

CHAPTER 4

4.1 Government Future Strategy Units and Some Potentials for International Strategic Coordination

—Study conducted in 2007–2008—

Since the proclamation of the UN Charter and shortly afterwards, the Universal Declaration of Human Rights, a global community has been gradually forming which recognizes the need for people everywhere to accept shared responsibilities, benefits and basic values. Now, in the 21st century, there is an ever increasing sense that people all over the world are becoming more interdependent but at the same time more insecure. Trends in economics, travel and information technology bring us closer together, while the looming threats of climate change, pandemic diseases and terrorist attacks make us aware of the dangers we face. In charting the way forward, many political leaders are now calling for the development of a more effectively integrated global community and more coherent systems for collectively managing global challenges.

Pera Wells, Former Secretary-General
World Federation of UN Associations

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Introduction

Humanity has grown to global proportions—with jet planes, the Internet, world television, UN systems, ISO standards, international trade, the Olympics, and the International Space Station—but at the same time is struggling to develop strategic coherence to address the global challenges.

Heads of state and government have to make national decisions taking into account global changes that are beyond their control. The acceleration of change makes this increasingly difficult. As a result, presidents and prime ministers are creating future strategy or foresight units to contribute to their national policy process. The next step could be to better link these units with each other and their counterparts in UN organizations to improve international strategic coordination.

The Millennium Project has prepared brief overviews of 28 such future strategic units: Argentina, Australia, Azerbaijan, Brazil, China, Czech Republic, Egypt, European Union, France, Finland, Germany, Hungary, India, Indonesia, Israel, Japan, Mexico, Romania, Singapore, South Africa, South Korea, Sweden, Switzerland, Turkey, United Kingdom, United Nations, United States, and Venezuela. These are all available in the Appendix. Ten of them are described in this chapter.

Since the nature, structure, and objectives of government future strategy or foresight units change as the leaders of countries change and even as senior staff members change, many of the particulars presented here will be revised. But the range of models may remain fairly constant, allowing for the evaluation of different approaches, sharing lessons learned, and providing a stimulus for governments to begin to explore how they might improve their own units.

Some Observations about Government Future Strategy Units

The most common approach is to place the future strategy unit within the office of the prime minister or president of the country to integrate the futures research from other government sections and external institutions. These units often manage a network of other executive councils and future strategy units within ministries to provide inputs to national strategy. They also fund—directly or indirectly—special studies conducted both within the government and externally. Some, like France and Japan, produce annual future strategy reports.

Japan's unit is chaired by the Prime Minister and is unique in that its members are from both government and private business. Governments in South Africa and Turkey rely on their policy planning offices for integration. The Mexican President is focusing all futures strategy research on their 2030 VISION project, and it remains to be seen if this turns into a regular capability or a short-lived study. Similarly, the President of Brazil has combined two strategic research institutions into one that is to create the long-range plan for the two-hundredth anniversary of Brazil. Foresight Forums are conducted within the Office of the Prime Minister of Finland to

shape national long-range strategy, while their parliamentary Committee for the Future provides futures research for other parliamentary committees.

In Germany and Israel, the parliamentary organizations house the future strategy units, while the Prime Minister of the Czech Republic outsources that function to a trusted university institute. India relies on its Ministry of Science and Technology to formulate its long-term strategic directions. Sweden's futures strategy organization began within the Prime Minister's Office and then evolved outside of the government with a board of directors appointed by the government and with a core budget provided by the government. Some government units are created by decree, others by legislation and/or executive order.

Thus there are many variations on how nations carry out their long-range strategic responsibilities, but some general observations can be made. Much of the work and functional reporting is personality-dependent. Units change structurally from one political administration to the next. They are reorganized and recombined with other related units, making continuity of this function from one government to the next very difficult.

Units that are located within the office of the heads of state or governments tend to have a shorter-term political strategic focus than those located outside the president or prime minister's office, such as in a Ministry of Science and Technology or the Parliament, which look more at the general futures strategy for the country as a whole.

Examples of nine countries and one intergovernmental body are listed alphabetically below. They vary in detail, but the Millennium Project hopes to improve these descriptions and pursue methods for connecting them with the Office of the Secretary-General of the United Nations and the President of the General Assembly, with further support to improve global strategic foresight.

Brief Overview of Future Strategic Units in 10 Countries

The Millennium Project has prepared brief overviews of 28 such future strategic units: Argentina, Australia, Azerbaijan, Brazil, China, Czech Republic, Egypt, European Union, France, Finland, Germany, Hungary, India, Indonesia, Israel, Japan, Mexico, Romania, Singapore, South Africa, South Korea, Sweden, Switzerland, Turkey, United Kingdom, United Nations, United States, and Venezuela. These are all available in the Appendix. Ten of them are described in this section.

Argentina

There is no central integrating unit of futures research or foresight studies; however, the new President has created a Secretary of Studies and Prospective (foresight) within the new Ministry of Science, Technology, and Innovation for Productivity. The Argentine government has a long tradition in futures work, beginning in 1944 with the National Council of Post Guerra within the

Office of Vice President Perón, which was responsible for two five-year plans. Then in 1976 the Ministry of Planning was created, and in 1989 the Secretariat of Strategic Planning began operations.

In addition to the unit just created by the new President, there are several strategy units in the government:

- Planning and Foresight Unit within the President of Directorate of the Nuclear Regulatory Authority, a General Secretariat of the Presidency of the Nation
- Office for Prospective on the Peaceful Uses of Nuclear Energy, National Atomic Energy Commission (Coordinator Francisco Carlos King)
- National Directorate of Prospective, Undersecretary of Electricity, Ministry of Energy, Ministry of Economy and Production (Director Ing. Juan Gerardo Meira)
- Observatory for Prospective National Energy Technology (Roberto Luis Saravia Mathon)
- Juncture and Foresight Unit, National Institute of Agricultural Technology (Coordinator Lic. Ruben Dario Patrouilleau).

China

The National Development and Reform Commission and the Ministry of Science and Technology future strategy units provide key national strategic information for the State Council of China.

The National Development and Reform Commission reports to the State Council and has a Department of Policy Studies that drafts policies, releases information, and organizes studies on key national and international issues. The Five-Year Plans (now called Guidelines, since the eleventh five-year program set in 2006) are developed by NDRC for the Chinese Communist Party through the plenary sessions of the Central Committee and National Congresses. The NDRC:

- Formulates and implements strategies for national economic and social development, long-term plans, annual plans, and industrial policies and price policies
- Monitors and adjusts the performance of the national economy to maintain the balance of economic aggregates and to optimize major economic structures
- Examines and approves major construction projects
- Guides and promotes economic system restructuring
- Carries out strategic readjustment and upgrades industrial structure, coordinates the development of agriculture and rural economy, and guides the development of industry
- Formulates plans for the development of the energy sector and manages the national oil reserve
- Promotes the sustainable development strategy and the social development and coordinated development of the regional economies, and implements the Western Region Development Program
- Submits the plan for national economic and social development to the National People's Congress on behalf of the State Council in accordance with the Constitution.

The NDRC has 26 functional departments, bureaus, or offices with an authorized staff size of 890 civil servants. (Dr. Kai Ma, General Secretary, National Development and Reform Commission, www.en.ndrc.gov.cn.)

