-term governance initiatives from, for and with communities.

The insights provided in this policy report are further developed and supported by evidence contained in the [Technical Report](#), which includes a maturity framework and examples of different pathways pursued by countries around the world on long-term governance.

Country case studies and comparative analysis across the government ecosystem (looking across political leadership, citizens, and institutions) have resulted in both a comparative static heatmap and data set, as well as dynamic insights on key innovations, roadmaps, and catalysts in the sequencing of different countries' experiences over time. This is in service of:

- **Action:** Providing participating countries with a holistic understanding of long-term governance within their territories and potential pathways to strengthen it.
- **Research:** Helping identify common traits of what works and what doesn't, beyond territorial differences. In this regard, the interaction between political leadership, citizens, and institutions emerges as crucial across all contexts.
- **Advocacy:** Establishing a reference framework that not only assists countries in implementing the Declaration comprehensively and measurably but also enables them to demand accountability and support from the multilateral institutions backing the Declaration.

These efforts are part of the SOIF Summit of the Future Programme (SOTF), which seeks to secure national and multilateral commitment to the principle of intergenerational justice by actively promoting long-term governance systems that are equitable, sustainable, and fair.

2. The Case for a Transformative Implementation of the Declaration on Future Generations

The COVID-19 pandemic and the increasingly narrow window to avert climate catastrophe have served as a definitive wake-up call for national and multilateral systems of governance, laying bare a crucial reality: crises are interconnected, and short-term decisions have far-reaching impacts. Conflicts ravaging regions worldwide, the burden of inequalities affecting the majority of the population, and the climatic conditions forcing many communities into displacement underscore the complexity of managing these issues as a multilateral endeavour.

The Summit of the Future represents a pivotal moment for multilateralism. The Pact for the Future sets an ambitious goal of reaching global consensus on key priorities for sustainable, just, and equitable development. In this context, the Declaration on Future Generations offers an unprecedented opportunity to rethink our approach to development. Its existence underscores the undeniable fact that our decisions today must respect the rights of future generations (FGs). Sustainable development cannot be achieved without intergenerational fairness.

Does this mean that to achieve intergenerational justice, we must start from scratch?

On the contrary. Our systems are composed of communities that have been building cultural legacies for centuries. There is much to learn from what already exists. Whilst there is no one-size-fits-all solution, evidence shows that **successful long-term governance hinges on the interplay between engaged citizenship, political leadership, and systemic support.**

Drawing on years of developing foresight and long term governance in countries and organisations across the world, this report identifies some of the key dimensions of intergenerationally fair systems. **The ultimate goal is to offer avenues for countries to move from commitment to action for current and future generations by seizing current opportunities and being guided by what has proved to work across contexts.** To do so, the report offers inspiration and guidance to build coalitions and drive social justice agendas, ensuring that current decisions benefit future generations.

3. Unfolding the Drivers of Intergenerational Fairness

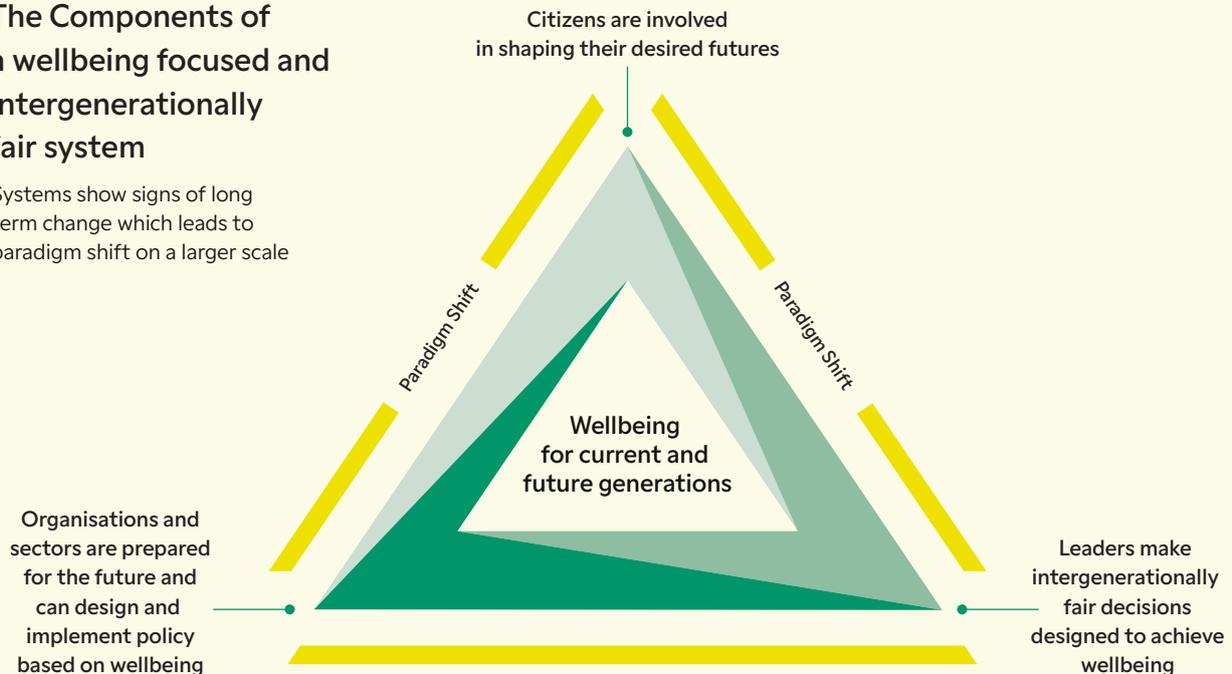
Long-term governance systems that are intergenerationally fair require an ecosystemic approach, whereby the core value relies not on the components of the system but on the interdependencies between them. Focusing action across all parts of the system is crucial for unleashing and sustaining the power of long term governance. As further detailed in the [Technical Report](#), this approach recognises that:

- **Long-term governance is not a static process but a dynamic interplay** between various actors, institutions, and sectors. It evolves over time, requiring adaptability and collaboration among stakeholders to address emerging challenges and opportunities.
- **Journeys toward long-term governance are diverse, nature-embedded and non-linear.** Each pathway is unique, shaped by cultural, economic, and sociopolitical factors, and there is no one-size-fits-all solution.
- **Different parts of the systems can play multiple roles simultaneously.** Identifying and leveraging synergies between existing initiatives, institutions, and policies, is crucial for achieving sustainability and resilience.
- **Local knowledge is a cornerstone of effective long-term governance.** The meaning of long-term governance varies across different regions, and safeguarding the interests of future generations involves protecting and nurturing indigenous knowledge. This knowledge is deeply rooted in the connection between nature, territories, and the societies that inhabit and move across them.

Figure 1: The Foresight Governance Prism

The Components of a wellbeing focused and intergenerationally fair system

Systems show signs of long term change which leads to paradigm shift on a larger scale



4. In-Country Opportunities for Long-term Governance: Building Intergenerationally Fair Ecosystems

Countries deal with uncertainty in different ways and with varying degrees of success. Some have foresight units and commission long-term insight reports, but these are often implemented piecemeal within specific departments or under the leadership of certain individuals. While a handful of countries have achieved a more comprehensive cross-government approach, very few have effectively embedded citizen participation in decision-making processes. Civil society and philanthropic organisations are increasingly supporting these initiatives, but typically without full system support or integration. Similarly, while some countries have strong future-focused political champions, these individuals frequently operate independently, developing private members' legislation or leading department-specific futures work.

Bringing the DFG from commitment to action requires acknowledging the diversity of starting points that countries come from. This recognition implies that, beyond the wealth of situations and opportunities available, systems are ready for long-term

transformation. The following sections summarise the actions that have proved successful in advancing the FG agenda nationally. The common thread that unites them is the interdependence between citizens, leaders and institutions. The ultimate goal is to build coalitions that are based on trust, nature-embedded, participatory and interdependent.

4.1 Building from the Ground: Activating National Coalitions for Future Generations

To activate new approaches and/or build a system beyond ad hoc initiatives, it is crucial to connect the three critical components of the system -citizens, leaders and organisations. This approach will lay the groundwork for broader reform towards long-term governance. Evidence collected by the SOIF-SOTF programme shows that the following actions can help build the foundations for change: generating interest, understanding the current context and prioritising areas to address.

4.1.1 Involving Citizens in Shaping their Own Futures

- **Grassroots Engagement:** Start with grassroots efforts by engaging civil society, including interest groups and early adopters among officials and politicians. Political leaders should adopt a bipartisan approach to ensure broad support and sustainability.
- **Convene Across Sectors:** Intergenerational fairness is not a policy area but a systemic principle. As such, it is core to a variety of national concerns such as climate, biodiversity, social justice, housing, emerging technologies or decent work. Holding intergenerational dialogues around FGs can help diverse interest groups to advance progress in their areas while supporting holistic approaches that consolidate long term governance.
- **Media Engagement:** Raise the profile of long-term governance by linking current issues to long-term actions or failures. Effective media engagement can highlight the necessity of future-oriented governance.

4.1.2 Identifying Current Assets and Approaches

- **Map Existing Resources:** Conduct a comprehensive assessment of existing assets, including institutional capabilities, community networks, and previous initiatives related to long-term governance. Recognise and leverage these assets to build a solid foundation for future-oriented efforts.
- **Identify Current Efforts:** Understand and document what is already being done in terms of future-oriented governance. This recognition helps avoid duplication of efforts and allows for the integration of ongoing work into new strategies.

4.1.3 Securing Political Championship

- **Identify Policy Priorities:** Focus on 2-4 key issues that resonate with citizens and have a significant impact on their daily lives. These should be relevant and show potential tangible benefits from future-oriented governance, thereby building public support and engagement.
- **Build Cross Party Consensus:** Achieve bipartisan support by involving political leaders from across the spectrum. This approach helps create a unified front that can advocate for long-term policies and secure broader acceptance and implementation.
- **Establish or Support National Hubs:** To support this initiation or progress of work in each area, establishing multistakeholder hubs as spaces for dialogue and common action may help countries coordinate and leverage the work of different actors (citizens, political leaders, institutions) and connect them around future generations.

Box 1

In-country Coalition-building in Europe

SOIF is piloting the establishment of national coalition hubs in four target countries in Europe by connecting and supporting early adopters and stakeholders that are working for intergenerational fairness in Finland, Ireland, Portugal and Spain. Two national and one bi-national hub have been set to undertake self-assessments of their countries, based on the long-term governance maturity framework (See [Technical Report](#)). The purpose is to build synergies and identify assets and opportunities to design an implementation plan, including advocacy to build capability on intergenerational fairness in service to long-term governance.

The Kenya's Senate Caucus

In Kenya, the Bi-partisan formation of the Kenya's Senate Caucus with representation from various political parties seeks to use long term governance to address their roles and functions around legislation, oversight and representation at the subnational governments. Especially in the context of devolution in Kenya, which is now in its 11th year.

4.2 Developing an Ecosystem Approach

While coalition-building is a vital starting point, it alone is not enough. The complexity and interdependence of the systems that shape our future require holistic strategies that bring everyone onboard. Unlike isolated efforts, an ecosystem approach integrates diverse actors, from citizens and policy makers to institutions and civil society, creating a cohesive framework that addresses the multifaceted challenges ahead. To truly protect the interests of future generations, we must go further – embedding foresight capabilities across governance, fostering leadership committed to long-term thinking, and ensuring that all voices, especially those often marginalised, are included in decision-making processes.

Our research highlights that this comprehensive, interconnected strategy enables a more resilient and responsive governance structure, ensuring that policies are not only inclusive but also effective in securing a fair and prosperous future for all.

4.2.1 Involving Citizens in Shaping Their Futures

Once you have built a movement for change, intergenerational dialogue and collaboration are important to ensure that policies are informed by the needs and aspirations of current and future generations. This requires:

- **Actively Involving Diverse Voices:** Organise and facilitate long-term policy discussions that engage citizens of all ages and backgrounds, including marginalised groups, to ensure policies are inclusive and reflective of diverse perspectives.
- **Building Trust and Spaces for Collaboration:** Establish platforms for continuous dialogue between policy makers and citizens, enabling transparent communication and collaboration that strengthens intergenerational understanding and trust.
- **Integrating Feedback into Policy Action:** Systematically incorporate citizen feedback from these dialogues into policy decisions and coalition-building efforts, setting actionable long-term goals that prioritise the wellbeing of both current and future generations.

