



United Nations Industrial Development Organization

Tentative Programme 22 May 2009

AIDE-MEMOIRE

2008/9 Training Programme on Technology Foresight

Regional Initiative on Technology Foresight for Central and Eastern Europe and the Newly Independent States

- **Module 1: Technology Foresight for Organizers, Gebze (Turkey), 3-7 November 2008;**
 - **Module 2: Technology Foresight for Practitioners - A Specialized Course on Roadmapping, Prague (Czech Republic), 17-21 November 2008;**
 - **Module 3: Seminar on Technology Foresight for High-Level Decision-Makers, Seville (Spain) 14-15 October 2008 and Budapest (Hungary), 1-2 December 2008;**
 - **Module 4: Technology Foresight for Corporations, Bratislava (Slovakia), 14-16 May, 2009; and**
 - **Module 5: Trainers' workshop on Technology Foresight.**
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BACKGROUND

In response to requests by member countries, UNIDO is implementing the Regional Initiative on Technology Foresight (TF) for Central and Eastern Europe (CEE) and the Newly Independent States (NIS) with the aim to provide more sustainable and innovative development and develop policies and R&D programmes dealing with innovation, industrial growth and competitiveness.

The three components of the Initiative are (a) building awareness and creating a foresight culture in the region, (b) developing national and regional capabilities and (c) coordinating and implementing technology foresight projects in the region.

The component dedicated to the strengthening of national and regional capabilities includes, among other activities, the enhancement of skills of experts on developing and implementing technology foresight for strategic decision-making through specific training courses. These training courses are grouped in four modules with different target audience.

- Module one: Training courses for organizers of national or regional TF exercises
- Module two: Training courses for TF practitioners likely to conduct foresight exercises
- Module three: Retreats for decision-makers involved in foresight exercises
- Module four: Training course for business representatives and corporations
- Module five: Workshop for trainers on Technology Foresight

The present Aide-memoire describes these training modules and their implementation details.

OBJECTIVES

The objective of this training programme is to provide basic knowledge on application of TF tools in strategic decision-making for technological development, modalities of implementation of TF initiatives, available TF methodologies, and TF experience and prospects in the CEE and the NIS region.

The training programme will further strengthen the capacity of the focal points and experts in the region, as well as to establish the basis for networking of experts and institutions in the region, for TF initiatives.

EXPECTED OUTPUTS

- Around 30 experts per course from selected countries and 5-10 from host countries, trained on organizing and conducting Technology Foresight programmes,
- Provide a basis for the establishment of focal points and experts/institutions TF network for the region,
- Definition of the framework for TF exercises at national and regional levels,

- Improved awareness on the importance of TF for strategic decision making for industrial and technological development,
- Supply of examples of current TF applications, providing an opportunity to reflect on their developments and to discuss their outcomes.

DOCUMENTATION

Prior to the training course:

- Aide-Memoire
- Programme
- Resource web page with all presentations and other materials for preparation for the course available at the web page of the course at www.unido.org/foresight/2008
- UNIDO Technology Foresight Manual
*“International Practices in Technology Foresight” (UNIDO publication)

During the training course:

- Workbook
- Hand-outs of working material
- Certificate of course completion

*TF Publication optional for purchase through UNIDO Sales and Publications:

<http://www.unido.org/publications> and/or request to the following E-mail: publications@unido.org

Resource web page with all the final versions of presentations and other materials of the training courses will be updated immediately after the events.

LANGUAGE

The training programme will be conducted in English, therefore good command of English is essential for all participants.

VISA ARRANGEMENTS

Before leaving home country, participants should complete all formalities regarding entry and transit visas that they may require for the journey to the country where the training course take place.

APPLICATION ON LINE

To apply for the course(s) of their preference, candidates have to use the online registration form: <https://www.unido.org/foresight/registration/>. All the applications are subject to the selection process.

FURTHER INFORMATION

Please visit the training programme Internet page: <http://www.unido.org/foresight/2008>

Module 1: Technology Foresight for Organizers, Gebze (Turkey), 3-7 November 2008

PARTICIPATION

The course is specially dedicated to professionals responsible for organizing and conducting national and regional foresight exercises, who expect to take active part in future TF initiatives for their countries, from Central and Eastern Europe (CEE) the Newly Independent States (NIS), Central Asia, the Middle East and Northern Africa.

Between 30-35 participants from the selected countries will be invited (a maximum of two from each country). Up to 10 participants are expected from various agencies in the host country, some of them may be graduate students.

METHODOLOGY

The five-day course will include a brief introduction of Foresight as a tool for shaping the future and illustrate the range of issues to which it can, or cannot, be applied. The presentation of the major methods used in Foresight will include illustrative examples and case studies. The course participants will have an opportunity to verify the acquired knowledge in practical hands-on sessions, including an opportunity to simulate a foresight exercise.