The other part of the government that contributes futures strategic intelligence for the State Council is the Ministry of Science and Technology (Minister Wan Gang, www.most.gov.cn), which:

- Conducts research and sets forth the macrostrategies for science and technology development, as well as guidelines, policies, and regulations
- Organizes the formulation of the national medium- and long-term development plan and annual progress plans for civil science and technology, such as the National High-tech R&D Program (863 Program), National Key Technologies R&D Program, National Basic Research Program of China, R&D Infrastructure and Facility Development, Environment Building for S&T Industries, and Mega-projects of Science Research for the Five-year Plans
- Strengthens development and industrialization of new technologies and applied technologies
- Conducts research on the rational allocation of human resources in science and technology and formulates the guidelines and policies of China's international cooperation and exchange in science and technology
- Conducts research and proposes laws and regulations for science and technology
- Undertakes other tasks assigned by the State Council.

Egypt

The Center for Future Studies was established within the Cabinet's Information Decision Support Center in 2004 to serve as the leading Egyptian futures research think tank. Its main objectives are to formulate a future vision for Egyptian society that incorporates all strata of society, build public opinion concerned with the future, and achieve integration among all futures studies centers in Egypt.

The Center publishes a wide range of reports, such as *Future Impacts of Climate Change in Egypt* in January 2007 and *The Future Vision for Egypt in the Year 2025*, published in 2005. It also convenes meetings on the future of Egypt. Current projects include "A Future Vision for Egypt" and "The Future of Water in Egypt."

Egypt is a member of the Forum for the Future Initiative that held two summits, one in Morocco in December 2004 and another in Bahrain in November 2005. The 36-nation Forum for the Future aims at promoting political, economic and social reforms in the Middle East region. See www.maec.gov.ma/future/fr/index.htm. (Dr. Magued Osman, Chairman, Information Decision Support Center; Dr. Mohamed Mansour, Manager Center for Future Studies, www.future.idsc.gov.eg.)

European Union

The European Union supports a broad set of futures research activities but lacks an overall strategic futures unit. At France's initiative, the EU will establish a futures council of 9–12 political and business leaders to study Europe's future challenges such as migration, terrorism, climate change, international relations for the EU, and other social and economic issues.

The Bureau of European Policy Advisers provides advice to the President of the European Commission and Commission Services on issues relevant to the President's agenda and the future of policies in the Union. It reports directly to the President and leads inter-service groups on specific policy issues and participates in horizontal work within the Commission. BEPA complements other Commission Services by focusing on the early strategic stages of the policy cycle, thereby contributing to shaping policy options in the medium and longer term. BEPA interacts with outside professionals in academia and research institutes to ensure that the President and, through that office, the Commission are informed by the best analysis available. It has an approximately 30-person professional staff. Recent publications include *Regulating Conflicts of Interest for Holders of Public Office in the European Union*, *Russia's Next Transition*, *Investing in Youth*, and *EU Competitiveness*. (Bureau of European Policy Advisers, www.ec.europa.eu/dgs/policy_advisers/mission_statement/index_en.htm.)

The European Parliamentary Technology Assessment was established in 1990 as a network of European organizations that conduct technology assessment for their parliaments. It strengthens government TA organizations and conducts common trans-European TA studies on topics such as bioethics and biotechnology, public health, environment and energy, information and communications technologies, and R&D policy. It is managed by a council consisting of members of parliament or representatives of the advisory boards for the respective EPTA organizations, and its presidency rotates each year. (European Parliamentary Technology Assessment, www.eptanetwork.org/EPTA.)

The Institute for Prospective Technological Studies of the European Commission's Joint Research Centre provides technology-related foresight studies for the EU policymaking process. In addition to responding to requests from the Directorates of the European Commission, it also provides research for the European Parliament. The 180-member IPTS staff conducts research on sustainable development, energy and transport, research and innovation, the information society, agriculture and rural development, and life sciences. (Institute for Prospective Technological Studies, www.jrc.es.)

France

On May 18, 2007, Eric Besson was appointed Secretary of State of Foresight and Evaluation of Public Policy within the Office of the Prime Minister. This unit is assisted by the Strategic Analysis Center. The Center was created by decree on March 6, 2006. It collaborates with a network of expert and advisory councils that work for the Prime Minister, such as the Conseil d'Orientation pour l'Emploi (Employment Advisory Council); the Conseil d'Analyse de la Société (Society Analysis Council); the Conseil de l'Emploi, des Revenus et de la Cohésion

Sociale (Employment, Revenue and Social Cohesion Council); the Conseil d'Analyse Économique (Economic Analysis Council); the Haut Conseil à l'Intégration (High Council for Integration); and the Conseil d'Orientation des Retraites (Retirement Advisory Council). By acting as a liaison between both national and community levels with the Secretary General for European Affairs, it facilitates the integration of French and European policy.

The Centre d'Analyse Stratégique (Strategic Analysis Centre) has functionally replaced the Commissariat Général du Plan and plays an important role within the main interministerial authorities in the economic and social domains. It conducts research at the request of the Prime Minister and produces annual reports. It also funds teams to produce foresight studies such as alternative election systems, French energy prospects 2020–50, trends to 2015, and retrospective analysis of the 2005 riots. The 2007 study teams explored topics such as labor risk in the context of global change, education, and technology, as well as other social issues in France and within the framework of the Lisbon strategy. The 2007 program is available at www.strategie.gouv.fr/rubrique.php?id_rubrique=3.

(Eric Besson, Director, Secretary of State of Foresight and Evaluation of Public Policy; Vincent Champain, Chief of the Cabinet; Philippe Mills, Director, Centre d'Analyse Stratégique, www.strategie.gouv.fr.)

Other government foresight units in France include:

- Direction evaluation, prospective, and performance (Ministry of National Education)
- Prospective subdirectorate, development and environment (Ministry of Ecology and Sustainable Development)
- Office of prospective and strategy (Ministry of Ecology and Sustainable Development)
- Center of prospective, science, and technology (Ministry of Ecology and Sustainable Development)
- Office of economic prospective of transport (Ministry of Ecology and Sustainable Development)
- Subdirectorate evaluation, prospective, studies, and orientation (Ministry of Agriculture and Fishing)
- Office of economic and prospective analyses (Ministry of Agriculture and Fishing)
- Subdirectorate of analyses, prospective, and facts of company (Ministry of the Interior, Overseas and Local Authorities)
- Division of studies and prospective (Ministry of the Interior, Overseas and Local Authorities)
- Office means, evaluation, and prospective (Ministry of the Interior, Overseas and Local Authorities)

Germany

The Office of Technology Assessment at the German Bundestag (Parliament) was established in 1990. The Web site lists an 11-member staff, most of whom are under contract with the institutions that operate the TAB.

The purposes of the TAB are to:

- analyze the potentials of new scientific and technological developments and identify and explore the associated social, economic, and ecological opportunities
- examine the legal, economic, and social framework conditions for implementing scientific and technological developments
- provide a comprehensive analysis of the potential impact of future utilization of new scientific and technological developments and indicate the possibilities for strategic exploitation of the potential uses of technologies and avoiding or reducing the associated risks.