“While coalition-building is a vital starting point, it alone is not enough.”

4.2.2 Embedding Long-term Governance, Foresight Capability and Awareness Across the System

Once you have mapped current activity and capability, the next stage involves addressing gaps and implementing an improvement plan. To effectively plan for the long term, it is crucial to build foresight capabilities, develop or align decision-making frameworks, and raise awareness across the governance system¹. This includes:

- **Embedding Citizen Values and Setting Long-term Objectives:** Develop long-term goals and policies that are grounded in citizen feedback and values. Ensure that these objectives are integrated into policy decisions to reflect the needs and priorities of the population.
- **Enhancing Foresight Capability and Expertise:** Establish specialised foresight centres to provide expert guidance and support. Integrate foresight and long-term insights into key policies and strategies, and offer training programs to build foresight literacy among policy makers and government officials.
- **Promoting Cultural Change and Incentivising Futures-thinking:** Foster a governance culture that prioritises foresight and long-term thinking. Create incentives for policy makers to incorporate future implications into their work and establish systems for consistently capturing and applying foresight insights.
- **Implementing at All Government Levels:** Ensure that future-focused governance practices are embedded at local, regional, and national levels. Adapt strategies to different governmental scales and contexts, integrating foresight into all levels of policy and decision-making processes.

4.2.3 Future-oriented Leadership

Political leadership is critical for integrating foresight into governance. To drive long-term thinking, leaders need support and motivation. Key dimensions of this process include:

- **Securing Senior-Level Support:** Gain commitment from high-level leaders, including heads of government and senior ministers, to advocate for foresight initiatives. Their endorsement ensures foresight is prioritised and resourced adequately, thereby enhancing the credibility and authority of long-term planning efforts.
- **Creating a Vision for Long-term Governance:** Develop and clearly communicate a strategic vision that positions foresight as a core component of governance, highlighting how foresight improves policy resilience and adaptability. By aligning stakeholders and setting clear expectations, a well-articulated vision fosters a proactive approach to policy development.

- **Encouraging Innovation:** Foster an environment that supports creative thinking and experimentation in long-term planning. Leaders should back initiatives exploring new approaches and adapting to emerging challenges, such as technological advancements or global trends.

Box 2

Fairer Futures Initiative

In partnership with Small Islands Development (SID), SOIF is working on the Fairer Futures initiative, aiming to create a collective vision for Africa that is regenerative and intergenerationally fair. This vision seeks to ensure that systems and policies benefit the entire continent, including not-yet-voting and not-yet-born citizens. The initiative focuses on equipping a new generation of leaders with the skills and insights needed to address complex crises with fairness and equity, laying the groundwork for a regenerative approach to development.

Colombian National Planning Department

The Colombian National Planning Department (DNP in Spanish) is the country's centre of thought, which coordinates, articulates, and guides short, medium, and long-term planning, the public policy cycle, and the prioritisation of investment resources. Within the DNP, the Subdirector General of Foresight and National Development is responsible for strategic foresight planning and, under the guidelines of the General Directorate, for the coordination and articulation of policy formulation, plans, programmes, projects, and other planning instruments, as well as technical assistance in the public policy management cycle. The Participatory Foresight for National Development Planning project, led by UNFPA Colombia and UN Global Pulse, addressed the need to include young leaders and underrepresented communities in envisioning the future, incorporating their voices in citizen consultations for Colombia's National Development Plan 2022–2026.

4.3 Going Further

For those aiming to elevate their commitment to intergenerational fairness and drive transformative change, our research identified several pioneering initiatives that can serve as inspiration. By implementing national declarations dedicated to future generations, establishing specialised commissioners to oversee long-term policies, and employing rigorous monitoring frameworks, it is possible to robustly advance the FG agenda domestically at the same time as taking on a global leadership role in this space.

4.3.1 High Profile Initiatives

Some countries are taking significant steps to place future generations at the heart of their agendas. These initiatives offer a valuable foundation for building a robust, futures-oriented governance ecosystem:

- **National Future Generations Declaration:** Launch a national declaration dedicated to future generations, as seen in Wales, New Zealand or Japan. This commitment can energise both citizens and leaders, embedding long-term thinking into the heart of national policy.
- **Establish a Future Generations Commissioner:** Create a dedicated role, such as a Commissioner for Future Generations, to oversee and ensure the integration of future-oriented policies across government. Wales was the first country to do this, but others including the European Commission are now exploring what it would look like to create their own FG commissioners. This position will drive the implementation of long-term strategies and advocate for sustained focus on future needs.
- **Monitor and Assess Progress:** Apply the maturity framework outlined in the [Technical report](#) to evaluate your country's progress in balancing citizen engagement, systemic readiness, and political leadership. This framework, combined with wellbeing indicators, provides a comprehensive view of your nation's capacity for long-term thinking and identifies areas for improvement, tailored to specific national contexts.

Box 3

The Wales Protocol for Future Generations

With support from SOIF, the Wales Protocol was developed by the Office of the Future Generations Commissioner for Wales. The substance of the protocol was informed by a community of over 150 policy leaders, activists and practitioners from more than 60 countries in a consultation process that explored pioneering experiences from all over the world. The Protocol was developed across three iterations of global consultation undertaken by the School of International Futures, culminating at the Future Generations Forum, taking place in Cardiff (Wales) from 29th April to 1st May 2024. According to the Protocol, there are three 'groups' who have distinct parts to play in implementing sustainable development and long-term thinking: 'the people', nations, and the United Nations and other international and multilateral systems. The protocol assigns a set of proposals for each group.

Uruguay's Special Commission for the Future

In July 2021, Uruguay launched the Special Commission for the Future, a bicameral body with participation from all political parties. Established under Law No. 19.509, the Commission focuses on medium and long-term strategic issues, promoting collaborative actions and employing a rigorous, specialised approach across various knowledge areas. It receives advisory support from the UNESCO Chair on Anticipation and Resilience and technical assistance from UNDP, which has now embedded futures as a cross-cutting priority in its regional agendas of governance and youth engagement (see box 5). At the country level, the UNDP office is training civil society and youth organisations in the agenda and tools of long-term governance, for their participation in the Commission and, more broadly, their engagement with public discussion on these matters.

5. UN System Opportunities for Long-term Governance: Getting Support and Guidance for DFG Implementation

To effectively implement the DFG and advance long-term governance, the United Nations provides multifaceted support across different levels. At UN Headquarters, strategic guidance, tools, and platforms are offered to shape overall implementation. Regionally, the UN assists in translating global commitments into local actions and strengthens regional capacities. On the ground, UN Country Teams (UNCTs) collaborate with national governments and communities to integrate innovation and participatory approaches. Additionally, the UN fosters international cooperation through multilateral discussions. These combined efforts ensure a comprehensive and cohesive approach to embedding long-term governance principles globally.

5.1 Headquarters Level: Setting a Strategic Direction

At the UN Headquarters level, the organisation can continue to set strategic directions towards 2030 and beyond. This includes providing Member States with clear guidance as they consider the global development agenda past 2030. The outcomes of the Summit of the Future and the DFG offer a framework to harness opportunities, mitigate risks associated with frontier issues, and accelerate SDG achievement while preventing potential harms.

5.1.1 Integration of Advanced Foresight Tools

The UN Futures Lab presents an opportunity to incorporate advanced foresight tools and methodologies to anticipate future trends and challenges in-country and globally. Policy makers in member states, along with those in the UN itself, should take full advantage of this in the coming years, during DFG implementation and beyond.

- **Harnessing Advanced Foresight Tools:** The UN Futures Lab employs sophisticated foresight methodologies, such as scenario planning and trend analysis, to help countries anticipate and prepare for future challenges. These tools are instrumental to address potential risks and capitalise on emerging opportunities, ensuring that long-term governance strategies are resilient and adaptive.
- **Guiding Future-Oriented Planning:** Countries can benefit from strategic support for integrating long-term perspectives into national policies and development frameworks. This guidance helps countries to advance Sustainable Development Goals (SDGs) while mitigating risks associated with uncertain future conditions.
- **Building Capacity for Sustainable Governance:** Through workshops, training programs, and knowledge-sharing initiatives, the UN Futures Lab strengthens national capacities in long-term governance, promoting a culture of continuous adaptation and strategic thinking.

5.1.2 Establishing Robust Stewardship Mechanisms

To ensure effective implementation of the DFG, it is crucial that member states request robust stewardship mechanisms from UN HQ. These will help maintain momentum, ensure accountability, and foster a sustained commitment to the principles of intergenerational equity. This could involve:

- **Appointment of a Special Envoy for Future Generations:** This role would advocate for the DFG's principles across the UN system and among Member States. The Special Envoy would coordinate efforts, ensuring adherence to long-term governance principles and facilitating integration into national policies.
- **Establishment of a Periodic Forum:** A dedicated forum would monitor the DFG's implementation, address emerging priorities, and provide a platform for ongoing dialogue. This forum would review both national and global progress, adjusting strategies to meet evolving challenges and opportunities.
- **Development of a Monitoring System:** Implementing an assessment framework, such as the maturity framework and heatmap detailed in the [Technical report](#), will enable Member States to evaluate, monitor, and compare the integration of intergenerational goals globally. This system will ensure transparency and facilitate continuous improvement in long-term governance practices.

5.2 Regional Level: Establish a Regional Agenda

The UN's regional operations are crucial for helping countries implement the DFG. By aligning national strategies with global commitments and strengthening local capacities, the UN enables countries to integrate long-term governance principles into their development plans. UN regional offices can support implementation of the DFG in four main ways:

- **Tailor Global Commitments to Regional Contexts:** Customise global commitments like the Declaration on Future Generations (DFG) into actionable, context-specific strategies. This involves translating high-level goals into detailed plans that address regional environmental and social issues, such as creating localised climate adaptation strategies or integrating sustainable practices into local economic development plans.
- **Strengthen Regional Capacities and Leadership:** Build regional capacity through targeted training and support, such as workshops on sustainable development and climate resilience. Empower Resident Coordinators (RCs) to align national policies with global frameworks, leverage local knowledge, and facilitate multi-stakeholder engagement to ensure that future-oriented strategies are effectively implemented and adapted to local needs.

- **Develop Strategic Common Country Frameworks (CCFs):** Develop CCFs that provide a strategic roadmap for integrating DFG principles into national development plans. These frameworks should outline clear objectives for sustainable development and climate resilience, ensuring that long-term goals are reflected in national strategies and enhanced by foresight methodologies to anticipate and address future challenges.
- **Facilitate Continuous Monitoring and Adaptation:** Implement assessment frameworks to track progress and measure the impact of DFG implementation. This includes adopting tools like maturity frameworks and heatmaps to evaluate and adjust strategies, ensuring ongoing alignment with evolving challenges and opportunities, and maintaining a dynamic approach to intergenerational equity and sustainable development.

5.3 Country Level: Harness Innovation and Resources of Citizens and Communities

UN Country Teams (UNCTs) are essential in turning global commitments, like the Declaration on Future Generations (DFG), into tangible, locally-relevant strategies. Their work is key to integrating innovation and community resources, fostering participative governance, and ensuring that national development efforts align with long-term sustainability goals. Here are some ways in which they can do so:

- **Leverage Local Knowledge and Innovation:** Member states should engage with UN Country Teams (UNCTs) to tap into local expertise and grassroots innovations. By integrating local knowledge and technology, countries can enhance the impact of Sustainable Development Goals (SDG) implementation from a FG lens and tailor strategies to address community-specific needs effectively.
- **Integrate and Adapt Existing Frameworks:** Countries can work with UNCTs to utilise and adapt existing frameworks like the UN Development Assistance Framework (UNDAF) and programs from the UN Development Coordination Office (UNDCO). This will help incorporate foresight and scenario planning into national strategies, ensuring they remain aligned with long-term goals and emerging challenges.
- **Promote Inclusive Participation and Continuous Learning:** UNCTs can support participative strategic planning processes that reflect diverse community perspectives and foster equitable governance. This will allow for the adaptation of strategies based on new ideas and trends, and leverage UNCTs to showcase best practices that integrate long-term thinking and adaptability.