TIME AND VENUE

The training course will be held on 3-7 November 2007 at the MEB-TUBITAK Turkish Institute for Industrial Management (TUSSIDE), located in Gebze (60 Km south of Istanbul), Turkey, at the following address:

MEB-TUBITAK Turkish Institute for Industrial Management (TUSSIDE)

Baris Mah. Kosuyolu Cad. No. 48

P.K. 14 41401 Gebze, Kocaeli

Turkey

Tel.: +90 262 641 50 10 / 2227

Fax: +90 262 641 50 19

Contact person: Ms. Ayshe Ustunoldu

E-mail: austunoldu@tusside.gov.tr

ARRIVAL AND DEPARTURE ARRANGEMENTS

Selected participants coming from abroad are kindly requested to make the necessary arrangements to arrive at Istanbul airport on Sunday 2 November 2008. Departures should be arranged for Friday 7 (evening) or Saturday 8 November 2008 at the latest.

Selected participants coming from abroad will be offered free of charge 3 bus shuttles per day, from Istanbul airport to TUSSIDE on Sunday 2 November 2008, according to flight schedules. Participants coming from Istanbul city will also have the possibility to take the bus shuttle, from Taksim Square, at a time that will be advised. The bus shuttle from TUSSIDE to Istanbul airport will also be offered free of charge once on Friday 7 and 3 times per day on Saturday 8 November 2008, for departures.

Selected participants are kindly requested to inform TUSSIDE about their flight details, dates and time of arrival and departure. Participants coming from Istanbul city should also inform TUSSIDE. Participants will be informed of the timetable of bus shuttles and meeting points in due time.

FINANCIAL ARRANGEMENTS FOR PARTICIPANTS

The training course is free of charge for all selected participants.

The Turkish International Cooperation Administration (TICA) will arrange and pay for return travel for the most economical route between home country and Istanbul for the selected participants from the following countries:

Afghanistan, Albania, Azerbaijan, Bangladesh, Belarus, Bosnia and Herzegovina, Burkina Faso, Ethiopia, Georgia, Iraq, Kazakhstan, Kyrgyzstan, Macedonia, Moldova, Mongolia, Nigeria, Pakistan, Palestine, Russian Federation, Serbia and Montenegro, Sierra Leone, Sudan, Tajikistan, Turkmenistan, Ukraine and Uzbekistan.

After the selection process, TICA will contact participants directly to confirm its support for travel and will inform on how to proceed.

For selected participants from the above-indicated countries, as well as representatives from Turkish agencies and Turkish graduate students, accommodation will be offered free of charge from Sunday 2/11/2008 night to Saturday 8/11/2008, at TUSSIDE guest house. Participants will be offered free of charge breakfasts, lunches and dinners for 6 days from Sunday 2/11/2008 night to Saturday 8/11/2008 midday, at TUSSIDE guest house.

Selected participants from other countries not listed above should arrange and finance their own travel to Turkey and accommodation at TUSSIDE guest house.

The organizers will not assume responsibility for any of the following costs, which may be incurred by the participant while attending the training course:

- Travel and accommodation expenses for participants from countries not listed above;
- Local transportation outside arranged bus shuttle;
- Any extra expenses during the course (phone, personal expenditures, drinks, etc.);
- Salary and social benefits for the participants during the period of the training course;
- Costs incurred by participants with respect to any insurance, medical bills, and hospitalization fees;
- Compensation in the event of death, disability or illness;
- Loss or damage to personal property;
- Purchase of personal belongings and compensation for damage caused to them by climatic or other considerations.
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Tentative Programme

Sunday 2 November

- from time of
arrival till
19.00 **Reading and preparation for the next day training exercise**
- 19:00-20:00 **Registration and Welcome Reception**
- 20:00-20:15 **Introducing the Programme, the Participants and the Practical Sessions**
Serhat Cakir, Scientific and Technological Research Council of Turkey (TUBITAK)
- 20:15-20:30 **Introducing the Course Philosophy and the Practical Sessions**
Campbell Warden & Ozcan Saritas
- 20:30-21:00 **Getting to know each other workshop**
Ugur Degirmencioglu and Inanc Ayar, TUSSIDE

Day 1 – Monday 3 November

- 08:30-09:00 **Opening Ceremony**
Representatives of:
TUBITAK, TICA, UNIDO, MIT.
- 09:00-09:45 **Introduction to Technology Foresight**
Ian Miles, University of Manchester, UK
Introduction to technology foresight along with its background and basic principles and concepts, and expected outcomes from TF programmes. Highlight of good practices in different countries.
- 09:45-10:00 **Discussion**
Moderators: Ian Miles and Campbell Warden
- Coffee/Tea Break**

Block I: Role of Foresight in Science, Technology and Innovation Policy Formulation

- 10:15-10:55 **Technology Policy and Innovation System**
Ricardo Seidl da Fonseca, UNIDO, Austria
Innovation systems and technology development. The process and instruments for policy-making in science, technology and innovation.
- 10:55-11:15 **Discussion of how the innovation systems work in the participant's countries**
Moderators: Ricardo Seidl da Fonseca & Ozcan Saritas
- 11:15-11:45 **Role of Foresight in Strategic Thinking and Policy Formation**
Pascale van Doren, The Destree Institute, Belgium
The role of foresight in the formation of a long-term science, technology and innovation (STI) policy of a country.
- 11:45-12:00 **Discussion on how the results of a foresight study ought to be incorporated into a long-term STI policy to enhance the competitiveness of a country and a region**
Moderators: Pascale van Doren & Ozcan Saritas