TAB reports are available at www.tab.fzk.de/en/publikation.htm. Some examples include *Biobanks for Human Medical Research and Application*; *Prospects for Low CO₂ and Emission Traffic – An Overview of Fuels and Drive Systems*; *Potential and Prospects for Application of Bionics*; *eLearning in Research, Teaching and Further Education in Germany*; *Green Genetic Engineering – Transgenic Plants of the 2nd and 3rd Generation*. (Professor Dr. Armin Grundwald, Director, Office of Technology Assessment, German Bundestag, www.tab.fzk.de/home_en.htm.)

Research organizations such as the Fraunhofer Institute for Systems and Innovations Research ISI, German Association of Engineers' Future Technologies Consulting (VDI-TZ), and Z_punkt GmbH the Foresight Company contribute to the German long-term strategic planning processes. Foresight is being diffused into the government ministries' research funding and thereby is becoming more widespread in research.

Japan

The most influential strategy unit in Japan is the Council on Economic and Fiscal Policy. The Council is a consultative group within the Cabinet Office to support the Prime Minister and is chaired by the Prime Minister. The 11 members include the Prime Minister, Chief Cabinet Secretary, four Ministers, the Governor of the Bank of Japan, and four private-sector experts, including the Chairman of Keidanren.

The main output of the Council is the annual report *Direction and Strategy for Japanese Economy*, which outlines basic principles of Japan's economic and fiscal policy for the next five years. The analytical work is done by staffers in relevant ministries. This research is coordinated by the secretariat of the Council located in the Cabinet Office. The final report is reviewed and endorsed by the Council. The work is not constrained by the budget or number of staff in the Cabinet Office. Ideally, this institutional setup allows strategic issues to be picked up and succinctly summarized by the professional staff most knowledgeable on the topic and keeps the scope of the work flexible and broad (that is, when some issues become more important for Japan, more resources will be available to analyze them). The work is an accumulation of policies and strategies of many ministries. To finalize the report and have all ministries approve the contents might require significant time for coordination and result in compromise, which might prevent a truly important issue from being sufficiently highlighted. Without strong

leadership by the Prime Minister, the power balance of the Council members could have stronger influence on the contents of the report than the real importance of the issues merits.

The Cabinet Office also houses three Councils: Council for Science and Technology Policy, Central Disaster Management Council, and Council for Gender Equality. All Councils are chaired by the Prime Minister and function in a manner similar to the Council for Economic and Fiscal Policy. There is, at this moment, no unit or person who coordinates the work of these Councils and produces one single report on strategic issues for Japan. The Cabinet Office and the Councils were set up in 2001.

Japan also has the National Institute of Science and Technology Policy (www.nistep.go.jp) within the Ministry of Education, Culture, Sports, Science and Technology. NISTEP was founded in 1988 as an affiliated research institute under the Science and Technology Agency. It conducts research to improve S&T policy and comprehensive, long-term perspectives. NISTEP also provides private companies with research results to assist them in formulating strategies for research and development.

Singapore

The Strategic Policy Office is located in the Public Service Division of the Office of the Prime Minister. It analyzes the potential impact of future trends on Singapore to help build a progressive and forward-looking public service and to develop strategic planning capabilities across the public service to shape government policy to deal with an increasingly complex environment. The SPO is organized into the Futures Unit and the Strategy Unit.

The Futures Unit runs national-level scenario planning exercises every two to three years. It also leads or facilitates smaller-scale scenario studies on more focused topics. On the capacity-building front, the Futures Unit provides training and consultancy services to public sector agencies that want to use scenario planning for long-term policy and strategy development.

The Strategy Unit has responsibility for developing and managing the government's strategic planning cycle and for coordinating and driving strategic policy issues of an inter-agency nature. It facilitates collaboration through cross-agency studies and drives the integrated government initiatives serving the national strategic objectives. One of the current key initiatives is called World Singapore.

The SPO has 16 staff members and an annual budget of approximately Singapore \$3.5 million (US\$2.4 million). Recent projects include a set of new media scenarios of Singapore by 2017, national scenarios of Singapore by 2020, and scenario planning consultancies for the Energy Market Authority, the Ministry of Manpower, and the Immigration and Checkpoints Authority.

In 1993 the Cabinet approved the use of scenario planning as a tool for government's long-term policy and strategy development, with the requirement that in the future all new policy proposals with long-term implications are to be tested for robustness, as appropriate, against the scenarios. In 1995, the Scenario Planning Office was established in the Prime Minister's Office Cabinet to

undertake the national scenario planning exercise. The Scenario Planning Office was renamed the Strategic Policy Office with effect from 1 November 2003 to assist ministries in analyzing long-term, inter-agency strategic issues and formulating appropriate policy recommendations. (Donald Low, Director, Strategic Policy Office, Public Service Division, Prime Minister's Office, www.psd.gov.sg.)

South Africa

Planning Policy Coordination and Advisory Services is in the Office of the President. The unit began as a project called Memories of the Future that produced the government's 2014 scenarios. In 2004 it was established as a Planning Unit responsible for medium- and long-range planning. It has a staff of six. Some of the reports it has produced include the Medium-Term Strategic Framework, National Spatial Development Perspective, Scenarios 2014 (currently working on Scenarios 2025), and Ten Year Review (currently working on the 15-year review of government performance). (Mr. Hassen Mohamed, Chief Policy Analyst, Planning Policy Coordination and Advisory Services, Office of the President.)

United Kingdom

The Prime Minister's Strategy Unit was established in 2002 to bring together the Performance and Innovation Unit and the Prime Minister's Forward Strategy Unit. The Unit is based in the Cabinet Office and reports to the Prime Minister through the Minister for the Cabinet Office. It:

- provides the Prime Minister with in-depth strategy advice and policy analysis on priority issues
- supports government departments in developing effective strategies and policies (including helping them to build their strategic capability)
- identifies and disseminates emerging issues and policy challenges through occasional strategic audits and regular seminars.

It has around 45 staff (at the end of 2007) and works closely both with the Prime Minister's senior advisers in No. 10 and the Cabinet Office and with government departments to bring an analytically rigorous, evidence-based, holistic, and, where appropriate, cross-cutting approach to strategy and policy work. There is no area of domestic policy in which it couldn't be asked to work, and in the past it has also worked on international/foreign policy issues.

The Unit is staffed by a mix of permanent civil servants and others on fixed term contracts or secondments. The permanent civil servants generally come on loan from government departments. Others come from the private sector, academia, think tanks, NGOs, and overseas. Sometimes the Unit (temporarily) colocates its staff and teams in the departments it is working with.

Current projects include work with the Department for Children, Schools and Families; the Department for Innovation, Universities and Skills; the Department of Health; the Home Office; the Ministry of Justice; and the Department for the Environment, Food & Rural Affairs.

Further details and past published work can be found on the Unit's Web site at www.cabinetoffice.gov.uk/strategy. (Stephen Aldridge, Director, and Lisa Leibo, Executive Assistant, Prime Minister's Strategy Unit.)

There are also the Foresight Programme and the Horizon Scanning Centre, which are based in the Government Office for Science within the Department for Innovation, Universities and Skills to provide visions of the future, identify potential risks and opportunities in relation to science and technology, and help policymakers develop strategies. The program was launched in 1993. Foresight panels have been organized on the aging population; crime prevention; manufacturing 2020; the built environment and transport; chemicals; defense, aerospace, and systems; and energy and the natural environment. Current studies include mental capital and well-being, sustainable energy management and the built environment, and tackling obesities: future choices. (Government Office for Science Department of Innovation, University and Skills, www.foresight.gov.uk.)