5.4 Multilateral Opportunities

The United Nations, particularly through dialogues held in New York and at the General Assembly, presents significant opportunities for countries to advance the DFG. These high-level forums not only offer a platform for shaping the global conversation on post-SDG frameworks but also enable nations to advocate for and integrate long-term governance principles into the international agenda. By actively participating in these discussions, countries can influence the direction of global policy, secure commitments from other member states, and align their national strategies with emerging global priorities. Here are ways in which countries can leverage this opportunity:

- **Support Impact Coalitions and “Friends of” Future Generations:** join the impact coalition on future generations, as a legacy of the Summit of the Future, and support the creation of a friends group of member states. These initiatives provide for country ownership and allow member states to discuss diplomatic coordination in a flexible and adaptive way.
- **Engage in Pre-Social Summit Dialogues:** Actively participate in preparatory discussions leading up to the UN Social Summit in 2025. These dialogues will focus on long-term issues such as employment, social integration, gender equity, and access to essential services. By bringing an intergenerational fairness perspective, countries can influence the agenda and ensure that the DFG principles are integrated into broader policy frameworks, setting a precedent for equitable and sustainable development.
- **Shape the Post-SDG Framework:** Use the platform of the General Assembly to advocate for the inclusion of long-term governance principles in the post-SDG framework.
- **Leverage UN Implementation Infrastructure:** Utilise the UN’s existing mechanisms and advisory bodies to support the operationalisation of the DFG. Countries can collaborate with UN entities to develop and implement strategies that incorporate long-term governance principles, access specialised technical assistance, and participate in global initiatives that advance the DFG agenda, thereby reinforcing their commitment and enhancing their impact on sustainable development.

Box 4

Regional Conversations on Futures in Latin America

In July 2021, Uruguay launched the Special Commission for the Future, a bicameral body with participation from all political parties. Established under Law No. 19.509, the Commission focuses on medium and long-term strategic issues, promoting collaborative actions and employing a rigorous, specialised approach across various knowledge areas. It receives advisory support from the UNESCO Chair on Anticipation and Resilience and technical assistance from UNDP, which has now embedded futures as a cross-cutting priority in its regional agendas of governance and youth engagement (see Box 5). At the country level, the UNDP office is training civil society and youth organisations in the agenda and tools of long-term governance, for their participation in the Commission and, more broadly, their engagement with public discussion on these matters.

Youth Advocacy for Future Generations at the UN

Youth2030 acts as an umbrella framework to guide the entire UN as it steps up its work with and for young people across its three pillars – peace and security, human rights, and sustainable development – in all contexts.

“High-level forums offer a platform for shaping the global conversation on post-SDG frameworks and for integrating long-term governance principles into the international agenda.”

6. Opportunities for Long-term Governance at the Wider Multilateral Level: Strengthen Alliances and Embed Commitments Globally

As countries seek to advance the FG agenda, leveraging multilateral platforms is crucial for embedding long-term governance into global frameworks and declarations. Advocating within influential forums like the G20, OECD, African Union (AU), and others provides a pivotal opportunity to centre future generations' concerns in international discussions. This approach ensures that long-term thinking is integrated into the broader global agenda, influencing policy and action across multiple levels. By actively participating in these platforms, countries can drive the inclusion of FG principles into key declarations and frameworks, reinforcing the importance of intergenerational equity and sustainable development on the global stage. The following sections explore how engaging with these multilateral spaces can propel the FG agenda and align international commitments with long-term governance objectives.

6.1 Advocate for Systemic Reform

Countries around the world are confronting interconnected challenges such as rapid technological change, rising debt burdens, urban inequalities, demographic shifts, and the existential risks of climate change. Due to their systemic nature, changes in any of these areas inevitably influence the others. There is a growing recognition that new approaches are needed and that opportunities already exist within government-led spaces like the G20, OECD and many others, to advance these:

- **Call for Holistic Approaches to Interconnected Crises:** With long-term governance approaches, policy makers can better anticipate and address complex challenges. Early adopters should make use of existing multilateral forums to push for their uptake worldwide.
- **From GDP to Intergenerational Wellbeing:** There is growing recognition that intergenerational wellbeing is deeply intertwined with decisions on current economic, social, and environmental issues, as evidenced by agendas for the upcoming G20 Summits in Brazil and South Africa. The DFG will enable countries to embed these topics in the broader FG agenda.
- **Request that Multilateral Platforms Review their Recommendations for Intergenerational Fairness:** Multilateral and regional organisations play a critical role in shaping global policy. It is essential that they embed intergenerational fairness both internally (within their own mechanisms and structures) and externally (in the agendas they promote).

- **Elevating Global South Agendas and Cross-regional Cooperation:** Platforms like the G20, NATO, the African Union, the European Union, the ASEAN, Mercosur and many others, offer opportunities for smaller, younger and Global South countries to have their concerns addressed. The Forum on China–Africa Cooperation (FOCAC) in September 2024 presents an opportunity to raise awareness of the importance of embedding Future Generations in South-South cooperation and relations, especially in examining the agenda of the meeting around Climate, Connectivity & Coalitions.

Box 5

Sustainable Urbanisation for Africa Transformation

The African Union is organising a series of meetings starting in September 2024 at the Africa Urban Forum, under the theme “Sustainable Urbanization for Africa’s Transformation: Agenda 2063”, as well as in Africa’s Industrialization week.

Biodiversity and Future Generations

Global gatherings like COP16 on Biodiversity in Cali, Colombia are pivotal for advancing SDG15 and integrating future generations’ considerations into monitoring processes.

Leveraging Regional Opportunities to Align Budget and Planning, Botswana

In Botswana, the Office of Budget Oversight (Ministry of Finance and Economic Development) and the National Planning Commission (Ministry of State President) jointly coordinate the alignment of Botswana Vision 2036 with National Development Plan 12. They also oversee cross-ministerial, parliamentary, and multilateral coordination of national budget, expenditure, and policy preparedness. There is a growing demand to enhance foresight capacity within these functions. With the establishment of the SADC Parliament as a regional organ, there is increasing interest in strengthening foresight in public governance through Southern African regional parliamentary cooperation.

6.2 Advance National Priorities in Global Policy Discussions

In an increasingly interconnected world, national priorities are closely tied to global policy decisions. As countries engage in multilateral forums, it is crucial to balance national interests with collective global objectives. These platforms offer opportunities for forming alliances and coalitions to amplify voices and drive shared goals, crucial for achieving sustainable, equitable outcomes on both national and international levels.

6.2.1 International Financial Reform and Taxation

- **Advocate to Transform Global Financial Institutions:** Push for comprehensive changes in global financial institutions, such as the IMF and World Bank, to support sustainable and equitable development. Emphasise restructuring these institutions to prioritise green projects and the needs of developing countries, and advocate for fiscal policies that balance economic growth with social and environmental sustainability.
- **Leverage Multilateral Platforms:** Utilise key international forums to drive financial and tax reforms. Engage with the G20, IMF, World Bank, OECD, and UN Financing for Development Forum to promote fair financial systems, improve transparency, and integrate intergenerational equity into global economic policies. Push for reforms that address tax evasion, support equitable financing, and contribute to long-term wellbeing.
- **Secure Investment in Future Generations:** Ensure that financial and tax reforms focus on investing in critical public goods such as education, healthcare, infrastructure, and environmental protection. Advocate for policies that allocate resources effectively to support the long-term health and sustainability of future generations.

6.2.2 Climate

- **Engage in Crucial Climate Forums:** Actively participate in UNFCCC, COP, G20, and the High-Level Political Forum on Sustainable Development (HLPF) to drive ambitious climate targets and integrate intergenerational fairness into global climate policies.
- **Align National and Global Climate Goals:** Ensure that national climate priorities are reflected in international commitments, advocating for policies that address local needs while contributing to global climate resilience.
- **Build Strategic Partnerships:** Form alliances with Small Island Developing States (SIDS), Least Developed Countries (LDCs), and other nations with shared climate challenges to amplify advocacy efforts and secure support for climate finance and technology transfer.
- **Push for Future-Forward Commitments:** Advocate for global climate agreements that explicitly address intergenerational equity, ensuring that long-term environmental sustainability is embedded in international climate strategies.

6.2.3 Housing

- **Advocate for Future-Ready Urban Policies at UN-Habitat Assembly and WUF:** Push for the adoption of policies that mandate sustainable construction practices and climate-resilient infrastructure. For instance, advocate for building standards that require energy-efficient designs and materials, and urban planning that incorporates green spaces and flood resilience to ensure that new developments are equipped to handle future environmental challenges.
- **Champion Inclusive Housing Initiatives at G20 Summits:** Engage with the G20 to promote the inclusion of affordable and adaptable housing in global economic strategies. Push for commitments to fund affordable housing projects and subsidies that address the needs of low-income and vulnerable populations, ensuring that these groups have access to safe and sustainable homes both now and in the future.
- **Form Coalitions for Urban Renewal Projects:** Partner with countries experiencing severe housing crises, such as those with rapidly growing urban populations or significant housing deficits, to develop joint urban renewal initiatives. These partnerships can focus on retrofitting existing buildings with sustainable technologies, improving infrastructure, and ensuring that new housing developments incorporate long-term resilience features.
- **Secure Funding for Long-term Housing Resilience:** Work with international financial institutions to secure dedicated funds for projects that aim to improve housing resilience. Advocate for the establishment of funding mechanisms specifically for projects that integrate future-proofing elements such as climate adaptation measures, advanced construction technologies, and comprehensive disaster preparedness plans.

6.3 Engage in and with Multi-Stakeholder Networks

Collaborating with a diverse array of stakeholders, including local governments, civil society organisations, trade unions, feminist groups, indigenous organisations, and parliamentarians, is vital for advancing the future generations (FG) agenda. On a national level, it helps ensure that policies are responsive to the needs of different community groups and can drive more effective implementation. Globally, partnerships with these networks enhance a country's influence in international discussions, enable the sharing of innovative solutions, and facilitate the development of coalitions that can support and accelerate the adoption of FG principles worldwide.

- **Enhance Joint Advocacy Efforts:** Engage with a broad spectrum of stakeholders, including local governments, civil society organisations, trade unions, and feminist groups, to advocate for long-term governance and sustainability goals. For instance, collaborating with the Global Taskforce of Local and Regional Governments (GTF) can amplify local voices in global discussions, while partnerships with LabourStart (representing trade unions) and Women's Major Group can ensure diverse perspectives are included in advocacy for fair and equitable policies.
- **Foster Learning and Knowledge Exchange:** Actively participate in multi-stakeholder networks to share and acquire best practices, innovative solutions, and lessons learned. Networks such as the International Council for Local Environmental Initiatives (ICLEI) offer platforms for exchanging strategies on sustainability, while the International Union for Conservation of Nature (IUCN) provides valuable insights into environmental practices.
- **Build Multi-Stakeholder Coalitions:** Create and nurture coalitions that unite government entities, NGOs, community groups, and private sector partners to tackle complex issues. Coalitions like the Global Compact for Migration or participating in the World Economic Forum's (WEF) Global Future Councils can drive coordinated actions and comprehensive policies addressing intergenerational equity and sustainable development. These alliances help in developing integrated approaches to persistent challenges and mobilising resources for impactful initiatives.

Box 6: Mexico Championship on FfD

Mexico is a champion for an ambitious Declaration on Future Generations as an opportunity to shift the programmatic and political mindset at national level while aligning with global agendas. Stakeholders in the country advocate for highlighting the future generations agenda at the 2025 Financing for Development (FfD) Summit in Spain, with the aim of addressing systemic processes such as budgeting and the international financial architecture.

Conclusions

This policy report aims to equip early adopters and policy makers with actionable guidance on leveraging both local and global resources to effectively implement the Declaration on Future Generations (DFG) agenda. The objective is to identify and maximise opportunities across various platforms and strategies to integrate long-term governance principles into national policies, ensuring that both immediate and future needs are addressed comprehensively. With this context in mind, the following conclusions outline the essential steps for successful implementation and transformative action.

- 1. Embrace a Shift in Governance Mindsets:** Achieving long-term governance necessitates a fundamental shift in the perspectives of individuals, governments, and institutions. This transition involves moving beyond traditional siloed approaches and reactive crisis management to establish governance systems that are interdependent, participatory, and deeply rooted in environmental sustainability. Embracing this change will ensure that governance structures are better equipped to address complex, long-term challenges.
- 2. Integrate Foresight into Policy Making:** In an era marked by uncertainty, incorporating future-oriented methods and strategic foresight into policy making is essential. This requires embedding foresight training within civil service education and developing centres of excellence dedicated to anticipatory governance. By fostering a culture of foresight across all levels of government and public administration, countries can better prepare for future challenges and enhance their ability to make informed, forward-looking decisions.
- 3. Assess and Reform Policies for Intergenerational Fairness:** To effectively implement the Declaration on Future Generations (DFG), policies must be evaluated through the lens of intergenerational equity. This involves utilising robust analytical frameworks to assess the current state of long-term governance and identify opportunities for improvement both domestically and internationally. By prioritising intergenerational fairness in policy development, governments can ensure that their actions today support the wellbeing of future generations.