- 12:00-13:00** **Lunch**
- 13:00-13:40** **Foresight in Policy cycles: case of Romania**
Adrian Curaj, Ministry of Education and Research, Romania
- 13:40-14:00** **Analysis of the case of Romania**
Moderators: Adrian Curaj and Campbell Warden
- 14:00-14:40** **Vision 2023: Rationale and Scope**
Serhat Cakir, Scientific and Technological Research Council of Turkey (TUBITAK)
Presentation of the Vision 2023, the Turkish TF study: its rationale, scope, structure, methodology and findings.
- 14:40-15:00** **Analysis of “Vision 2023” with the participants**
Moderators: Serhat Cakir and Ozcan Saritas
What were the Key Objectives? What rationale was employed in selecting and implementing TF methods?
- 15:00-15:20** **Coffee/Tea Break**
- 15:20-16:00** **Foresight in a multi-country context: the FutureFood6 case in Eastern Europe**
Ricardo Seidl da Fonseca, UNIDO, Austria
The role of TF in formulation of technology policies in a regional perspective. Production and value chains as focus for TF exercises. Presentation of the foresight exercise for the fishery industry in the Pacific Coast of South America.
- 16:00-16:20** **Analysis of the Foresight in a multi-country context**
Moderators: Ricardo Seidl da Fonseca and Campbell Warden

Block II: Technology Foresight Process

- 16:20-17:00** **Organizing and Managing a Foresight Exercise**
Ian Miles, PREST, University of Manchester, UK
Objectives, sponsors, identification of stakeholders, executive and management structure, milestones, choosing suitable methods, achieving results, communication strategy, budget, timing, reporting, implementation of results, evaluation, ensuring continuity, creating foresight culture at different levels.
- 17:00-17:20** **Discussion of how to Organize and Manage a Foresight Exercise**
Moderators: Ian Miles & Ozcan Saritas
- 17:20-18:30** **Personal and Group Motivation Workshop**
Ugur Degirmencioglu and Inanc Ayar, TUSSIDE
- 18:30-19:30** **Dinner**
- Evening** **Reading and preparation for next day training exercises.**

Day 2 – Tuesday 4 November

- 08:30-08:50** **Harmony Workshop**
Ugur Degirmencioglu and Inanc Ayar, TUSSIDE

09:00-09:40	Scope and Focus of Foresight Exercises <u>Ian Miles, PREST, University of Manchester, UK</u> <i>Types of foresight programmes and their relevance to various policies. The importance of defining the focus (e.g. S&T, techno-economic or societal/socio-economic orientation), identification of drivers, geographical scope, themes and time horizon of a foresight programme.</i>
09:40-10:00	Stakeholders assessment and Mobilization for Foresight Exercise <u>Moderators: Ian Miles and Ozcan Saritas</u> <i>Choosing appropriate methods and mobilizing relevant stakeholders and participants. The significance of the process of foresighting.</i>
10:00-10:20	Coffee/Tea Break
10:20-10:40	Introduction to the Practical Exercise <u>Ozcan Saritas & Campbell Warden</u> <i>Explanation of the objectives and interpretation of the practical exercise process.</i>
10:40-12:00	Practical Exercise <i>Participants will start developing a project plan for foresight exercises: scoping and focusing</i> <u>Moderators: Ian Miles, Ozcan Saritas, Pascale van Doren & Campbell Warden</u>
12:00-13:00	Lunch
13:00-14:30	Practical Exercise <i>Participants will start developing a project plan for foresight exercises: identification of drivers and stakeholders</i> <u>Moderators: Ian Miles, Ozcan Saritas, Pascale van Doren & Campbell Warden</u>
14:30-14:45	Coffee/Tea Break
14:45-17:00	Practical Exercise <i>Participants continue developing a project plan for foresight exercises: identification of drivers and stakeholders (continuation)</i> <u>Moderators: Ian Miles, Ozcan Saritas, Pascale van Doren & Campbell Warden</u>
17:00-18:30	Creativity Workshop I <u>Ugur Degirmencioglu and Inanc Ayar, TUSSIDE</u>
18:30-20.00	Getting Together Dinner
Evening	Reading and preparation for next day training exercises.
Day 3 – Wednesday 5 November	

08:30-08:50 **Harmony Workshop**
Ugur Degirmencioglu and Inanc Ayar, TUSSIDE

Block III: Technology Foresight Methods

09:00-09:40 **Overview of Foresight Methods**
Ian Miles, PREST, University of Manchester, UK