Upgrading Government Future Strategy Units

Doug Engelbart (inventor of the computer mouse and many forms of collaborative software and interfaces) has suggested that one way to upgrade any organization is to identify its improvement system and then improve that system with better online management tools. If part of a government future strategic development system is conducting meetings of leading experts on various future topics, then one way to improve that with an online management tool is the Real-Time Delphi described in Chapter 3.

If another part of the improvement system is a global scanning system (there are various names for this, including early warning systems, environmental scanning, futures intelligence systems) to find patterns, issues, and opportunities, then creating collective intelligence systems similar to the one for global energy described in Chapter 5 could also upgrade capabilities. Such software should be interoperable with each ministry's information systems and strategy units.

The use of indicators to show progress and regress of a country should also be considered part of the improvement system. A set of indicators might be improved by creating a national State of the Future Index, as explained in Chapter 2. Such a national SOFI could be used to see what policies and events make the index could go up or down over the next 10 years. Sharing this with the public as part of an e-government system could improve transparency and public participation. Most government future strategy units use only two or three methods at most, such as environmental scanning, Delphi, and scenarios. However, there are many more methods that should also be considered to improve national futures research capacity. (The Futures Research Methodology version 2.0 is available under "Books and Reports" at www.millennium-project.org. The Millennium Project plans to update the 27 chapters and add 10 new ones as a version 3.0 to be available in early 2009.) A checklist to help connect futures research to decisionmaking is available in Chapter 11 of the attached CD.

Some government units are responsible for producing an annual report on the future prospects of their country. The 15 Global Challenges in Chapter 1 can provide a framework for assessing the global strategic landscape and exploring national implications for policy. These global challenges can be used as a checklist to test completeness of the coverage of important issues, find inconsistencies among current policies, and hence improve internal policy consistency and coherence for the nation.

Potentials for International Strategic Coordination—Beginning with Climate Change

The President of the United Nations General Assembly, the UN Assistant Secretary-General for Policy Coordination and Strategic Planning, and the UN Assistant Secretary-General for Information Technologies have all expressed interest in the creation of an intranet to connect government future strategy units with each other and with their counterparts within UN organizations. Such a network could facilitate sharing insights that could improve global strategic research and planning.

There are increasing calls for global strategies to address climate change, poverty, water, energy, organized crime, communicable disease, globalization, science and technology, disarmament, and peace. The infrastructure to create and manage such global strategies seems inadequate today. Some of that infrastructure exists within specific subject areas, like the World Health Organization for health, and for specific regions, like the Asia-Pacific Economic Cooperation and other multilateral organizations like OECD for the richer countries. The G-8 tries to pull it all together, but it is limited in scope and participation.

Many look to the Office of the Secretary-General of the UN for the creation and coordination of global strategies. Some suggest climate change should be the first such systematic strategic development and coordination. Some steps could include:

- Connect government and UN agency future strategy units via Web/intranet with the Offices of the Secretary-General and President of the General Assembly
- Create an interoperable global futures scanning system for the Secretary-General's Office and the major UN organizations
- Design a global situation room for the Secretary-General that might initially
- focus on global climate change
- Develop a UN integrated or collective intelligence system for climate change to provide for "just-in-time knowledge" to support decisionmaking and management
- Use the Real-Time Delphi to rapidly collect best judgments worldwide to support decisionmaking that is integrated into the collective intelligence and global futures scanning system
- Integrate the UN Secretary-General's situation room with the UN-Government strategic intranet and the climate change collective intelligence system.

APPENDIX: GOVERNMENT FUTURE STRATEGY UNITS AROUND THE WORLD

An increasing number of governments are creating future-oriented strategy or foresight units to contribute to their national policy process.

The President of the United Nations General Assembly and the Assistant Secretary-General for Policy Coordination and Strategic Planning of the United Nations have expressed interest in the creation of an intranet to connect these units with each other and with the UN system. Such a network could facilitate sharing insights that could improve global strategic research and planning. To support this interest, the Millennium Project has prepared an overview of such future strategic units, and plans to survey the directors of these units to identify objectives and procedures for such a network.

Since the nature, structure, and objectives of government foresight or strategy units change as the leaders of countries change and even as senior staff members change, many of the particulars below will change. However, the range of models may remain fairly constant, allowing for the evaluation of different approaches, sharing lessons learned, and providing a stimulus for governments to begin to explore how they might improve their own units.

Information has been received from the following:

Argentina	Australia	Azerbaijan	Brazil
China	Czech Republic	Egypt	European Union
France	Finland	Germany	Hungary
India	Indonesia	Israel	Japan
Mexico	Singapore	South Africa	South Korea
Sweden	Switzerland	Turkey	United Kingdom
United Nations	United States	Venezuela	

Technology foresight and observation play an important role for a growing number of countries which do not want to fall behind in the international technology race and lose their ability to compete internationally.

---Federal Ministry of Education and Research, Government of Germany

OBSERVATIONS

The most common approach is to place the future strategy unit within the office of the Prime Minister or President of the country to integrate the futures research from other government sections and external institutions. These units manage a network of other Executive Councils and future strategy units within the Ministries to provide inputs to national strategy. They fund – directly or indirectly – special studies conducted both within the government and externally. Some like France and Japan produce annual future strategy reports.

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In Germany and Israel the parliamentary organizations house the future strategy units, while the Prime Minister of the Czech Republic outsources that function to a trusted university institute. Australia does not have a futures strategy unit, but organizes a series of panels or think tanks for specific issues. India relies on its Ministry of Science & Technology to formulate its long-term strategic directions. Sweden's futures strategy organization began within the Prime Minister's Office and then evolved outside of the government with a board of directors appointed by the government and with a core budget provided by the government. Some units are created by decree, other by legislation and/or executive order.

Thus there are many variations on how nations carry out their long-range strategic responsibilities, but some general observations can be made. Much of the work and functional reporting are personality-dependent. Units change structurally from one political administration to the next. They are reorganized and recombined with other related units, making continuity of this function from one government to the next very difficult.

Units that are located within the office of the heads of State or Governments tend to have a shorter term political strategic focus than those located outside the President or Prime Minister's Office, such as in a Ministry of Science and Technology or the Parliament, which look more at the general futures strategy for the country as a whole.

Examples of twenty-three countries and two intergovernmental bodies are listed alphabetically below. They vary in detail, but the Millennium Project hopes to improve these descriptions and pursue methods for connecting them with the Office of the Secretary-General and the President of the General Assembly with further support to improve global strategic foresight.

ARGENTINA

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- Office for Prospective on the Peaceful Uses of Nuclear Energy, National Atomic Energy Commission (Coordinator Francisco Carlos King)
- National Directorate of Prospective, Undersecretary of Electricity, Ministry of Energy, Ministry of Economy and Production (Director Ing. Juan Gerardo Meira)
- Observatory for Prospective National Energy Technology (Roberto Luis Saravia Mathon)
- Juncture and Foresight Unit, National Institute of Agricultural Technology (Coordinator Lic. Ruben Dario Patrouilleau).

AUSTRALIA

Instead of an overall strategic center, the Prime Minister's Office has created a number of 'think tanks' in particular areas (e.g., water and climate change) to provide advice on their specific subjects. With the recent election, the approach may change. Updates could be available via the Prime Minister's website.