Global Insights on Long-term Governance, Drivers and Innovations

Technical Report



1. About this Report

Governments consistently face the challenge of balancing short-term priorities with long-term investments. The political imperative often leans towards addressing immediate needs, making it difficult to justify investments in future challenges and opportunities. However, neglecting the long-term consequences of today's decisions poses significant risks and is morally irresponsible. The climate crisis underscores this reality, with increasing frequency and severity of events such as droughts, floods, and heatwaves serving as urgent calls to action. In essence, effective long-term public governance requires wise judgments that balance present needs with future outcomes.

In this report you will find the outcomes of a study that trialled a subjective rating scale to assess citizen engagement in long-term thinking, strategic foresight capability, and the extent to which machinery of government supports intergenerational fairness. The data collected was used to create a heatmap indicating the maturity of long-term public governance across 32 nations.

The approach proved valuable in facilitating open dialogue with national experts, providing insights into the current state of long-term governance, the common challenges nations face, and the different pathways they take to integrate long-term thinking into national governance. While the resulting heatmap is indicative, the study has produced a set of characteristics presented as a **maturity framework**. The framework provides the basis for an objective assessment of whether countries have in place the necessary elements in place for good long-term governance.

While long-term thinking is gaining increasing prominence, it is not yet fully embedded in governance practices. The maturity framework can support the identification and dissemination of best practices, monitor international progress, and guide efforts in areas of shared need.

The key recommendation of this report is for the maturity framework to be adopted and developed by the United Nations and other multilateral organisations. This would help nations clarify the actions needed to ensure fair intergenerational outcomes and prepare for future shocks.

The maturity framework is built on the **foresight governance prism**, which serves as a tool to analyse the interaction between three pillars that must be in place to balance short and long-term issues:

- **Leadership** that prioritises intergenerationally fair decisions.
- **Organisations** and sectors that are prepared for the future.
- **Citizens** who are actively involved in shaping their desired future.

And these three pillars must be interconnected and aligned with the machinery of government to ensure a sustained impact on policies.

Among these pillars, the greatest opportunities for development lie in enhancing citizen engagement in future vision-setting and embedding foresight into policymaking. In many countries, citizens and civil society are already advocating for these practices and developing their own approaches to facilitate future-focused dialogues.

The policy implications of this piece of evidence have been developed in the [Policy Report](#) that provides guidance to early adopters willing to implement the Declaration on Future Generations and to embed intergenerational fairness in national policy-making.

2. The Case for a Long-term Maturity Framework

There is growing international recognition of the urgent need to address climate change, live within the limits of our biosphere, and tackle global inequalities. Additionally, there is an increasing emphasis on better preparing for future shocks, such as severe weather events, pandemics, and natural disasters. Concurrently, concerns are rising regarding the social impact of advances in Artificial Intelligence.

However, it is perhaps the recent series of crises that has most significantly driven global recognition of the need for enhanced future preparedness. These crises, ranging from the increasing frequency and intensity of extreme weather events to the COVID-19 pandemic and regional conflicts, have had far-reaching consequences. The interplay between these crises and their subsequent impact on energy prices, supply chain stability, and consumer inflation has intensified social pressure for change, fuelling interest in how to balance today's needs with the interests of tomorrow through effective long-term public governance.

The 2024 report [Disruptions on the Horizon](#)² by Policy Horizons Canada provides a valuable assessment of potential future shocks and their likelihood, echoing the findings of other reports such as the [European Parliament's work on future shocks](#)³. These assessments suggest that the need to prepare for disruptions will persist.

The importance of long-term preparedness is not new. Growing interest over the last decade has led to increased support for nations seeking to develop their long-term governance. For instance, the United Nations has developed [11 principles for effective governance for sustainable development](#)⁴, underpinned by 62 commonly used strategies to operationalise sustainable governance. This framework encapsulates many aspects critical to effective long-term public governance.

Good national leadership entails many responsibilities, one of which is ensuring a prosperous future for the country. Achieving this requires careful consideration of emerging opportunities and risks – a practice often referred to as anticipatory governance. Strategic foresight is a fundamental method that enables countries to systematically identify future opportunities and risks (Boston, 2016⁵).

It is therefore encouraging to note that, in addition to the framework for sustainable governance, the UN has issued guidance on the use of Foresight⁶, as have many nations and the School Of International Futures (SOIF)⁷. There is growing international interest in long-term thinking, supported by the UN's Summit of the Future and other global initiatives.

Yet, despite this valuable guidance on long-term governance and the use of foresight to support it, none of the suggested approaches are mandatory. The political imperative often remains focused on addressing short-term needs. The Summit of the Future (SOTF), the Pact for the Future, and the Declaration for Future Declarations (DFG) have brought attention to these critical issues, offering an opportunity to explore them further, deepen our understanding, and strike the right balance between short- and long-term considerations.

This report proposes a heatmap to provide insights into the current state of progress on long-term governance. To achieve this, we designed a simple model allowing experts in various countries to provide an indicative self-assessment of their nation's long-term governance.

In addition to creating an indicative heatmap, discussions with experts allowed us to identify:

- Common characteristics critical for mature long-term governance
- The different journeys countries follow to develop their long-term governance
- Insights into the challenges countries face on their journeys

In the following sections, you will find:

- An indicative heatmap of maturity of long-term governance maturity in 32 nations
- A maturity framework that allows countries to self-assess their strengths and areas for improvement in long-term governance
- Key insights on the common challenges of long-term governance

3. Methodology and Framework of Analysis

This report is based on the outcomes of the SOTF action research programme, including:

- Over 10 years of action research, working with governments and citizen coalitions to gather practices and innovations in foresight and their connection to policy
- A series of interviews with more than 40 government officials, civil society leaders, and practitioners across 14 nations, focusing on the maturity of long-term governance in their countries
- A survey of 18 nations and a series of workshops to collect contributions from a global community of public servants, practitioners and their allies in the SOIF Pledge and Pioneers Networks.

The combined analysis of these inputs has enabled us to develop a framework that countries can use to assess and identify steps to strengthen their approach to long-term governance.

3.1 Framework for the Assessment

Public governance refers to the actions of political leaders, public institutions, and other stakeholders in setting goals for a country or a region and then steering and overseeing the execution of those goals. This is achieved through regulation and the allocation of resources to meet these objectives.

Long-term public governance involves decisions and non-decisions that have impacts over a long-time frame. Effective long-term governance balances short-term demands with long-term impacts, as reflected in the Brundtland Commission definition of sustainable development⁸:

“Development that meets the needs of the present without compromising the ability of future generations to meet their own needs.”

Various approaches can support good long-term outcomes, but three factors are fundamental to making balanced decisions:

1. Leadership committed to making intergenerationally fair decisions
2. Organisations and sectors that are prepared for the future
3. Citizens actively involved in shaping their desired future

These factors must all be in place and work together to support effective long-term governance, though the specifics of how they are designed and delivered will vary in each country. See the [Foresight Governance Prism](#) in the [Policy Report](#).

“Long-term public governance involves decisions and non-decisions that have impacts over a long-time frame.”

3.1.1 What are the Indicators of Mature Long-term Governance?

Based on the above, maturity refers to a situation where long-term governance is fully developed and operating at its maximum potential. In such a scenario, the country's leadership will be committed to:

- Engaging citizens on long-term issues
- Systematically using foresight to prepare organisations and sectors for the future
- Establishing and upholding the machinery of government to balance intergenerational interests and ensure consistent attention to future needs

The SOIF action research programme assessed the maturity of these three activities through interviews and a survey. We interviewed 40 individuals from 14 nations and the European Commission, including academics, policy officials, and civil society representatives. Interviewees were asked to rate the maturity of each of the three activities on a scale of 1 to 6, according to the definitions shown in Figure 1.

In addition to the interviews, representatives from 18 other countries contributed their assessment via a paper-based survey.

All interviewees were also asked to explain their ratings, which often led to in-depth conversations about the challenges they faced and the actions or changes they believed were crucial for enhancing long-term governance in their countries.

All interviewees were assured that their responses would be anonymised to encourage candid feedback. We emphasised that their perspectives on the situation in their respective countries were not intended to provide a definitive review. The goal was to gauge the general state of long-term governance globally, identify common challenges, and highlight examples of good practice.

The indicative heatmap is attached as [Appendix 1](#). It should be noted that the heatmap is not a definitive assessment of each nation's situation but rather highlights common areas for development. The discussions around the heatmap provided a valuable platform for open debate on the keys to successful long-term governance.

Figure 1: Rating scale used by interviewees and those completing the survey to assess their country's maturity on citizen engagement, foresight capability and machinery of government that supports long-term thinking.

Assessment	Explanation
Not known	No information available at the time of writing
No evident adoption	This rating indicates that regions or nations have not established formal mechanisms at present
Some trials started	Regions or countries are trialling their approach to long-term governance.
Established in some areas	Elements of long-term governance are established in one or more of the policy areas but not in all policy areas
Widespread adoption	Widespread adoptions across all policy areas of effective long-term governance
Leading practice	Aspects of the long-term governance are established and deliver real and significant impact

Central to this analysis is the contribution of a global community of policy officials, politicians, and NGO representatives committed to achieving fair intergenerational outcomes. These individuals bring extensive expertise and insight into their nations and have contributed valuable input to this work, as well as connecting us with additional interviewees.

Box 1: The machinery of government to support long-term governance can take diverse forms, including:**Finland**

The Parliament's Committee for the Future, established by law in 1993, has three key roles: reviewing the Government's future report, providing expert opinions on long-term issues, and holding the government accountable for developing foresight capabilities.

Uruguay

The Special Commission for the Future, a bicameral body with representation from all political parties, was established by law to advise on medium and long-term strategic issues.

Wales

The Future Generations Commissioner serves as an independent voice, holding government departments accountable for their commitments under the Wellbeing of Future Generations Act.

The Netherlands

The Dutch Supreme Court upholds consideration of long-term issues through case law, guided by the Oslo Principles on Global Climate Change.

Singapore

The Centre for Strategic Futures (CSF) and Strategic Foresight Unit (SFU) connect Cabinet, ministries, businesses, and civil society in strategic planning and foresight efforts.

New Zealand

The Public Service Act 2020 requires all government departments to produce Long-term Insight Briefings, which consider medium- and long-term risks and opportunities.

Peru

The Centre for Strategic Planning (CEPLAN) and its National Directorate of Foresight and Strategic Studies identify strategic trends and use scenarios to inform national planning.

United States

The Government Accountability Office (GAO) established the Centre for Strategic Foresight to identify, monitor, and analyse emerging issues.

Figure 2: Map showing countries involved in the Pioneers Network



3.2 Developing a Heatmap of Maturity in Long-term Governance

The initial goal of this work was to test an approach for gauging the maturity of a country's long-term governance, facilitating open dialogue on strengths and areas for development. The approach also aimed to promote the diffusion of best practices between nations.

Using the framework sparked valuable discussions, deepening our understanding of the current state of long-term governance and highlighting key actions that have proven effective in enhancing it. While the framework provides a useful basis for discussions, it does not offer a rigorous assessment of the maturity of long-term governance across different countries. In some countries, ratings were consistent among multiple interviewees, whereas in others, there were notable variations. These variations prompted further discussions among interviewees and enriched our understanding of the issues.

The interviews and survey also enabled us to identify key characteristics of mature long-term governance. These key features may serve as a basis for further developing quantitative assessments that consolidate an international heatmap of long-term governance.

4. The Current State of Long-term Governance

Several key insights emerged from the interviews and survey responses regarding the current state of long-term governance globally:

- **Diverse Pathways:** The methods for embedding long-term governance vary between countries, influenced by cultural contexts and historical experiences.
- **Pockets of Excellence:** Many nations have examples of excellence and innovation in long-term governance that should be shared more widely.
- **Areas for Development:** The most critical areas requiring improvement are intergenerational citizen engagement and the integration of foresight into policy development.
- **Variability in Emphasis:** The focus on long-term governance – whether it involves balancing short- and long-term goals or prioritising economic, social, or environmental gains – can shift over time and with changes in the political party in power.
- **Role of International Bodies:** International organisations play a crucial role in mitigating short-term national political pressures.