09:40-10:00 **Discussion**
Moderators: Ian Miles and Campbell Warden

- 10:00-11:00** **Ideas Generation and Brainstorming followed by demonstration of how to organize a Creativity Workshop**
Tahsin Erkan Ture, International University of Sarajevo, Bosnia and Herzegovina
Presentation of different methods of creative thinking, brainstorming principles, practical exercise.
- 09:40-10:00** **Discussion**
Moderators: Tahsin Erkan Ture and Ozcan Saritas
- 11:00-11:15** **Coffee/Tea Break**
- 11:15-12:00** **STEEP and SWOT Analyses**
Tahsin Erkan Ture, International University of Sarajevo, Bosnia and Herzegovina
Germination of ideas, their proliferation and transformation into tangible notions; communication needs and skills; analysis of Social, Technological, Economical, Environmental and Political (STEEP) issues and trends; use of Strengths, Weaknesses, Opportunities and Threats (SWOT).
- 12:00-13:00** **Lunch**
- 13:00-14:00** **Group Work on use STEEPV or SWOT and Project Plan Development (organizational aspects and methods)**
Moderator: Tahsin Erkan Ture
- 14:00-15:15** **Practical Exercise**
Participants continue developing a project plan for foresight exercises: identification of future trends.
Moderators: Ian Miles, Ozcan Saritas, Campbell Warden, Serhat Cakir and Tahsin Erkan Ture
- 15:15-15:30** **Coffee/Tea Break**
- 15:30-17:00** **Practical Exercise**
Participants continue developing a project plan for foresight exercises: challenges and participants to be involved in the exercise.
Moderators: Ian Miles, Ozcan Saritas, Campbell Warden, Serhat Cakir and Tahsin Erkan Ture
- 17:00-18:30** **Creativity Workshop II**
Ugur Degirmencioglu and Inanc Ayar, TUSSIDE
- 18:30-19:30** **Dinner**
- Evening** **Reading and preparation for next day training exercises.**

Day 4 – Thursday 6 November

- 09:00-09:40** **Scenario Planning**
Ian Miles, PREST, University of Manchester, UK
Principles, scenario generation, organization a scenario workshop.
- 09:40-10:00** **Discussion**
Moderators: Ian Miles and Ozcan Saritas
- 10:00-11:00** **Group work on Scenarios**
Ian Miles, PREST, University of Manchester, UK
Participants develop scenarios under a professional guidance

- 11:00-11:15** **Coffee/Tea Break**
- 11:15-12:00** **Expert panels**
Ozcan Saritas, PREST, University of Manchester, UK
Principles, process, examples, case studies.
- 12:00-13:00** Lunch
- 13:00-14:30** **Group work: Expert panels for Setting Priorities**
Ozcan Saritas and Campbell Warden
Participants organized in expert panels will define priorities for foresight exercise cases.
- 14:30-14:45** **Coffee/Tea Break**
- 14:30-15:10** **Delphi Survey**
Serhat Cakir, Scientific and Technological Research Council of Turkey (TUBITAK)
- 15:10-16:10** **Group Work on Delphi Survey**
Moderators: Serhat Cakir and Ozcan Saritas
- 16:10-18:00** **Final briefing on the Group Results from Practical Exercise**
Moderators: Adrian Curaj, Ozcan Saritas, Ian Miles & Campbell Warden
- 18:00-19:00** **Dinner**
- Evening** **Finalization of foresight planning exercise developed by the groups of participants (self-organized)**

Day 5 – Friday 7 November

- 09:00-10:00** **Testing of Knowledge Acquired During the Course**
Course participants will be submitted to a multiple-choice test.
- 10:00-12:00** **Practical Exercise**
Presentations of foresight planning exercise developed by the groups of participants, feedback from the facilitators and the audience
Moderator: Campbell Warden, EARMA, Spain
- 12:00-12:30** **Final advise on how to use what has been learned**
Campbell Warden & Ozcan Saritas
- 12:00-13:00** **Awarding diplomas, final discussion and closing ceremony**
- 13:00-14:00** **Lunch**
- 14:00-18:30** **Social Event in Istanbul**
- Departure arrangements**

CONTACT PERSONS

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Module 2: Technology Foresight for Practitioners - A Specialized Course on Roadmapping Prague (Czech Republic), 17-21 November 2008

PARTICIPATION

Experts on the application of technology foresight or similar approaches for the development of technology or innovation policy and strategies from scientific institutions, government agencies, industry or NGOs. A number of 20-25 participants from selected countries is targeted, (a maximum of two, preferably one from each country). Up to 5 participants are expected from various agencies in the host country.

METHODOLOGY

A five-day training course will be divided in three components: in the first one foresight will be presented generally as a tool for policy-making with a specific emphasis on the role of Roadmapping and a theoretical lecture on scenarios will be delivered; the second one will present a set of case studies and the third component will be dedicated to practice – a whole day workshop will be dedicated to roadmap development.

TIME AND VENUE

The training course will be held on 17-21 November 2008 at the Technology Centre of the Academy of Sciences CR in Prague, Czech Republic, at the following address:

Technology Centre AS CR
Rozvojova 135, 165 02 Prague 6
Czech Republic
phone: +420 2 34 00 61 00
Fax: +420 220 922 698
Contact person: Mr. Karel Klusacek
e-mail: klusacek@tc.cz

ARRIVAL AND DEPARTURE ARRANGEMENTS

Selected participants coming from abroad are kindly requested to make necessary arrangements to arrive to Prague on Sunday 16 November 2008, afternoon. Departures should be arranged for Friday 21 or Saturday 22 November 2008 at latest.