The Prime Ministers Website: www.pmc.gov.au

AZERBAIJAN

The Strategic Research Center (SRC) was created 12 November 2007 within the Office of the President by a presidential decree. The center has a staff of 30 people. The purpose of the SRC is to provide results of research, analysis, and prognosis for the future development of Azerbaijan. Due to the very recent establishment of the center, there is no public contact for the center as this is being written.

The President's Office Website: www.president.az

BRAZIL

A new Ministry of Strategic Issues was established in October 2007. It combines the Institute of Applied Economic Research (IPEA) founded in 1964 with a staff of 560 and the Nucleo de Ações Estratégicas (Strategic Action Unit) for a combined staff of 800. Its purpose is to create long-range plans for 2022, which is the 200th anniversary of Brazilian independence. In addition to the previous tasks of IPEA to update statistical data and analyses concerning macroeconomic and social trends for strategic development of public policies, and to supervise the work toward the Millennium Development Goals (MDGs) in Brazil, the new Secretariat is also focusing on sustainable development for the Amazon, education, and political participation as key drivers for the future.

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CHINA

The National Development and Reform Commission and the Ministry of Science and Technology future strategy units provide key national strategic information for the State Council of China.

The National Development and Reform Commission reports to the State Council and has a Department of Policy Studies that drafts policies, releases information, and organizes studies on key national and international issues. The Five-Year Plans (now called Guidelines, since the eleventh five-year program set in 2006) are developed by NDRC for the Chinese Communist Party through the plenary sessions of the Central Committee and National Congresses. The NDRC:

- Formulates and implements strategies for national economic and social development, long-term plans, annual plans, and industrial policies and price policies
- Monitors and adjusts the performance of the national economy to maintain the balance of economic aggregates and to optimize major economic structures

- Examines and approves major construction projects
- Guides and promotes economic system restructuring
- Carries out strategic readjustment and upgrades industrial structure, coordinates the development of agriculture and rural economy, and guides the development of industry
- Formulates plans for the development of the energy sector and manages the national oil reserve
- Promotes the sustainable development strategy and the social development and coordinated development of the regional economies, and implements the Western Region Development Program
- Submits the plan for national economic and social development to the National People's Congress on behalf of the State Council in accordance with the Constitution.

The NDRC has 26 functional departments, bureaus, or offices with an authorized staff size of 890 civil servants. (Dr. Kai Ma, General Secretary, National Development and Reform Commission, www.en.ndrc.gov.cn.)

Dr. Kai Ma, General Secretary
National Development and Reform Commission
38.S.Yuetan Street
Beijing 100824 China
<http://en.ndrc.gov.cn/>

The other part of the government that contributes futures strategic intelligence for the State Council is the Ministry of Science and Technology (Minister Wan Gang, www.most.gov.cn), which:

- Conducts research and sets forth the macrostrategies for science and technology development, as well as guidelines, policies, and regulations
- Organizes the formulation of the national medium- and long-term development plan and annual progress plans for civil science and technology, such as the National High-tech R&D Program (863 Program), National Key Technologies R&D Program, National Basic Research Program of China, R&D Infrastructure and Facility Development, Environment Building for S&T Industries, and Mega-projects of Science Research for the Five-year Plans
- Strengthens development and industrialization of new technologies and applied technologies
- Conducts research on the rational allocation of human resources in science and technology and formulates the guidelines and policies of China's international cooperation and exchange in science and technology
- Conducts research and proposes laws and regulations for science and technology
- Undertakes other tasks assigned by the State Council.

Minister: Wan Gang
15B, Fuxing Road, Beijing, 100862, P.R. China
www.most.gov.cn/

CZECH REPUBLIC

There is no strategic or future-oriented unit now within the government or parliament. Instead, the Center for Social and Economic Strategies currently plays that role. It was established in October 2000 at the Charles University, Faculty of Social Sciences as an interdisciplinary research think-tank. The staff has 21 researchers.

The purpose of the unit is to identify the key problems and development priorities of the Czech Republic, providing partial and comprehensive analyses, scenarios, visions and strategies of the social, economic, environmental, and political development of the Czech Republic in European and global contexts. It also promotes dialogue among experts, politicians, civil servants, civil sector activists, and individual citizens; and develops cognitive and methodological provisions so as to help improve the strategic governance of the country.

Director: Professor Martin Potůček
Celetna 20, Prague 1, Czech Republic
<http://ceses.cuni.cz>.

EGYPT

The Center for Future Studies was established within the Cabinet's Information Decision Support Center in 2004 to serve as the leading Egyptian futures research think tank. Its main objectives are to formulate a future vision for Egyptian society that incorporates all strata of society, build public opinion concerned with the future, and achieve integration among all futures studies centers in Egypt.

The Center publishes a wide range of reports, such as *Future Impacts of Climate Change in Egypt* in January 2007 and *The Future Vision for Egypt in the Year 2025*, published in 2005. It also convenes meetings on the future of Egypt. Current projects include "A Future Vision for Egypt" and "The Future of Water in Egypt."

Egypt is a member of the Forum for the Future Initiative that held two summits, one in Morocco in December 2004 and another in Bahrain in November 2005. The 36-nation Forum for the Future aims at promoting political, economic and social reforms in the Middle East region. See www.maec.gov.ma/future/fr/index.htm. (Dr. Magued Osman, Chairman, Information Decision Support Center; Dr. Mohamed Mansour, Manager Center for Future Studies, www.future.idsc.gov.eg.)

Dr. Magued Osman, Chairman
Information Decision Support Center (IDSC)
Dr. Mohamed Mansour, Manager

Center for Future Studies
<http://www.future.idsc.gov.eg>

EUROPEAN UNION

The European Union supports a broad set of futures research activities but lacks an overall strategic futures unit. At France's initiative, the EU will establish a futures council of 9–12 political and business leaders to study Europe's future challenges such as migration, terrorism, climate change, international relations for the EU, and other social and economic issues.

The Bureau of European Policy Advisers provides advice to the President of the European Commission and Commission Services on issues relevant to the President's agenda and the future of policies in the Union. It reports directly to the President and leads inter-service groups on specific policy issues and participates in horizontal work within the Commission. BEPA complements other Commission Services by focusing on the early strategic stages of the policy cycle, thereby contributing to shaping policy options in the medium and longer term. BEPA interacts with outside professionals in academia and research institutes to ensure that the President and, through that office, the Commission are informed by the best analysis available. It has an approximately 30-person professional staff. Recent publications include *Regulating Conflicts of Interest for Holders of Public Office in the European Union, Russia's Next Transition, Investing in Youth, and EU Competitiveness*. (Bureau of European Policy Advisers, www.ec.europa.eu/dgs/policy_advisers/mission_statement/index_en.htm.)

The European Parliamentary Technology Assessment was established in 1990 as a network of European organizations that conduct technology assessment for their parliaments. It strengthens government TA organizations and conducts common trans-European TA studies on topics such as bioethics and biotechnology, public health, environment and energy, information and communications technologies, and R&D policy. It is managed by a council consisting of members of parliament or representatives of the advisory boards for the respective EPTA organizations, and its presidency rotates each year. (European Parliamentary Technology Assessment, www.eptanetwork.org/EPTA.)