4.1 Diverse Approaches to Advance Good Long-term Governance

The **Welsh** Wellbeing of Future Generations Act is often cited as an exemplary model for achieving long-term public governance. This legislation mandates that policymakers consider the implications for future generations in all policy decisions. While this is one effective approach, other pathways can also be successful.

In **Finland**, although there is no legal mandate for each government to produce a futures report, there is a strong social expectation for such reports. As a result, each government produces a national futures report. This practice may stem from the establishment of SITRA 50 years ago. SITRA's goal is to ensure that all Finns are aware of and utilise future opportunities. This effort is supported by the Parliamentary Committee for the Future, which reviews the government's futures report and its efforts to build foresight capabilities.

In the **UK**, the requirement to establish departmental foresight capability is included in the job description of every departmental chief science adviser. These advisers play a crucial role in integrating scientific evidence into government policy-making to ensure that decisions are not solely driven by short-term political interests.

In **New Zealand**, the Public Service Act assigns stewardship responsibilities to every departmental chief executive. This approach assigns legal weight to long-term obligations, ensuring that the public sector provides advice on the long-term implications of policy.

In **Kenya**, the Constitution assigns state organisations, including Parliament, the duty to protect both current and future generations. This responsibility is outlined in the Preamble and in key sections like Article 42, which focuses on environmental protection, and Article 201(c), which governs the fair management of public finances. These provisions ensure that resources, including the environment, land, and public funds, are managed equitably to benefit both present and future generations.

Rwanda's Vision 2050 acknowledges the importance of planning for both current and future generations. It sets ambitious goals to transform the country's economy and improve the quality of life for its people over the coming decades.

A common theme across these examples is that building support for the use of foresight, developing the necessary capabilities to deliver systematic foresight, and achieving significant political awareness all require time. The differences in the approaches reflect each country's unique political contexts and histories.

“Building support for the use of foresight, developing the necessary capabilities to deliver systematic foresight, and achieving significant political awareness all require time.”

Box 2: Relevant Studies on Foresight Approaches

Comparing Foresight “Style” in Six World Regions (Keenan and Popper 2008)⁹

This study examined the relationship between context and foresight approaches across six regions worldwide, based on a review of 800 foresight projects. The regions included North-West, South, and Eastern Europe; North and South America; and Asia. The research explored variations in eight factors, including the time horizon, the sponsors of the work, and the methods used.

The findings revealed a typical time horizon of 10-15 years, with Eastern Europe being an exception, focusing more on a 5-10 year horizon. Sponsorship predominantly came from government sources, although businesses in North America and NGOs in South America played a significant role. Sixteen methods were prevalent among the top ten methods used in each region. Established democracies generally emphasised open engagement through workshops, while newer democracies preferred Delphi and other quantitative methods.

The report suggests that differences in approach may be influenced as much by historical experience as by political context.

Mapping Existing Foresight and Futures Organisations in the Global South, (SOIF 2022)¹⁰

This study mapped the number and type of organisations conducting foresight and futures approaches in the Global South. It confirmed the findings of the Keenan and Popper report, stating that the “evolution of foresight is intrinsically linked to the culture and history of how practice has emerged”. Key insights included:

- In Asia: “Current practices are fusing Western practice with Asian philosophy. There are nuances at a country level, but practice is seen to have strong links to linguistics, narratives, diversity, and spirituality”
- In the MENA region: “One of the distinguishing features between MENA and the other regions is the prevalence of nation-level and public sector foresight. Foresight is often focused on implementation and long-term visions – often in leadership and agenda-setting in government.”
- In Africa: “The evolution of communities of practice is seen to be strongly linked to its past. Foresight work on the continent had its genesis and utility primarily within development planning ministries.”

4.2 Each Country Follows its own Journey

Stories from each country illustrate their national journeys in adopting long-term thinking and integrating foresight into public policy development. These journeys vary widely, influenced by factors such as political interest and leadership, public sector initiatives, and involvement from academic and civic communities. Efforts to drive change can be broad or focused on specific sectors.

In the **UK** and **Canada**, the interest in the use of foresight to support long-term governance has been **bolstered by successful foresight projects**. In the UK, projects related to flood defence and ageing have notably impacted the perceived value of strategic foresight among politicians, policy officials, and the academic community. Similarly, in Canada, a foresight project examining the future role of translation services was pivotal in demonstrating the value and importance of strategic foresight.

These projects not only yielded direct benefits but also involved a range of mid-career public servants who, over time, advanced to more senior positions. As a result, support for and acceptance of foresight have become embedded at higher levels of the public sector.

In **Australia** (Futures Hub), **Canada** (Policy Horizons Canada) and **Finland** (SITRA), the establishment of independent institutions to build capability, support network development and deliver high-quality work has been crucial in increasing the acceptance and use of foresight. These independent organisations have played a vital role in maintaining support for foresight amidst fluctuating political interest.

Asia, key **institutions building capacity** on long-term governance and futures literacy include: The National University – Lee Kuan Yew School of Public Policy (**Singapore**), Tamkang University (**Taiwan**); the National Assembly Futures Institute (**South Korea**); the Center for Engaged Foresight and the Northwestern University (**Philippines**); the University of Sains (**Malaysia**); as well as the Change Initiative, the National Innovation Agency and Chulalongkorn University (**Thailand**).

Furthermore, **financial institutions** like the Asian Development Bank (ADB), have also been instrumental in enhancing foresight capacity across various governments in the region, including cooperation with Armenia, Cambodia, China, Kazakhstan, Mongolia, the Philippines, and Timor-Leste.

Professional networks such as The Asia Pacific Futures Network (APFN), Collaborative Futures, and Global South Futures Community, have also been pivotal in bringing together practitioners to explore futures thinking and emerging indigenous knowledge and innovations.

4.3 Support for Long-term Governance Rises and Falls

Many factors can influence the level of interest and support for long-term thinking. The impact of **political leadership** is illustrated in **New Zealand**, where an independent commission for the future was established in 1978 and then abolished by the Prime Minister in 1982.

The **UK** nearly followed a similar path in 2001 when ministers considered discontinuing the UK's foresight programme after a report on the future of healthcare was published, which did not align with the government's views at the time. There were threats to end the programme, and a review was commissioned to assess whether to continue. In response to the review's findings, all existing foresight panels were closed, and bespoke foresight projects were initiated to address critical long-term challenges, sanctioned by ministers.

Interest in foresight can also be driven by **significant events**. Recent challenges, such as COVID-19, extreme weather events, and conflicts, have increased the recognition of the need to prepare for future shocks. As an example, this has led to increased support and interest in foresight in the **European Union**. Consequently, foresight responsibility has been elevated to the highest levels within the European Commission, strengthening its foresight directorate as it invests in capability building and provides support for member states.

In **Kenya**, in 2006, a new President spearheaded **widespread citizen engagement** to develop Vision 2030. This vision has guided the development of each of Kenya's five-year medium-term plans. However, enthusiasm for long-term thinking has declined since 2006. The recent establishment of the Futures Senate group is hoped to reverse this trend.

In **Portugal**, in the early 2000s, every department possessed foresight capabilities, but much of this capability was lost in 2009 and 2010 when an **international body** supporting this work was closed. Nevertheless, pockets of excellence in foresight remain within the public sector, and current improvements are being driven by expectations and support from European institutions.

4.4 Systematic Foresight Should Inform Long-term Governance, but Rarely Does

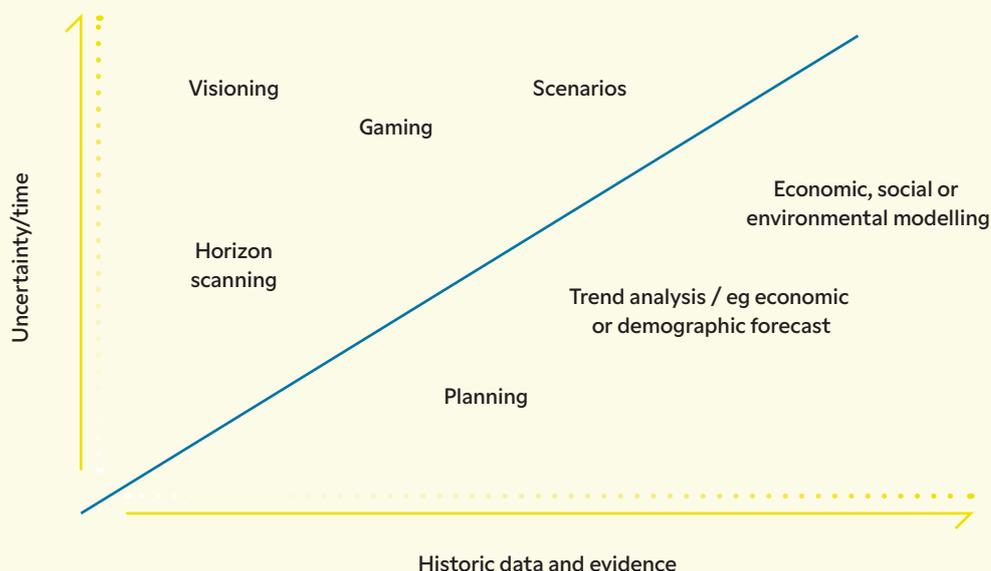
The most significant challenge highlighted in every discussion was the concern that foresight rarely influences policy decisions. Typically, policy assessment and development focus on economic evaluations, with input from statisticians, demographers, and other specialists, but seldom from foresight practitioners.

Policymakers often seek facts and figures that provide certainty when designing policies. In contrast, foresight is perceived as a tool for understanding uncertainties rather than providing the certainty required for decision-making.

However, if we define foresight as the systematic use of intelligence to explore future issues, it is important to recognise that economic forecasting and statistical trend analysis are also forms of foresight. While these established methods are useful, they have limitations as they do not account for changes in patterns or emerging trends. This is where other foresight techniques, such as scenario analysis, become valuable.

Rather than relying solely on one tool to explore the future, it is more effective to use a combination of tools that reflect both the existing knowledge and the uncertainties ahead. The most promising approach may be to integrate traditional economic and statistical analysis with foresight techniques that address uncertainties. For example, combining economic analysis with scenario analysis could provide a more comprehensive understanding of future possibilities.

Figure 3: Diagrammatic representation of uses of different tools to support a policy decision depending on the level of evidence available and the level of uncertainty of future outcomes.



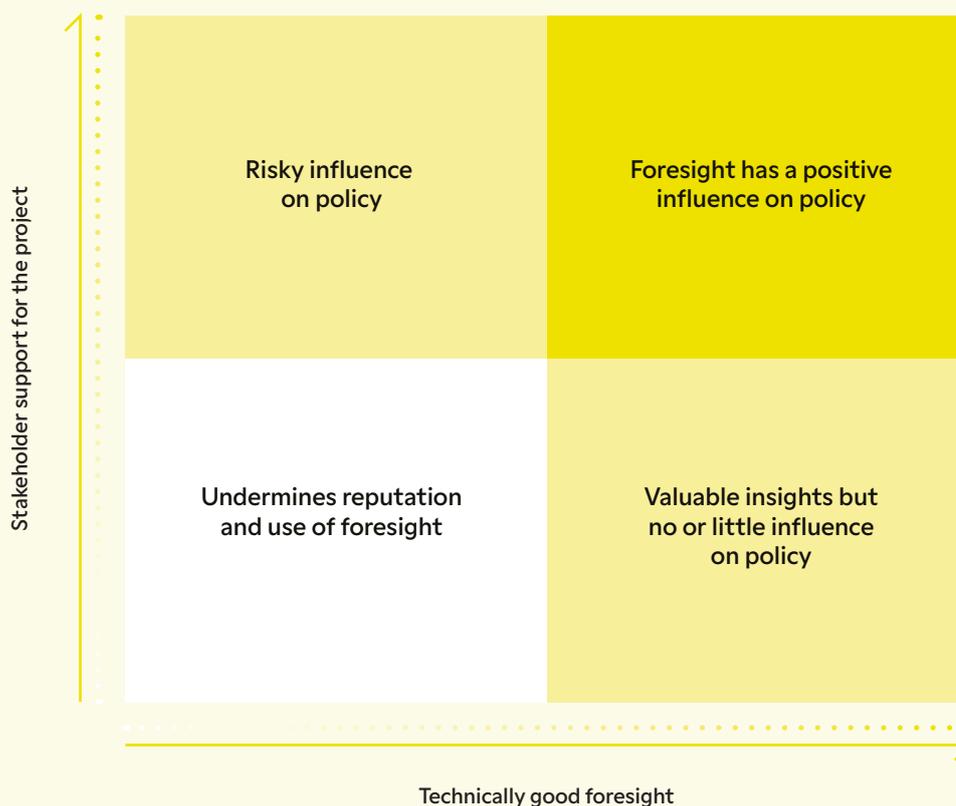
4.5 Foresight Requires Science and Engagement wth Decision-makers

Foresight is a socio-technical process that must be both **systematic and sensitively managed**, with effective engagement from senior leaders. It should begin by incorporating existing knowledge through scientific and multidisciplinary expertise. A clear, logical foundation with transparent assumptions is essential, allowing stakeholders to understand the rationale behind the conclusions.