ACCOMMODATION

For the participants of the training course, the following room accommodation has been arranged at a walking distance from the Course venue:

HOTEL WIENNA - GALAXIE **:**

Address: Suchbolske namesti 801/9 (Internationalni Street)
165 00 Praha 6 – Suchdol
Phone: +420 220 921 234
Fax: +420 220 922 071

E-mail: info@hotelwienna.cz
www.hotelwienna.cz

Prices: **special rates** are available for the course's participants as follows:

- single room (1/1) for EUR 60 / person/ night incl. breakfast and all relevant fees;
- double room (1/2) for EUR 70 / person/ night incl. breakfast and all relevant fees

A pre-booking of up to 40 rooms for the participants of the training course has been made and will be available until 15 October 2008. Participants are kindly requested to confirm accommodation booking by contacting the hotel and providing the following information: name, arrival and departure dates, fax number or e-mail address. Please use the following reference when contacting the hotel: TECHNOLOGICKE CENTRUM

Participants must pay for their accommodation directly. The organizers will not assume any reliability in connection with hotel bookings and payments.

Participants staying at other hotels in Prague should arrange local transportation to the course venue themselves.

FINANCIAL ARRANGEMENTS FOR PARTICIPANTS

Note: The participation fee for this training course is EUR 300 for countries classified as high-income economies according to the World Bank, except countries of the CEE/NIS region – such as Czech Republic, Estonia and Slovenia. (See the [List of 60 High-Income Economies at the web page of the World Bank](#) at www.worldbank.org) Selected participants from all other countries will be exempted from the participation fee.

Participants enrolled in the training course will be provided free of charge with one lunch and two coffee breaks per day for the duration of training course (5 days).

Participants should arrange and finance their own travel to Prague, including transport from and to the airport. The organizers will not assume responsibility for any of the following costs, which may be incurred by the participant while attending the training course:

- * Travel expenses;
- * Accommodation and dinners;
- * Any extra expenses during the course (phone, personal expenditures, drinks, etc.);
- * Salary and social benefits for the participants during the period of the training course;
- * Costs incurred by participants with respect to any insurance, medical bills, and hospitalisation fees;
- * Compensation in the event of death, disability or illness;
- * Loss or damage to personal property;
- * Purchase of personal belongings and compensation for damage caused to them by climatic or other considerations;

**Technology Foresight for Practitioners - A Specialized Course on Roadmapping
Prague (Czech Republic), 17-21 November 2008**

PROGRAMME

The informal welcome meeting on **Sunday 16 November evening** will take place at the Vienna Hotel where most people are expected to stay

Day 1 – Monday 17 November 2008

08:30-09:00 **Registration**

09:00-09:30 **Welcome and Opening**
Welcome by Director of Technology Centre AS CR

Introducing the Programme and the Participants
Kristina Kadlecikova, Technology Centre AS CR, Czech Republic

Block I: Introduction to Foresight Approach and Methods

09:30-10:15 **Regional Initiatives on Technology Foresight**
Ricardo Seidl da Fonseca, UNIDO
The regional perspective. Production and value chains as focus for TF studies. UNIDO's contribution to capability building on TF at the regional and national levels. Role of TF in formulation of technology policies in a regional dimension.

10:15-10:30 **Coffee/Tea Break**

10:30-12:15 **Introduction to Foresight as a Tool for Policy-making**
Ian Miles, PREST, The University of Manchester, UK
Introduction to technology foresight along with its background and basic principles and concepts, and expected outcomes from TF programmes, methods used in foresight exercises.

12:15-13:00 **Czech Practice and Experience in Foresight**
Karel Klusacek, Technology Centre AS CR, Czech Republic

13:00-14:00 **Lunch**

14:00-18:00 **Scenarios as a Method in Foresight Exercises/Projects**
Ian Miles, PREST, The University of Manchester, UK
Introduction to scenarios as a method in foresight approach

Day 2 – Tuesday 18 November 2008

Block II: Roadmapping – Theory and Methods

- 09:00-10:45** **Introduction to Roadmapping**
Robert Phaal, Centre for Technology Management, University of Cambridge, UK
History, concept, approaches & discussion
- 10:45-11:15** **Coffee/Tea Break**
- 11:15-13:00** **‘Fast-start’ Roadmapping methods**
Robert Phaal, Centre for Technology Management, University of Cambridge, UK
Workshop approaches for roadmapping at both system and sector levels, illustrated by case examples
- 13:00-14:00** **Lunch**

Block III: Roadmapping – Practical Work in Plenary Group (Landscaping)

- 14:00-15:45** **Strategic Landscape**
Plenary activity to create strategic ‘landscape’, roadmapping key drivers, industrial applications and technologies, to identify key strategic opportunities and challenges affecting developing nations
Moderator: Robert Phaal, Centre for Technology Management, University of Cambridge, UK
- 15:45-16:15** **Coffee/Tea Break**
- 16:15-18:00** **Strategic Landscape**
Continued

Day 3 – Wednesday 19 November 2008

Block IV: Roadmapping – Group Work (Topic Exploration)

- 09:00-10:45** **Opportunity Exploration**
Robert Phaal, Centre for Technology Management, University of Cambridge, UK
Anthony Clayton, University of the West Indies, Jamaica, West Indies - to be confirmed
Small group activity to explore and roadmap prioritized opportunity areas for developing nations

10:45-11:15 Coffee/Tea Break

11:15-13:00 Opportunity Exploration
Continued

13:00-14:00 Lunch

Block V: Roadmapping – Case Studies and Discussion

14:00-15:30 Technology Roadmapping for Developing Countries
Anthony Clayton, University of the West Indies, Jamaica, West Indies - to be confirmed)