The Institute for Prospective Technological Studies of the European Commission's Joint Research Centre provides technology-related foresight studies for the EU policymaking process. In addition to responding to requests from the Directorates of the European Commission, it also provides research for the European Parliament. The 180-member IPTS staff conducts research on sustainable development, energy and transport, research and innovation, the information society, agriculture and rural development, and life sciences.
(Institute for Prospective Technological Studies, www.jrc.es.)

FRANCE

On May 18, 2007, Eric Besson was appointed Secretary of State of Foresight and Evaluation of Public Policy within the Office of the Prime Minister. This unit is assisted by the Strategic Analysis Center. The Center was created by decree on March 6, 2006. It collaborates with a network of expert and advisory councils that work for the Prime Minister, such as the Conseil d'Orientation pour l'Emploi (Employment Advisory Council); the Conseil d'Analyse de la Société (Society Analysis Council); the Conseil de l'Emploi, des Revenus et de la Cohésion Sociale (Employment, Revenue and Social Cohesion Council); the Conseil d'Analyse Économique (Economic Analysis Council); the Haut Conseil à l'Intégration (High Council for Integration); and the Conseil d'Orientation des Retraites (Retirement Advisory Council). By acting as a liaison between both national and community levels with the Secretary General for European Affairs, it facilitates the integration of French and European policy.

The Centre d'Analyse Stratégique (Strategic Analysis Centre) has functionally replaced the Commissariat Général du Plan and plays an important role within the main interministerial authorities in the economic and social domains. It conducts research at the request of the Prime Minister and produces annual reports. It also funds teams to produce foresight studies such as alternative election systems, French energy prospects 2020–50, trends to 2015, and retrospective analysis of the 2005 riots. The 2007 study teams explored topics such as labor risk in the context of global change, education, and technology, as well as other social issues in France and within the framework of the Lisbon strategy. The 2007 program is available at www.strategie.gouv.fr/rubrique.php?id_rubrique=3.

(Eric Besson, Director, Secretary of State of Foresight and Evaluation of Public Policy; Vincent Champain, Chief of the Cabinet; Philippe Mills, Director, Centre d'Analyse Stratégique, www.strategie.gouv.fr.)

Eric Besson, Director
Secretary of State of Foresight and Evaluation of Public Policy
Vincent Champain, Chief of the Cabinet
35, rue Saint-Dominique, 75007 Paris

Philippe Mills, Director
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<http://www.strategie.gouv.fr/>

Other government foresight units in France include:

- Direction evaluation, prospective, and performance (Ministry of National Education)
- Prospective subdirectorate, development and environment (Ministry of Ecology and Sustainable Development)
- Office of prospective and strategy (Ministry of Ecology and Sustainable Development)
- Center of prospective, science, and technology (Ministry of Ecology and Sustainable Development)
- Office of economic prospective of transport (Ministry of Ecology and Sustainable Development)

- Subdirector evaluation, prospective, studies, and orientation (Ministry of Agriculture and Fishing)
- Office of economic and prospective analyses (Ministry of Agriculture and Fishing)
- Subdirector of analyses, prospective, and facts of company (Ministry of the Interior, Overseas and Local Authorities)
- Division of studies and prospective (Ministry of the Interior, Overseas and Local Authorities)
- Office means, evaluation, and prospective (Ministry of the Interior, Overseas and Local Authorities)

FINLAND

There is no single unit, organ or governmental body that takes care of future-oriented strategic planning. Ministries are responsible for their own strategic planning. The Prime Minister's Office has a Foresight Forum that organizes seminars and disseminates information. The Parliament has the Committee for the Future that provides futures information for other Parliamentary Committees, as well as to the government and helps ministries in their future planning processes, and there are also some other research organizations such as VTT (Technical Research Centre of Finland), VATT (Government Institute for Economic Research), and Helsinki University of Technology. There are networks of foresight activities, rather than one clear governmental body that has the responsibility for the future strategy of Finland.

GERMANY

The Office of Technology Assessment at the German Bundestag (Parliament) was established in 1990. The Web site lists an 11-member staff, most of whom are under contract with the institutions that operate the TAB.

The purposes of the TAB are to:

- analyze the potentials of new scientific and technological developments and identify and explore the associated social, economic, and ecological opportunities
- examine the legal, economic, and social framework conditions for implementing scientific and technological developments
- provide a comprehensive analysis of the potential impact of future utilization of new scientific and technological developments and indicate the possibilities for strategic exploitation of the potential uses of technologies and avoiding or reducing the associated risks.

TAB reports are available at www.tab.fzk.de/en/publikation.htm. Some examples include *Biobanks for Human Medical Research and Application*; *Prospects for Low CO₂ and Emission Traffic – An Overview of Fuels and Drive Systems*; *Potential and Prospects for Application of Bionics*; *eLearning in Research, Teaching and Further Education in Germany*; *Green Genetic*

Engineering – Transgenic Plants of the 2nd and 3rd Generation. (Professor Dr. Armin Grundwald, Director, Office of Technology Assessment, German Bundestag, www.tab.fzk.de/home_en.htm.)

Research organizations such as the Fraunhofer Institute for Systems and Innovations Research ISI, German Association of Engineers' Future Technologies Consulting (VDI-TZ), and Z_punkt GmbH the Foresight Company contribute to the German long-term strategic planning processes. Foresight is being diffused into the government ministries' research funding and thereby is becoming more widespread in research.

HUNGARY

Hungary doesn't have a Government Strategic Foresight Unit per se, but several foresight capacities exist, which provide input to the government when requested.

The Committee on Future Research in the Hungarian Academy of Sciences has academics who conduct future research in their professional fields. This committee recently finished a comprehensive study "Hungary 2025" for the central government.

The technological foresight is provided by the OMF (Hungarian National Committee for Technological Development).

The Institute for World Economics is working on the world economy in the next 15-20 years with future scenarios of the European Union, and trends in the development of China and of Russia.

The Academy of Sciences is also looking at the trends in the next 50 years of potential problems of the Hungarian agriculture/soil, water and production patterns/ but includes other issues, like health.

The Futures Studies Department of the Corvinus University conducts general or area-specific foresight studies for central, as well as local governments. Foresight dissemination and awareness-raising work is also carried out by the Budapest Club (founded in 1993) and the Hungarian Association for the Club of Rome that functions since 2001.

INDIA

The Technology Information, Forecasting and Assessment Council (TIFAC) is an autonomous body created under the Department of Science and Technology to conduct technology assessment and forecasting studies, and identify global trends and policy options for India. It also promotes key technologies, provides information on technologies, and manages the Patent Facilitating Centre to create awareness about patenting procedures among scientists and

institutions. TIFAC also played a key role in producing (along with the Planning Commission) the India Vision 2020 report. It also conducts other market research and future-oriented technology studies to improve Indian technological capacities.

Chairman: Dr. R. Chidambaram
Technology Information, Forecasting & Assessment Council
'A' Wing, Vishwakarma Bhavan,
Shaheed Jeet Singh Marg
New Delhi-110 016, India
And Principal Scientific Adviser to Government of India
Room No.319, Vigyan Bhavan Annexe, Maulana Azad Road,
New Delhi-110 001, INDIA
www.tifac.org.in.