Effective foresight integrates established tools, such as economic forecasting, with methods like scenario planning. This approach combines the strengths of quantitative analysis with a thorough exploration of uncertainties.

The impact of foresight projects is maximised when the topics and specific questions are developed in collaboration with those who have the authority to act on the findings. Engaging decision-makers early in the process ensures that foresight efforts are relevant and actionable.

Figure 4: Diagrammatic representation of the outcome of foresight outputs depending on two factors: effective engagement with decision-makers, and the quality of foresight based on systematic processes underpinned by scientific evidence



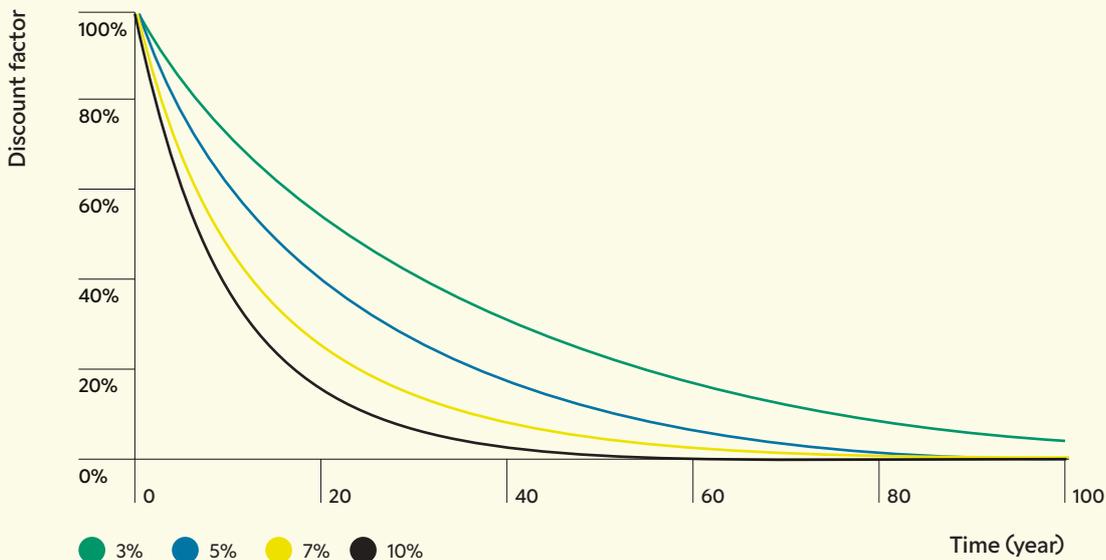
4.6 Discount Rates are a Key Tool for Estimating Long-term Impacts

Many countries employ cost-benefit analysis to evaluate new policies, legislative changes, and investment decisions. While the costs of an investment, such as building a road, are incurred upfront, the benefits and maintenance costs typically accrue over many years. As an example, \$10 spent or received in 10 years will not hold the same purchasing power as \$10 today.

Discount rates are used to adjust costs and benefits over time to reflect their equivalent value. A higher discount rate diminishes the value of future benefits, whereas a lower discount rate increases their value. In policy-making, discount rates are crucial in determining the weight given to long-term impacts. Different nations apply varying discount rates, ranging from 2% to 8%, based on market returns or social value considerations. A useful description of the different approaches and arguments for these is found in [Public Sector Discounts a comparison of alternative approaches](#)¹¹.

A practical example of this is found in the Stern review, which argued for a 1.4% discount rate to drive an immediate response to climate challenges. This was countered by Nordhaus who suggested that 4.5% was more appropriate. A figure somewhere between these two percentages is the most accepted current [view](#)¹².

Figure 5: Overview of the decreasing ascribed value over time for different discount rates.



5. Pathways for Enhancing Long-term Governance

The interviews and surveys have enabled us to identify the key characteristics of mature long-term governance. Using this information, we have developed a maturity framework ([Appendix 2](#)), which allows regions and countries to assess their current maturity and identify steps to enhance the performance of their long-term governance. This framework also provides a basis for international organisations to assess countries' maturity in long-term governance.

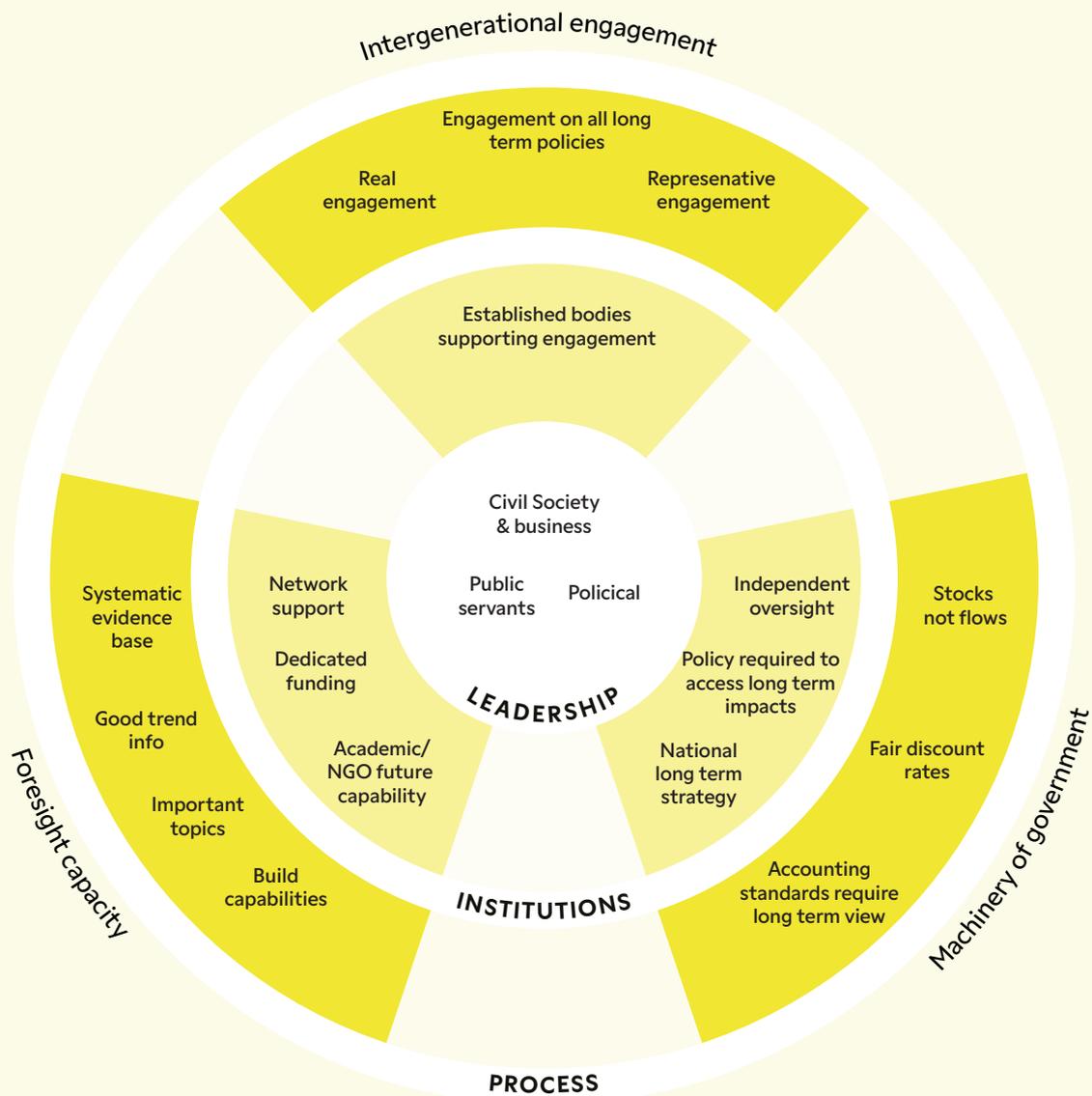
The findings confirm that three critical aspects are essential for mature long-term governance:

1. Leadership that values and systematically supports the use of foresight to prepare organisations and sectors for the future
2. The establishment and maintenance of machinery of government designed to balance intergenerational interests and ensure consistent focus on the future
3. Active citizen engagement on long-term issues

At the highest level, the key aspects required for each of these three areas are set out below. A more detailed maturity framework is included in [Appendix 2](#).

“This framework also provides a basis for international organisations to assess countries’ maturity in long-term governance.”

Figure 6: This diagram captures the key elements that need to be in place for sustained long-term governance. At the heart is leadership, which can be initiated by politicians, civil society or the public sector. Leaders need to be supported by institutions and processes that promote citizen engagement in foresight activity and by machinery of government that counterbalances short termism.



5.1 Foresight Capability

For the purposes of this note, foresight is defined as the systematic assessment of the future in order to inform decisions made today. Three elements need to be in place for mature foresight capability:

1. **Leadership that Recognises the Value of Foresight:** This involves ensuring that resources are protected, foresight activities are focused on priority issues, and decision-makers are willing to consider the outputs of foresight analysis.
2. **A Skilled and Experienced Team:** It should combine inclusivity and creativity with systematic approaches, effectively communicating the outputs in a manner that is relevant to policy and politically astute.
3. **Systematic, Evidence-Based Processes:** They should begin with established knowledge, be closely connected to the academic community, and be designed to address the specific policy questions at hand.

There is extensive literature exploring international approaches to establishing high-quality, sustainable foresight capabilities.

5.2 Machinery of Government

The design of machinery of government to ensure effective long-term governance can take many forms. Five broad categories of intervention are identified, and a combination of these is typically required:

- **Goals:** Moving beyond national goals focused solely on Gross Domestic Product (GDP) to include wellbeing, and setting national targets based on the stock held by a nation rather than its output. This includes ensuring that accounting standards incentivise consideration of long-term societal and environmental impacts.
- **Legal powers:** These range from requirements to establish long-term targets to mandates for monitoring and reporting outcomes to ensure transparency. Legal responsibilities, such as stewardship duties for the public sector, can also be introduced.
- **Institutions:** These should be aligned with long-term outcomes and can be established to enforce, monitor, educate, or inform regarding those outcomes.
- **Tools:** Discount rates should be aligned with long-term effects, and systems and risk analysis should replace standard cost-benefit analysis when future scenarios may involve systemic changes rather than just moderation of existing problems.

- **Capacity:** Investment in capacity, and the protection of that capacity, is necessary to ensure that long-term issues are addressed. Additionally, capacity must be available to deal with shocks, with investments made in research areas essential to informing approaches to long-term issues.

A comprehensive list for democratic institutions is included in table 6.1 of *Governing for the Future by Boston* (2016).

5.3 Intergenerational and Diverse Voices

To ensure that current and diverse perspectives effectively inform policy decisions, engagements should:

- Be designed to be accessible to diverse communities and considerate of the cultural needs of indigenous groups.
- Be grounded in evidence, with expert involvement to address misunderstandings and myths early in the process.
- Involve genuine engagement, not just the provision of information or token consultation. Engagement should allow time for participants to understand the issues and exchange ideas in a safe, creative, and open environment.
- Gather ideas and explore trade-offs while considering diverse viewpoints, rather than aiming for consensus.
- Engage at the political level, as political leaders are elected to represent regional or national views and have the power to make decisions.

The OECD provides useful [guidance](#)¹³ on levels of engagement, as does [UNICEF](#)¹⁴, on engagement with youth.