15:30-16:00 Coffee/Tea Break

16:00-17:00 Discussion on Technology Roadmapping for Developing Countries
Moderator: Anthony Clayton, University of the West Indies, Jamaica, West Indies - to be confirmed

SOCIAL EVENT

Day 4 – Thursday 20 November 2008

Block VI: Roadmapping – Implementation and Examples, a Case Study

09:00-10:45 Implementing Roadmapping
Planning and implementing roadmapping
Robert Phaal, Centre for Technology Management, University of Cambridge, UK

10:45-11:15 Coffee/Tea Break

11:15-13:00 Use of Roadmapping in Developing a Corporate Strategy
A Case Study
Oliver Schwandner, Fraunhofer Institut Produktionstechnik und Automatisierung (IPA), Germany

13:00-14:00 Lunch

Block VII: Roadmapping – Practical Work in Small Groups (Roadmap Narratives)

14:00-15:45 **Developing Roadmaps for Communication**
Groups work to develop strategic narrative for opportunity explored in Block IV
Moderator: Robert Phaal, Centre for Technology Management, University of Cambridge, UK

15:45-16:15 **Coffee/Tea Break**

16:15-18:00 **Developing Roadmaps for Communication**
Continued
Moderator: Robert Phaal, Centre for Technology Management, University of Cambridge, UK

Day 5 – Friday 21 November 2008

Block VIII: Roadmapping – Presentation of Group Work; Testing Knowledge; Close

09:00-11:00 **Group Roadmap Presentations**
Small groups present narrative roadmaps, and key learning points (20 minutes /group, 6 groups)
Moderator: Robert Phaal, Centre for Technology Management, University of Cambridge, UK

11:00-11:30 **Coffee/Tea Break**

11:30-13:00 **Testing of Knowledge Acquired During the Course**
Course participants will be subjected to a multiple-choice test

13:00-14:00 **Lunch**

14:00-16:00 **Evaluation, Awarding diplomas, Final Discussion and Closing**

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Module 3: Seminar on Technology Foresight for High-Level Decision-Makers, Seville (Spain) 14-15 October and Budapest (Hungary), 1-2 December 2008

PARTICIPATION

The Seminar is dedicated to high-level decision makers responsible for establishing technology or innovation policy and strategies from the selected countries attached to scientific institutions, government agencies, industry or NGOs, and are expected to request and promote the introduction or development of the application of Technology Foresight for their countries and in the region.

METHODOLOGY

The 2-blocks Seminar is concentrated on an introduction to Foresight as an instrument for decision-making. It will be organized as 2 blocks with 1,5 months in between, during which participants would need to develop their own projects as proposals for UNIDO support and funding. The target participants will be high-level decision-makers from Central and Eastern Europe and Newly Independent States (CEE/NIS) and developing countries from other regions of the world.

TIME AND VENUE

The retreat will take place in 2 blocks.

First block will be organized in Seville, Spain.

Second block will be organized in Budapest, Hungary.

ARRIVAL AND ACCOMODATION

Selected participants coming from abroad are kindly requested to make necessary arrangements to arrive to Budapest in afternoon/evening one day before the Retreat.

Regarding hotel reservation, participants of the training course could contact to benefit from reduced rates in nearby hotels. The organizers will not assume any reliability in connection with hotel bookings and payments. Details of reservation are available at the web page of the course.

FINANCIAL ARRANGEMENTS FOR PARTICIPANTS

The training course is free of charge for all participants selected for the course. Participants will be provided free of charge with lunch and coffee/tea breaks. Participants from selected countries would be provided with financial support for travel and accommodation.

Non-sponsored participants will self-finance and arrange accommodation, dinners and transportation to Budapest. The organizers will not assume responsibility for any of the following costs, which may be incurred by the participant while attending the training course:

- All travel expenses;

- Accommodation and dinners;
- Salary and social benefits for the participants during the period of the training course;
- Costs incurred by participants with respect to any insurance, medical bills, and hospitalization fees;
- Compensation in the event of death, disability or illness;
- Loss or damage to personal property;
- Purchase of personal belongings and compensation for damage caused to them by climatic or other considerations;

Participants from selected countries will be provided with financial support for travel (reimbursement of the most economy return trip) and accommodation (through Daily Subsistence Allowance, DSA) by UNIDO and IPTS (DG Research) according to the following rules: UNIDO and IPTS will cover travel costs for the most direct and economical route between home country and the location of the course. UNIDO sponsored participants will be offered an ad-hoc per diem to cover costs of accommodation and meals. IPTS will reimburse the costs of travel, accommodation and meals accordingly.

Participants are also encouraged to remember that they should keep their **flight tickets** and **boarding passes**, a copy of which will be taken during the meeting by UNIDO representatives for administrative arrangements.

Tentative Programme

Block I. Seville (Spain) on 14-15 October 2008.