INDONESIA

Futures work in Indonesia is carried out by Badan Perencanaan dan Pembangunan Nasional (Bappenas), which is known in English as either the Ministry of National Development Planning or the National Development Agency. The results of its work are communicated to an Advisory Board of 4-5 people which reports to the President. There was a series of five-year economic development plans 1969-1999, Repelita I – VI. Other efforts are Long-Term Local Development Planning (RPJP), National Development Planning System (SPPN), and a Technology Roadmap for Automotive Components Industry in Indonesia (ASEAN Technology Foresight and Scan Project)

<http://www.bappenas.go.id/index.php?module=ContentExpress&func=viewcat&ceid=-2&catid=216>

"Profile", has an extensive summary of Bappenas' areas of concern.

Ministry of National Development Planning
Postal: JL. Taman Suropati No. 2 Jakarta 10310
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Fax: +6221 314 5374
<http://www.bappenas.go.id>

ISRAEL

The situation in Israel is similar to Finland and Germany. The closest thing to a futures strategy unit is the Commission for Future Generations in the Israeli parliament (the Knesset). It was established by law as an inner-parliamentary entity that has a comprehensive view of the legislative picture with regard to any potential negative effect on the needs and rights of future generations together with the means to prevent such legislation from taking effect. It has

conducted special studies on water and other issues of sustainable development. The Commission has also received the authority to initiate bills that advance the interests of future generations, establish a public council to receive external advice, and improve public awareness of future possibilities. There is a Minister for Strategic Threats (sometimes in English as Strategic Affairs) , but this deals more with a military strategy than an integrative national strategy similar to the mission of the Commission. The Knesset may cancel the Commission, and hence it is not very active currently.

Commission for Future Generations
The Knesset, Jerusalem 91950 Israel
http://www.knesset.gov.il/future/eng/future_index.htm

JAPAN

The most influential strategy unit in Japan is the Council on Economic and Fiscal Policy. The Council is a consultative group within the Cabinet Office to support the Prime Minister and is chaired by the Prime Minister. The 11 members include the Prime Minister, Chief Cabinet Secretary, four Ministers, the Governor of the Bank of Japan, and four private-sector experts, including the Chairman of Keidanren.

The main output of the Council is the annual report Direction and Strategy for Japanese Economy, which outlines basic principles of Japan's economic and fiscal policy for the next five years. The analytical work is done by staffers in relevant ministries. This research is coordinated by the secretariat of the Council located in the Cabinet Office. The final report is reviewed and endorsed by the Council. The work is not constrained by the budget or number of staff in the Cabinet Office. Ideally, this institutional setup allows strategic issues to be picked up and succinctly summarized by the professional staff most knowledgeable on the topic and keeps the scope of the work flexible and broad (that is, when some issues become more important for Japan, more resources will be available to analyze them). The work is an accumulation of policies and strategies of many ministries. To finalize the report and have all ministries approve the contents might require significant time for coordination and result in compromise, which might prevent a truly important issue from being sufficiently highlighted. Without strong leadership by the Prime Minister, the power balance of the Council members could have stronger influence on the contents of the report than the real importance of the issues merits.

The Cabinet Office also houses three Councils: Council for Science and Technology Policy, Central Disaster Management Council, and Council for Gender Equality. All Councils are chaired by the Prime Minister and function in a manner similar to the Council for Economic and Fiscal Policy. There is, at this moment, no unit or person who coordinates the work of these Councils and produces one single report on strategic issues for Japan. The Cabinet Office and the Councils were set up in 2001.

Japan also has the National Institute of Science and Technology Policy (www.nistep.go.jp) within the Ministry of Education, Culture, Sports, Science and Technology. NISTEP was

founded in 1988 as an affiliated research institute under the Science and Technology Agency. It conducts research to improve S&T policy and comprehensive, long-term perspectives. NISTEP also provides private companies with research results to assist them in formulating strategies for research and development.

MEXICO

The President has created 2030 VISION within his office to focus long-term strategic studies for Mexico. The National Plan of Development of Mexico and sectoral programs will be based on Mexico 2030 Vision. Its themes include: 1) the rule of law and security 2) achievement of a competitive economy that creates jobs; 3) equal opportunities; 4) sustainable development; and 5) reinforcement of institutions, effective democracy and the exercise of a responsible foreign policy. Ministries also have Planning Offices that sometimes conduct foresight studies.

Magdalena Sofia Frech López, Director General
Planning and Strategic Agenda
2030 VISION
Office of the President
<http://www.vision2030.gob.mx>

SINGAPORE

The Strategic Policy Office is located in the Public Service Division of the Office of the Prime Minister. It analyzes the potential impact of future trends on Singapore to help build a progressive and forward-looking public service and to develop strategic planning capabilities across the public service to shape government policy to deal with an increasingly complex environment. The SPO is organized into the Futures Unit and the Strategy Unit.

The Futures Unit runs national-level scenario planning exercises every two to three years. It also leads or facilitates smaller-scale scenario studies on more focused topics. On the capacity-building front, the Futures Unit provides training and consultancy services to public sector agencies that want to use scenario planning for long-term policy and strategy development.

The Strategy Unit has responsibility for developing and managing the government's strategic planning cycle and for coordinating and driving strategic policy issues of an inter-agency nature. It facilitates collaboration through cross-agency studies and drives the integrated government initiatives serving the national strategic objectives. One of the current key initiatives is called World Singapore.

The SPO has 16 staff members and an annual budget of approximately Singapore \$3.5 million (US\$2.4 million). Recent projects include a set of new media scenarios of Singapore by 2017,

national scenarios of Singapore by 2020, and scenario planning consultancies for the Energy Market Authority, the Ministry of Manpower, and the Immigration and Checkpoints Authority.

In 1993 the Cabinet approved the use of scenario planning as a tool for government's long-term policy and strategy development, with the requirement that in the future all new policy proposals with long-term implications are to be tested for robustness, as appropriate, against the scenarios. In 1995, the Scenario Planning Office was established in the Prime Minister's Office Cabinet to undertake the national scenario planning exercise. The Scenario Planning Office was renamed the Strategic Policy Office with effect from 1 November 2003 to assist ministries in analyzing long-term, inter-agency strategic issues and formulating appropriate policy recommendations. (Donald Low, Director, Strategic Policy Office, Public Service Division, Prime Minister's Office, www.psd.gov.sg.)

SOUTH AFRICA

Planning Policy Coordination and Advisory Services is in the Office of the President. The unit began as a project called Memories of the Future that produced the government's 2014 scenarios. In 2004 it was established as a Planning Unit responsible for medium- and long-range planning. It has a staff of six. Some of the reports it has produced include the Medium-Term Strategic Framework, National Spatial Development Perspective, Scenarios 2014 (currently working on Scenarios 2025), and Ten Year Review (currently working on the 15-year review of government performance). (Mr. Hassen Mohamed, Chief Policy Analyst, Planning Policy Coordination and Advisory Services, Office of the President.)

Mr. Hassen Mohamed, Chief Policy Analyst
Planning Policy Coordination and Advisory Services
Office of the President

REPUBLIC OF KOREA

The long-range strategic function is currently led by the Presidential Consultative Body on Policy Making. The Ministry of Planning and Budget has a Strategic Planning Division within its Fiscal Strategy Office, with a staff of 40. The Korea Institute of Science and Technology Evaluation and Planning has a 13-member Technology Foresight Center. There is a Task Force Team of three members for future strategy in the Government Youth Commission. There are also future strategy units in the Korea Information Society Development Institute and Futures Society Research Forum. Plans are underway to create a chief of futures strategy in the Office of the President.