6. International Innovations Driven by Leaders, Citizens and Systems

This section presents key innovations uncovered during interviews and workshops that may serve as valuable examples for countries working to enhance their long-term governance strategies. The Wales Protocol for Future Generations - from declaration to implementation provides additional examples.¹⁵

6.1 Improving Engagement

- The **Pacific Women's Indigenous Network** provides strong advocacy in multilateral processes to protect the populations and territories of the Pacific Islands, which are threatened by climate change.
- **Brazil** established the National Network of Welcoming Cities in November 2023, where local government, migrant associations, youth, and civil society participate in the discussion and design of policies addressing the rights of displaced populations.
- The **Welsh Government** held a national conversation "The Wales We Want" (2014) with the people of Wales to inform the design of the Wellbeing of Future Generations Act.
- **Cameroon** appoints youth representatives in parliament, develops national development strategies, and mobilises youth-focused organisations to address intergenerational issues and promote long-term development.
- In 2022, **UNICEF** released a **Youth Foresight Playbook** for youth-focused and youth-led organisations, as well as foresight practitioners, building on the experiences of its nine Youth Foresight Fellows centred on foresight and Meaningful Youth Engagement approaches.
- Hosted by the **UN Foundation**, the Unlock the Future coalition gathers the world's largest organisations working with and for young people and children.
- **#FridaysForFuture**, a youth movement started in 2018 to respond to climate change after the protests by Greta Thunberg and other activists, has reached over 14 million young people in over 7500 cities.

6.2 Machinery of Government

- **Germany's** Supreme Constitutional Court in 2021, ruled that the country's climate legislation violated the rights of future generations.
- **Kenya** Vision 2030, the Kenya Climate Change Act, and initiatives like the National Youth Service and Youth Enterprise Development Fund contribute to Kenya's intergenerational approach by promoting sustainable development and youth empowerment.

- In the **United States**, the case *Held v. State* 2020 saw young people in the State of Montana win a lawsuit on the basis of their ‘right to a clean and healthful environment.’
- **Iceland’s** Constitutional Council exemplifies inclusive policy-making involving ordinary citizens.
- **Uruguay’s** Parliamentary Future Committee is providing futures-oriented leadership.
- In **New Zealand**, the Public Service Act requires public sector chief executives to consider and advise on the long-term implications of policies.
- **Wales** localised the UN SDGs into Welsh law by introducing the 7 Wellbeing Goals as part of the Wellbeing of Future Generations (Wales) Act.
- The National Environmental Standards and Regulations Enforcement Agency (NESREA) Act of **Nigeria** empowers the Agency to be responsible for enforcing all environmental laws, guidelines, policies, standards and regulations in Nigeria, as well as enforcing compliance with provisions of international agreements, protocols, conventions and treaties on the environment to which Nigeria is a signatory.
- In **Portugal**, the municipality of Póvoa do Varzim intends to pilot a project to appoint an Ombudsman for Future Generations.
- **Chile, Peru, and Colombia** have integrated Foresight capabilities into government machinery, with special emphasis on the executive functions of planning and innovation.
- 70% of the members of the **OECD** have now adopted wellbeing frameworks which have a wider range of ways of assessing national success than GDP, recognising the importance of sustainability across environmental, social, and economic outcomes for a nation.
- The **UN Economic Commission for Latin America and the Caribbean (ECLAC)**, supported by **Chilean** and **Uruguayan** leadership, is gathering regional parliamentary commissions to promote futures-oriented innovations within legislation at the regional level.
- The **EU** aims to be climate-neutral by 2050 – achieving an economy with net-zero greenhouse gas emissions. This objective is at the heart of the European Green Deal, and is a legally binding target thanks to the European Climate Law.
- AGENDA 2063 is **Africa’s** blueprint and master plan for transforming Africa into the global powerhouse of the future.
- The **UAE’s** initiatives in the public and private sector, for example AREA2071, which is an ecosystem and community of private sector, government and start-ups working towards the 100-year centennial plan.

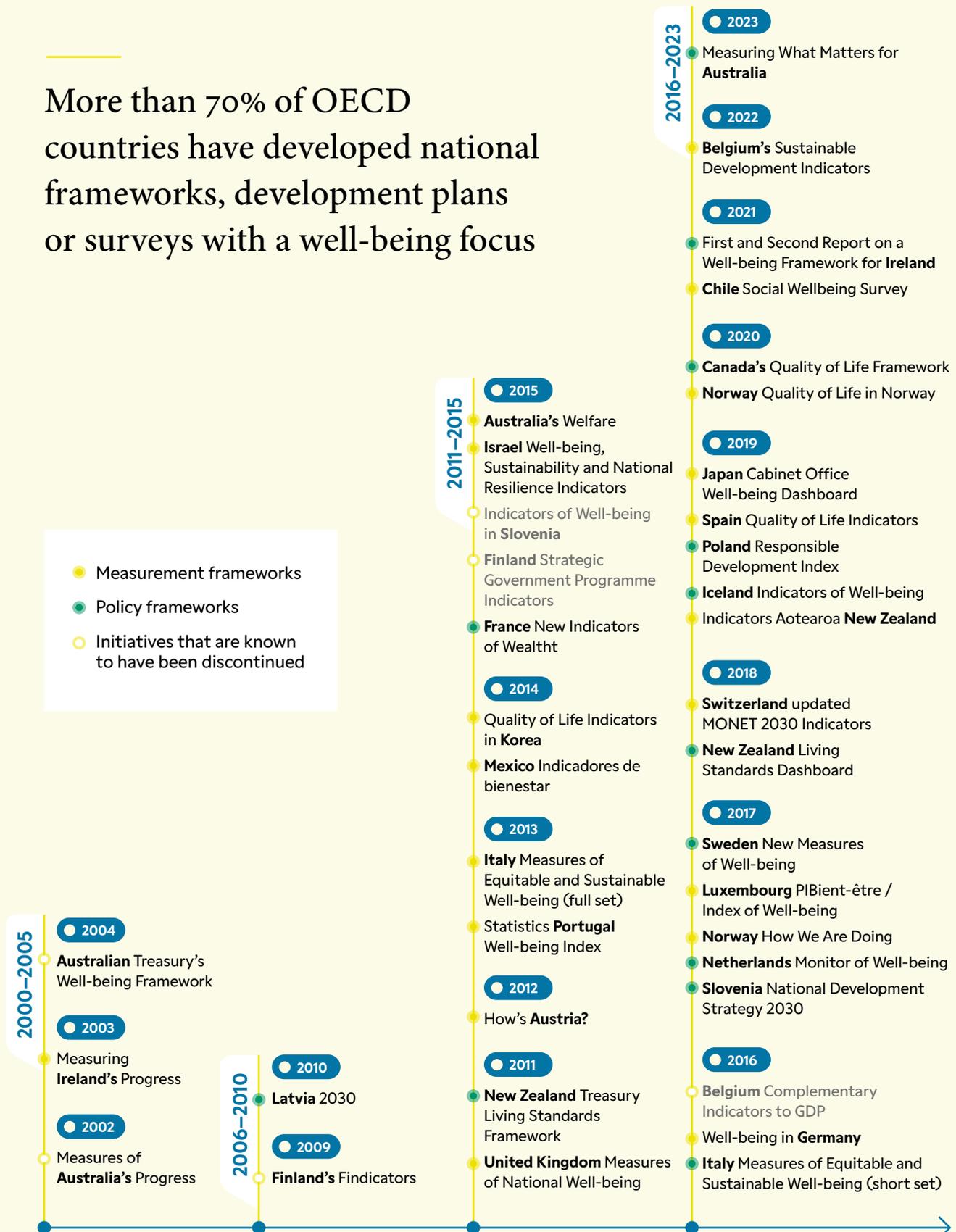
6.3 Building Foresight Capability

- In **Wales**, WJEC (a qualifications awarding organisation) has developed a suite of ‘Sustainability Qualifications’ to meet the needs of learners across a wide range of settings. This is in response to Wales’ own Wellbeing of Future Generations Act, the Curriculum for Wales Four Purposes, and the United Nations’ Global Goals.
 - **Bangladesh** focuses on future education initiatives, including the National Curriculum Framework and Smart Education Master Plan, to ensure the wellbeing and development of future generations.
 - **Teach the Future** is a global network working to bring futures thinking into classrooms, nurturing the next generation and promoting ‘futures literacy’ as a life skill for students and educators.
 - The **Future Generations Commissioner for Wales** designed a ‘Maturity Matrix’ for Wales’ public institutions to measure their progress in implementing sustainable development.
 - **The United Arab Emirates** launched the Future Foresight Platform (FFP) as a virtual location to share foresight knowledge and capacity-building materials.
 - The **UN Futures Lab** is a network that empowers the UN System and beyond to use futures thinking and strategic foresight in planning, policy- and decision-making
 - The **UAE’s** Dubai Future Experts Contribution Network gathers a community of experts curated by the Dubai Future Foundation that supports industry-specific scenario planning and research.
 - **UAE’s** Dubai Future Foundation, which leads multiple national and international initiatives such as Dubai Future Academy, futures research and the museum of the future and The Center for Future Studies, in University of Dubai.
 - Working with the UN, the Government of **Seychelles** is using a trainers of trainers model on capacity building and has trained its officials drawn from the Ministry of Finance, National Planning and Trade who will train the rest on strategic foresight and systems thinking.
7. Recommendations and Next Steps to Assess and Activate the Drivers of Long-term Governance

Figure 7: Outline of the OECD countries¹⁶ that developed national framework development plans with a wellbeing focus

More than 70% of OECD countries have developed national frameworks, development plans or surveys with a well-being focus

- Measurement frameworks
- Policy frameworks
- Initiatives that are known to have been discontinued



7. Recommendations and Next Steps to Assess and Activate the Drivers of Long-term Governance

7.1 For the UN and Other Multilateral Bodies

- **Develop a Global Heatmap:** Utilise the maturity framework to create a consolidated global heatmap of long-term governance, offering a clear visual representation of each nation's progress.
- **Support Regional Summits:** Organise regional summits focused on sharing successful innovations that enhance long-term governance. Each summit should be themed around the region's most pressing needs for improving governance.
- **Create a Database of Innovations:** Establish a comprehensive database linked to the global heatmap, enabling nations to access and implement proven innovations to strengthen their long-term governance strategies.

7.2 For Member States

- **Assess Governance Maturity:** Apply the maturity framework to evaluate the current state of long-term governance within the country, identifying areas of strength and opportunities for improvement.
- **Set National Goals and Strategies:** Establish clear national goals and strategies aimed at advancing maturity in line with the characteristics outlined in the framework.
- **Leverage Digital Tools:** Explore and implement digital tools that facilitate broader and more inclusive citizen engagement on long-term governance issues.

7.3 For Citizen Coalitions

- **Adopt Emerging Digital Tools:** Take an active role in identifying and evaluating emerging digital platforms for citizen engagement, selecting those that offer the greatest value for effective participation.
- **Advise on Ethical Standards:** Provide guidance on the ethical use of these digital tools, ensuring that appropriate safeguards are in place to protect citizens and maintain the integrity of the engagement process.
- **Use the Maturity Framework:** Leverage the analytical insights in the maturity framework to identify, map and connect priorities and stakeholders around long-term goals and systems.

Appendices

The page features a vibrant, abstract background. A large yellow circle is partially visible in the top left. Two thick, expressive brushstrokes sweep across the page: a blue one in the upper right and a green one in the lower right. Both brushstrokes are filled with a pattern of white, irregular polka dots. The overall aesthetic is modern and artistic.

Appendix 1: The Heatmap

This heatmap is based on interviews and survey responses from 32 nations. For some countries, interviews were conducted with five different individuals, while for others, only one response was received. The participants included government officials, academics, and representatives from civil society. The heatmap provides an indicative overview, as it is based on the subjective assessments of these individuals, using a 1 to 6 rating scale. Despite this subjectivity, the heatmap highlights that the greatest opportunities for development lie in enhancing citizen engagement and better integrating foresight, citizen engagement, and the machinery of government.

Appendix 1, Table 1: Table showing the indicative ratings of levels of maturity of nations using a 1 (dark blue) to 6 (dark green) scale for citizen engagement on long-term issues, foresight capability in the public sector and machinery of government that supports good intergenerational outcomes. The first table is based on the interviews and the second table is based on a written survey.