***Theory** – Foresight basics, what it can do for policy and decision making, its benefits, usual rationales, different foresight functions and basic steps of an exercise)*

***Practice** – each participant will need to address a specific (real) challenge in their country and start drafting a foresight project concept to tackle such challenge. The following sectors would be presented as examples to select one for individual proposals: food industry, renewable energy, fishery industry, textiles, medicinal plants, renewable energy, water etc.*

Day 1 - Tuesday, 14 October

- **Welcome**
- **Context of the workshop**

Introduction to Foresight for Policy and Decision Making

- **What Foresight can do for policy-making**
- **Types of structured dialogue of the future**
- **Outlook of group work**

Group Work – Foresight for Policy and Decision Making-Addressing Concrete Challenges

Outline a draft exercise explaining how Foresight would address a chosen challenge

Day 2 – Wednesday, 15 October

Group Work – Foresight for Policy and Decision Making – Addressing Concrete Challenges
(cont.)

Group Presentation, Debate and Feedback

Wrap-up and Evaluation

Closing

Between blocks participants will work on individual concept papers and send at least 2 versions of their papers to be valued by facilitators/experts.

Block II. Budapest, Hungary, 1-2 December 2008.

Theory – scoping and planning foresight exercises. ;

Practice – all participants will present their improved/projects as well as discuss their projects (both individually with facilitators as well as in groups with other participants) to identify which methods to be used and possible refinements.

Day 3 - Monday, 1 December

10:00- 11:30 Individual Presentations of papers.

11:30-13:00 Evaluation and Discussion

13:00-14:00 Lunch

14:00 – 15:00 Scoping and planning of Foresight exercise.

15:00 – 16:00 Discussion on Scoping and planning of individual exercises.

16:00 – 17:30 Insight into skills, resources and timing necessary for a TF exercise.

Day 4 – Tuesday, 2 December

9:00 – 10:30 Discussion on “How the results of Foresight will be used in the decision-making process?”

10:30 – 11:30 Debate and Feedback

11:30 – 12:00 Wrap-up and Evaluation

Closing

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Module 4: Technology Foresight for Corporations: Automotive Industry, Bratislava (Slovakia), 14-16 October 2009

PARTICIPATION

Professionals on technology or innovation policy and strategies from the selected countries attached to companies from the Automotive Industry, and are expected to take active part in the strategic decision-making at the enterprise level using Technology Foresight and similar methods. A number of 25-30 participants from selected countries is targeted (a maximum of two, preferably one from each country).

METHODOLOGY

The three-day course will be divided into three blocks:

- The first block will introduce the conceptual framework and set the reference for foresight as a means of establishing a basis for strategic decisions regarding the development, acquisition and application of new technologies in the future for competitiveness and productivity of the company; connection to government technology policy will also be highlighted.
- The second block will present the most common methods used in corporate foresight.
- The third block will present the practical preparation of foresight exercises and best practices at the enterprise level. This block will include a simulation exercise and participants will actively work in groups. It will culminate by presentations of group work, assessment and evaluation session.

TIME AND VENUE

The training course will be held from 16 to 20 February 2009 at Business and Innovation Center Group in Bratislava, Slovakia, at the following address:

BIC Group s r.o.

Zochova 6-8

811 03 Bratislava

Slovakia

Tel. +421 (2) 54417 595

Fax: +421 2 54 41 75 22

Contact person: Ms. Sonja Zvoneck

E-mail: sekretariat@bicba.sk

ARRIVAL AND ACCOMODATION

Selected participants coming from abroad are kindly requested to make necessary arrangements to arrive to Bratislava one day before the first training day.

For the participants of the training course, a list of hotels near the venue is available at the training course web page. Participants should contact hotels directly to make reservations. The organizers will not assume any reliability in connection with hotel bookings and payments.

FINANCIAL ARRANGEMENTS FOR PARTICIPANTS

The training course is free of charge for all participants enrolled in the course.

Participants will be provided with lunch and coffee/tea breaks during the training course (5 days).

Participants will self-finance and arrange accommodation, dinners and transportation to Bratislava, including transport from and to the airport.

The organizers will not assume responsibility for any of the following costs, which may be incurred by the participant while attending the training course:

- Travel expenses;
- Accommodation and dinners;
- Salary and social benefits for the participants during the period of the training course;
- Costs incurred by participants with respect to any insurance, medical bills, and hospitalization fees;
- Compensation in the event of death, disability or illness;
- Loss or damage to personal property;
- Purchase of personal belongings and compensation for damage caused to them by climatic or other considerations.

Tentative Programme

Day 1

08:30 – 09:00	Registration
09:00 – 09:30	Welcome and opening (Jan Strelecky) Introducing course and participants
09:30 – 10:15	Regional initiatives on foresight (Ricardo S. da Fonseca)
10:15 – 10:30	Coffee break
Block I	
10:30 – 11:30	Introduction to foresight as a policy-making tool/Future studies and Strategic Decision Making
11:30 – 12:30	Corporate foresight: Case study
12:30 – 13:30	Lunch
Block II	
13:30 – 15:00	Overview of foresight methods I
15:00 – 15:15	Coffee break
15:15 – 18:00	Overview of foresight methods II

Day 2

Block III	
9:00 – 11:00	How to organize, run and manage a corporate foresight exercise (part I)
11:00 – 11:15	Coffee break

11:15 – 12:30 How to organize, run and manage a corporate foresight exercise (part II)

12:30-13:30 Lunch

13:30 – 18:00 Practical Group Work (approximately 4 groups designing and running corporate foresight in 4 different companies step by step with the assistance of experts)