SWEDEN

Prime Minister Olof Palme initiated government futures research by appointing a small group in 1967 to conduct futures assessment as an alternative to cold war futures research. In 1973 the first institute for futures studies, the Secretariat for Futures Studies, functioned as a complement to the Prime Minister's Office. In 1980, the secretariat was made a unit of the Swedish Council for Planning and Coordination of Research, and in 1987 activities were reorganized into an independent research foundation now called the Institute for Futures Studies. The Institute has a staff of 45 and a 9-member board of directors appointed by the Government. Although its principal funding comes from the government, it also receives non-government funds. Sweden has conducted a series of activities such as the Commission on the future of Sweden (1992–1993), technology foresight project (1999–2000), and the Lindbeck Commission on the Future of Sweden.

Institute for Futures Studies
No. 33 Drottninggatan
Box 591 Stockholm 101 31, Sweden
tel:46-8 402 1200 fax:46-8 245 014
<http://www.framtidsstudier.se>

The National Defense Research Institute (Försvarets Forskningsanstalt, FOA) produces scenarios to highlight alternative future developments of the international system. Other related Swedish futures organizations include Environmental Strategies Research, Swedish Institute for Growth Policy Studies, the Swedish Governmental Agency for Innovation Systems, and Kairos Future.

SWITZERLAND

Besides the security-oriented intelligence services, Switzerland's government has no specific future-oriented strategy unit. The responsibility for foresight and early warning is with the Chancellor's office. However, its focus is on reactive early warning rather than on pro-active strategic foresight and planning. This may be due to the fact that Switzerland has been governed by a broad coalition of the four most important parties for almost 50 years, and its government is chaired by one of the seven ministers rotating on a yearly basis.

TA-Swiss is Switzerland's technology assessment institution that formerly reported to the Swiss Science and Technology Board, but acted rather like an independent institution. In the near future, the institution will be integrated into the network of the Swiss academies for science and technology.

TURKEY

The Turkey State Planning Organization was established in 1960 within the Office of the Prime Minister. It has a staff of 300, which produces the 5-year Development Plans, Annual Programs, Sectoral Strategies (Industry, Agriculture, etc.), Sector Profiles, and EU Pre-accession Economic Programs.

Dr. Ahmet Tiktik, Director
State Planning Organization
Office of the Prime Minister
Ankara, Turkey
<http://mevzuat.dpt.gov.tr/khk/540/spo.html>

UNITED KINGDOM

The Prime Minister's Strategy Unit was established in 2002 to bring together the Performance and Innovation Unit and the Prime Minister's Forward Strategy Unit. The Unit is based in the Cabinet Office and reports to the Prime Minister through the Minister for the Cabinet Office. It:

- provides the Prime Minister with in-depth strategy advice and policy analysis on priority issues
- supports government departments in developing effective strategies and policies (including helping them to build their strategic capability)
- identifies and disseminates emerging issues and policy challenges through occasional strategic audits and regular seminars.

It has around 45 staff (at the end of 2007) and works closely both with the Prime Minister's senior advisers in No. 10 and the Cabinet Office and with government departments to bring an analytically rigorous, evidence-based, holistic, and, where appropriate, cross-cutting approach to strategy and policy work. There is no area of domestic policy in which it couldn't be asked to work, and in the past it has also worked on international/foreign policy issues.

The Unit is staffed by a mix of permanent civil servants and others on fixed term contracts or secondments. The permanent civil servants generally come on loan from government departments. Others come from the private sector, academia, think tanks, NGOs, and overseas. Sometimes the Unit (temporarily) colocates its staff and teams in the departments it is working with.

Current projects include work with the Department for Children, Schools and Families; the Department for Innovation, Universities and Skills; the Department of Health; the Home Office; the Ministry of Justice; and the Department for the Environment, Food & Rural Affairs.

Further details and past published work can be found on the Unit's Web site at www.cabinetoffice.gov.uk/strategy.

(Stephen Aldridge, Director, and Lisa Leibo, Executive Assistant, Prime Minister's Strategy Unit.)

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Lisa Leibo, Executive Assistant
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There are also the Foresight Programme and the Horizon Scanning Centre, which are based in the Government Office for Science within the Department for Innovation, Universities and Skills to provide visions of the future, identify potential risks and opportunities in relation to science and technology, and help policymakers develop strategies. The program was launched in 1993. Foresight panels have been organized on the aging population; crime prevention; manufacturing 2020; the built environment and transport; chemicals; defense, aerospace, and systems; and energy and the natural environment. Current studies include mental capital and well-being, sustainable energy management and the built environment, and tackling obesities: future choices. (Government Office for Science Department of Innovation, University and Skills, www.foresight.gov.uk.)

Government Office for Science
Department of Innovation, University and Skills
Kingsgate House
66-74 Victoria Street
London, SW1E 6SW UK
<http://www.foresight.gov.uk>

UNITED NATIONS

The UN's Strategy Unit is within the Office of the Secretary-General and reports to the Assistant Secretary-General for Policy, Robert Orr. The strategy unit was headed by Abiodun Williams who just left to take a teaching position at the National Defense University in Washington, D.C. He is not expected to be replaced for several months.

Dr. Robert Orr
Assistant Secretary-General
for Policy Coordination and Strategic Planning
Executive Office of the Secretary-General
United Nations
New York, NY 10017

UNITED STATES

Barry Jackson is the Assistant to the President for Strategic Initiatives and External Affairs, and is in charge of overseeing the White House offices of Political Affairs, Public Liaison, Intergovernmental Affairs and Strategic Initiatives. He replaced Karl Rove, Deputy White House Chief of Staff for Strategic Planning. The President's Strategy unit is a de facto combination of

the White House's National Security Council, Domestic Policy Council, Homeland Security Council, and National Economic Council, with additional information fed by other offices, such as the White House Office of Science and Technology Policy and the Director of National Intelligence. The National Intelligence Council is a center of strategic thinking and futures research that has produced such reports as Mapping the Global Future (2020 report) and Global Trends 2015. The White House and Congress also commission reports from the National Academies (Sciences, Medicine, and Engineering).

Mr. Barry Jackson
Assistant to the President for Strategic Initiatives and External Affairs
The White House
1600 Pennsylvania Avenue, N.W.
Washington, DC USA

VENEZUELA

Venezuela has no central strategic foresight unit at this moment. Since 1958 until 2000, Venezuela had a major national strategy unit called CORDIPLAN (<http://www.mpd.gob.ve/cordiplan/quees.htm>), which reported directly to the president, but the government of Hugo Chavez eliminated it and created a new ministry called Ministry of Planning and Development (<http://www.mpd.gob.ve>). This ministry has focused more on political visioning than on how the global strategic landscape can or should affect strategic foresight. In the technical side, there is also a Ministry of Science and Technology (http://www.mpd.gob.ve/publico/mct/directorio_mct.php), created in 2000, and which had a small foresight unit (with 5 employees) from 2001 to 2008, when that unit was merged within the Office of the Vice Minister for Science and Technology Planning.