Maturity Key

- Not known
- No evident adoption
- Some trials started
- Established in some areas of policy
- Widespread adoption
- Leading practice adopted

Maturity of application of “Transformative foresight triangle” for intergenerational outcomes

	Maturity of intergenerational engagement of citizens in national policy	Maturity of foresight capacity	Maturity of intergenerational machinery of government	Maturity of integration of citizen engagement, foresight and machinery of government
Argentina	■	■	■	■
Australia	■	■	■	■
Brazil	■	■	■	■
Canada	■	■	■	■
EU	■	■	■	■
Finland	■	■	■	■
Kenya	■	■	■	■
The Netherlands	■	■	■	■
New Zealand	■	■	■	■
Portugal	■	■	■	■
Singapore	■	■	■	■
South Africa	■	■	■	■
UK	■	■	■	■
US	■	■	■	■
Wales	■	■	■	■
Barbados	■	■	■	■
Bolivia	■	■	■	■
Cameroon	■	■	■	■
Chile	■	■	■	■
China	■	■	■	■
Costa Rica	■	■	■	■
Egypt	■	■	■	■
India	■	■	■	■
Oman	■	■	■	■
Namibia	■	■	■	■
Nigeria	■	■	■	■
Pakistan	■	■	■	■
Philippines	■	■	■	■
Rap of Benin	■	■	■	■
Sierra Leone	■	■	■	■
Sri Lanka	■	■	■	■
Turkey	■	■	■	■
Uganda	■	■	■	■

Appendix 2: The Maturity Framework

This framework enables nations and regions to evaluate their maturity across various characteristics related to strategic foresight, machinery of government supporting intergenerational fairness, and citizen engagement on long-term issues. Derived from interviews with representatives from 14 countries, it serves as a foundational tool for self-assessment. Countries may identify additional characteristics pertinent to their unique contexts and incorporate these into their evaluations. Nevertheless, the framework facilitates a systematic review and offers a valuable opportunity for a strategic response aimed at enhancing long-term governance performance.

Appendix 2, Table 1: This table includes the key characteristics needed for effective and sustained use of foresight. Levels of maturity are indicated for each of the characteristics.

Characteristic	Systematic foresight: level of maturity			
	1	2	3	4
Long term thinking is valued by leaders	Focus is solely on responding to immediate issues	Leaders provide support to individual foresight projects	Small group of leaders championing wider foresight engagement	Established cohort and community of senior leaders developing policy with intergenerational eye
There is dedicated funding	None dedicated to this function	Ad hoc funding as needed for projects	Some departments have dedicated resources	Established ongoing funding of independent foresight capability
Systematic foresight starts from the evidence	No external expertise sought for foresight projects	Occasional involvement of relevant experts	Some projects engage multi disciplinary basis for work	Multi disciplinary engagement is the foundation for foresight activities
Topics are most important not restricted to individual departments	No clear process to choose topics	Some engagement on topics	Cross govt group selects key projects	Annual process to identify topics outside of departmental silos
Readily usable information on trends and high impact low risk events	None available	Ad hoc for specific work	Some departments produce sectoral trends	Established cross government delivery of information on trends and risk events
Staff/team development across the range of skills needed	None available	Ad hoc training and written guidance available	Programme of training	cohort of experienced practitioners supporting intelligent users
Foresight networks are supported	No networks	Informal networks	Centrally run networks led by senior officials	Community of practitioners actively sharing and supporting each other
Academic / think tank Foresight ecosystem serving the public sector	None	Small number of weak organisations	Unconnected capability	Long established foresight ecosystem, regular people exchanges with public sector
Bespoke not cookie cutter approach to foresight projects	No system applied when thinking about long term issues	Typically reply on traditional methods to plan ahead such as trends based on statistical analysis and economic models	Use "text book" approach to foresight	Define clear question and design the systematic approach to build the evidence to answer that question

Appendix 2, Table 2: this table includes the key characteristics of machinery of government needed for effective and sustained long-term governance. Levels of maturity are indicated for each of the characteristics.

Characteristic	Systematic foresight: level of maturity			
	1	2	3	4
Long term thinking is valued by politicians	Focus is solely on responding to immediate issues	Political leaders provide support to individual foresight projects	Small group of leaders championing wider foresight engagement	Established cohort and community of senior leaders developing policy with intergenerational eye
Legal requirement or social expectation to consider long term implications for all policies	No requirement	Ad hoc consideration	Legal requirement for some areas of policy	All policy include an assessment of the long term implications in the regulatory impact statement
Cross party long term oversight	No cross party activity on intergenerational issues	Informal cross party engagements on long term issues	Cross party futures committee	Experienced cross party group supported by experts supporting nationally agreed long term strategy
Independent oversight ensuring accountability on intergenerational outcomes	No oversight	Active external commentary on long term thinking	Oversight dependent on government funding	Independent organisation that is well funded with strong voice
Risk analysis replaces cost benefit analysis when appropriate in policy analysis	Only use BCA to assess policy proposals	Some trials in use of risk analysis	Risk analysis used regularly in some departments	Deep expertise in BCA and risk analysis ensures that the right approach is used for issues needing system level change
Intergenerational approach underpins discount rates	Discount rates not used	Standard market returns used as basis for discount rates	Market returns adjusted for length of investment	Adjusted to reflect nature of investment and social rate of time preference
National progress assessed according to capital stock not flows	Traditional GDP for the nation	GDP and commitment to some international standards	National progress assessed against living standards framework	National adoption and monitoring on wellbeing and SDG
Accounting standards require assessment of long term risks using systematic foresight	No foresight expectation	Some organisations incorporate foresight in their risk assessment and reporting	Limited number of organisations required to assess risks using foresight	All large organisations required to use foresight tools to assess key long term risks
Institutions designed to deal with shocks	Minimum resource to deal with today's issues, no practice drills or established approaches to reprioritise resources	Occasional practice drills, with established structures for crisis management. No additional resources for crisis	Some organisations are well prepared and resources for crisis	Regular event practices, established approaches and governance to manage resources between agencies. Investment in critical assets to respond to events

Appendix 2, Table 3: this table includes the key characteristics of citizen engagement of long-term issues needed for effective and sustained long-term governance. Levels of maturity are indicated for each of the characteristics.

Characteristic	Systematic foresight: level of maturity			
	1	2	3	4
Depth of engagement	Token consultation with no evidence that views are considered	Consultation	Full and regular engagement	Co design of long term strategies
Scope of engagement	No engagement on any long term intergenerational issues	Ad hoc engagement on some issues	on some strategic long term issues	on national and strategic long term issues
Cross cultural involvement	No attempt	Open invitation	Full range	Full range and culturally respectful
Engagement across all socio economic groups	No attempt	Open invitation	Core groups involved	Full range
Intergenerational involvement	Internal only	Just inteligensia	Open engagement	Targeted engagement across all generations
Established structures for engagement, such as youth councils	No use of intergenerational led structures for engagement	Ad hoc creation of structures such as youth councils	Established structures such as youth councils with feedback loops	Co creating, symbiotic relationship
Transparency	No transparency	Information provided on request on input into consultations	Summary of responses to consultations provided	Proactive approach to communicate different views expressed with explanation of how responded to in the policies

Definitions

Governance

Public Governance

“Public governance entails the exercise of political power and authority... to steer and manage the public affairs and resources of a nation or a region” Governing for the Future, Prof Jonathan Boston

Long-term Governance

Long-term governance seeks to ensure that the long-term impacts on welfare are considered, countering short-term bias. Good governance balances the interests of today with the longer-term impacts on welfare.

There is no agreed definition of long-term. It is beyond a typical election cycle of 5 years and for some areas of policy it will be for decades.

Anticipatory Governance

Anticipatory governance is proactive forward looking governance, taking a long-term view. Its goal is to embed the future in the present to prevent present bias.

Mechanisms to Embed Long-term Governance

“Governing for the future” cites 14 categories of intervention to embed long-term governance. There are a wide range of actions including: changing the economic model; the establishment of legal requirements to consider long-term issues; lowering the voting age; creation of independent institutions to counter present bias; through to the use of foresight. Each of these types of interventions can be topic specific for example establishing a Children’s Commissioner or focus on a cross cutting area – for example a requirement for regions or local authorities to have 30 year plans for development in their areas. It is a complex mosaic of actions.

Machinery of Government

Machinery of government includes the political leadership, the institutions associated with political processes, the judiciary which interprets and applies the law and the regulatory regimes and public sector infrastructure which supports the political leadership.

Economic Models

Wellbeing Economics

Is a move away from measuring progress on the basis of output ie GDP to measuring the stock that we have. Stock includes the environment, social, human and financial stocks.

Circular Economy

“The circular economy is a model of production and consumption, which involves sharing, leasing, reusing, repairing, refurbishing and recycling existing materials and products as long as possible. In this way, the life cycle of products is extended. In practice it implies reducing waste to a minimum.” European Parliament.

Sustainable Development

The Brundtland Commission definition of sustainable development is:

“development that meets the needs of the present without compromising the ability of future generations to meet their own needs”

Generations

Intergenerational Fairness

“We define intergenerational fairness as the idea that each cohort (group at a particular life stage) should retain a fair expectation of social improvement and can have a fulfilling life without being unduly harmed by the actions of a previous or subsequent cohort.” [UK Parliament](#)¹⁷

Intergenerational Justice

The principle of intergenerational justice means that we always consider future generations: the 7th Generation Principle, for example, takes into account the wellbeing of seven generations after us, which would be about 150 years.

[World Future Council](#)¹⁸

Future Terms

Futures: refers to systematic approaches to thinking about the future and exploring factors that could give rise to possible and probable future characteristics, events, and behaviours. (UK office of science 2021)¹⁹

Foresight: refers to the application of specific tools/methods for conducting futures work, for example, horizon scanning (gathering intelligence about the future) and scenarios (describing what the future might be like). (UK office of science)

For Strategic Foresight, the European Union describes this as activity that ‘seeks to embed foresight into (European Union) policy-making. It builds on collective intelligence in a structured and systematic way to help better develop possible transition pathways, prepare the EU to withstand shocks and shape the future we want’ (European Union, 2023)

Futures Thinking denotes a mind-set which enables the practice of futures and foresight (OECD, 2017).

References

- 1 For more details on foresight capability and capacity, see the [Technical report](#). Country examples are showcased in Section 4.1 of that Report.
- 2 Policy Horizons Canada (2024) Disruptions on the Horizon
- 3 Think Tank European Parliament (2023) Future Shocks 2023 Anticipating and weathering the next storm
- 4 United Nations Principles of effective governance for sustainable development
- 5 Boston J (2016) Governing for the Future: Designing Democratic Institutions for a better tomorrow
- 6 UN Futures Lab (2023) Strategic Futures Guide
Cat Tully (2021) CEPA strategy guidance note on Strategic Planning and Foresight
Cat Tully (2021) UN Committee of Experts in Public Administration Strategy guidance note on Strategic Planning and Foresight
- 7 SOIF (2021) Features of effective systemic foresight in governments around the world
- 8 Report of the World Commission on Environment and Development: Our Common Future (1987)
- 9 Keenan and Popper (2008) Comparing foresight style in six world regions
- 10 SOIF (2022) Mapping existing foresight and futures organisations (in the Global South)
- 11 Creedy and Passi (2007) Public Sector Discount Rates: A comparison of alternative approaches
- 12 Goulder and Williams (2012) The choice of discount rates for climate change policy evaluation
- 13 OECD (2022) Guidelines for citizen participation processes
- 14 UNICEF (2023) Designing a youth centred journey to the future
- 15 Future Generations Commissioner for Wales and SOIF (2024) Wales Protocol for Future Generations – from declaration to implementation
- 16 Martin S (2023) OECD and wellbeing frameworks: from inspiration to facilitation and collaboration
- 17 UK Parliament (2019) Tackling Intergenerational Fairness
- 18 World Future Council What are future generations and why do we work for their rights
- 19 UK Government Office of Science What is futures and why does it matter

Acknowledgements

The authors express their deep gratitude to the key contributors of this handbook, including the dedicated members of the Pledge and Pioneer Networks and the numerous experts that have shared their contributions through interviews and consultations. A special acknowledgment goes to our partners, including the Future of Climate Cooperation (FCC), for their support. Finally, a heartfelt thanks to the incredible SOIF team, whose hard work and commitment made this collective effort possible.



School of International Futures

Omega House,
112 Main Road, Sidcup
Kent, DA4 6NE, United Kingdom

+44 (0) 300 302 0486

 @SOIFutures
www.soif.org.uk

© SOIF Ltd 2024

School of International Futures (SOIF) is a global non-profit transforming futures for current and next generations.