Social event (covered by participants)

Day 3

9:00 – 11:00 Practical Group Work (approximately 4 groups designing and running corporate foresight in 4 different companies step by step with the assistance of experts)

11:00 – 11:15 Coffee break

11:15 – 12:30 Groups presentations

12:30 – 13:30 Lunch

13:30 – 14:30 Testing of knowledge acquired during a course

14:30 – 16:00 Awarding diplomas, evaluation, final discussion and closing

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Module 5: Technology Foresight Trainers' Workshop,

Participants

This first Module 5 workshop is intended to bring together mainly the current experts who are giving lectures at the UNIDO courses of the Training Programme Modules 1 to 4, as well as selected potential trainers. We expect about 15-20 experts from the current group of lecturers is targeted, and a number of 10 potential trainers should also be nominated through the Eurasian Virtual Center network of UNIDO.

UNIDO would provide financial support for travel and accommodation of selected participants

Objectives

To establish a shared TF vocabulary and understanding of key approaches as a basis for consistent training activities;

To further develop reference material on foresight, with building on the new UNIDO TF Manual as well as on the FOR-LEARN on-line foresight guide;

To improve the structure of and provide recommendations on core elements of future training courses;

To enhance presentation and didactic skills of trainers on foresight matters.

Methodology

The three-day course will be divided into three blocks:

I. The first block will discuss the conceptual basis and vocabulary with respect to foresight projects; as part of this, the reference materials will be revisited .

II. The second block will be dedicated to a discussion on the use of UNIDO TF Manual and FOR-LEARN on-line foresight Guide (IPTG) as text material for the training exercises as well as on its further improvement/amendment.

III. The third block will be dedicated to good practices and experiences in **presenting** TF materials and in didactic techniques for **successful** training activities. This includes information on recent software tools, time management during the presentation, etc.

These blocks will be organized as a combination of plenary sessions, group work and practical exercises, to give participants ample opportunity for discussion and exchange.

An assessment and evaluation session will serve to collect feedback on the design of future trainers' workshops.

Time and Venue

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ARRIVAL AND ACCOMODATION

For the participants of the training course, a list of hotels near the venue is available at the training course web page. Participants should contact hotels directly to make reservations. The organizers will not assume any reliability in connection with hotel bookings and payments.

FINANCIAL ARRANGEMENTS FOR PARTICIPANTS

The training course is free of charge for all participants enrolled in the course.

Participants will be provided with lunch and coffee/tea breaks during the training course (4 days).

Participants will self-finance and arrange accommodation, dinners and transportation to Bratislava, including transport from and to the airport.

The organizers will not assume responsibility for any of the following costs, which may be incurred by the participant while attending the training course:

- Travel expenses;
- Accommodation and dinners;
- Salary and social benefits for the participants during the period of the training course;
- Costs incurred by participants with respect to any insurance, medical bills, and hospitalization fees;
- Compensation in the event of death, disability or illness;
- Loss or damage to personal property;
- Purchase of personal belongings and compensation for damage caused to them by climatic or other considerations.

Advance preparation for participants:

- Please send a 15 lines abstract of the content of your presentation
- Make yourself familiar with the model of Gert Hofstede (<http://www.geert-hofstede.com/>)

Draft Agenda

Day 1

Block I. Presentation Skills (Plenary Session)

8.30 – 9.00	Welcome coffee
9.00 – 9.15	Introduction (agenda, organisers, purpose, rules, norms)
9.15 – 9.45	Presentation of the group
9.45 – 11.00	Self awareness and team skills (self analysis)
11.00 – 11.30	Break (ice-breaker)
11.30 – 11.45	Circle of influence
11.45 – 12.45	Preparation of presentation
12.45 – 13.45	Working lunch

Block II: Presentation and Feedback (Working Groups)

13.45 – 14.15	Introduction: giving, receiving and using feedback
14.15 – 16.15	Presentations
16.15 – 16.45	Break (ice-breaker)
16.45 – 18.45	Presentations
18.45 – 19.00	Personal learning goals, team impression booklet
9.30	Dinner at the Europa-Haus

Day 2

Block III: Understanding Clients (Plenary Session)

9.00 – 9.45	Ron Johnston: Intercultural communication in foresight exercises
9.45 – 10.00	Kay Lechleitner: Measuring multicultural differences
10.00 – 10.30	Discussion
10.30 – 11.00	Break (ice-breaker)
11.00 – 11.45	Josephine Green: How to sell foresight (case study)
11.45 – 12.30	Discussion on tips and tricks for further promotion of foresight
12.30 – 13.30	Lunch

Block V: Performance and Visual Aids (Plenary Session)

13.30 – 15.30	Performance
15.30 – 16.00	Break
16.00 – 18.00	Visual aids

Day 3

Block VI: Lessons learnt and Future Orientation (Plenary Session)

9.00 – 10.30	Michael Keenan: Reference material on Technology Foresight (UNIDO Manual and IPTS On-Line Foresight Guide etc.)
10.30 – 11.00	Kay Lechleitner: Analysis of voluntary improved presentations

11.00 – 12.00	UNIDO: Wrap-up and presentation of further training structure
12.00 – 12.30	Closing: Take-home value and identification of future needs