Foresight Narratives & FutureFit

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Erasmus+
Enriching lives, opening minds.

EUROPEAN SOLIDARITY CORPS
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Foresight Narratives & FutureFit

Are you interested in how you can better prepare for the future, and support your organisation and the people you work with as well to be ready for future challenges? Then this broshure is for you.

Foresight can help organisations adapt their strategies and improve their capabilities to successfully face future changes and challenges. By using Foresight methods, especially scenario planning, we will work on building scenarios for the Erasmus+ program's priorities, with a focus on lifelong learning, and integrate them in your organisational strategies.
Also, we will explore the skills needed for being ready for the future, by using a Futures Literacy model developed by Turku University from Finland.

We will use a gamified approach so that you can explore how you can develop these future skills (for example, critical thinking, tolerance of uncertainty, self-efficacy, systems thinking etc).

More than that, you will learn methods to develop these skills to the youth you work with. We will use the "Are you better for the future? Foresight playbook" and we will support you in learning how to use the exercises.

the 9th edition of Connector

Connector aims to create a space and context where people involved in learning become familiar with and practice different non-formal learning methods, having in mind the 2024 Erasmus+/ESC priorities - *inclusion& diversity; digital transformation; environment and fight against climate change;participation in democratic life.*

A special focus will be placed on how these learning methods : create a framework for telling stories around project results, a chance to become familiar with non-formal learning methods that you can afterward use in your projects or your daily learning context. Because you can experience learning in an international and multicultural context. Because learning by doing and focusing on participants' hands-on experience are the key elements of this event. We welcome youth workers, adult education practitioners, trainers, learning

facilitators, teachers, educators, and support staff, representatives coming from youth sector, schools, higher education, adult education, and vocational training institutions.

Connector is about learning, networking, sharing and practice, but it's mostly about PEOPLE getting connected!

Adriana Popescu

has a wide experience in the nonprofit sector, her main expertise being in organisational development, training, grant management, development of educational projects and programs. She was involved both in grassroots initiatives (*such as developing educational programs for children in disadvantaged rural communities or developing teachers' skills*) and in strategic and capacity building initiatives (*such as supporting organisations and institutions to develop their strategic plans, using innovation, Foresight and Design Thinking processes for developing new projects and programs, increasing management capabilities of leaders in the social field*). She is passionate about experiential learning, gamification, innovation and designing innovative learning experiences. Graduate of Maastricht School of Management MBA, she researched for her thesis the drivers of innovation in the nonprofit sector.
She is passionate about finding new ways to support children and youth to learn in a better, more attractive way, and supporting youth workers and educational professionals to achieve it.

Carmen Marcu

is a trainer and consultant in education, youth, and NGO management, who thrives on working closely with young people, youth workers, NGO managers,and teachers. She's taken her expertise on the road, conducting training across Europe through the ERASMUS+ program in areas like communication, youth policies, project writing and management, volunteer management, non-formal learning methods, learning program evaluation, mentoring and coaching for young people, forum theatre, and youth work. In recent years, Carmen crafted resources for online learning and e-learning programs. Currently, she is Capacity Building Manager for a network of youth centres engaged in activities with Ukrainian and Romanian youth. She used scenarios methods for different learning environments and in the past few years she worked with Foresight tools and graduated "Strategize like a Futurist" from Copenhagen Institute for Futures Studies in collaboration with Hyper Island Europe.

Content

What is it?

The workshop Foresight Narratives and Future Fit delivered in CONNECTOR 2024 was tailored for organizations and people, particularly within the context of the Erasmus+ program and lifelong learning.

Here's a breakdown of the key components and methods mentioned:

1. Foresight Methods and Scenario Planning

Foresight is a set of techniques used to anticipate and prepare for future possibilities. It's about understanding potential future scenarios and their implications for strategic planning.

Scenario Planning: This is a specific foresight method where different future scenarios are developed based on various assumptions and variables. It helps organizations prepare for multiple potential futures by identifying risks and opportunities.

2. Futures Literacy Model

Developed by Turku University, this model is likely a framework for understanding and developing the skills necessary to navigate and thrive in an uncertain future. It includes skills like critical thinking, tolerance of uncertainty, self-efficacy, and systems thinking. These skills help individuals and organizations better understand and prepare for future changes.

3. Gamified Approach

The workshop uses gamification—the application of game-design elements in non-game contexts—to make learning about future skills engaging and interactive. This method can enhance motivation and participation.

4. "Are you better for the future? Foresight playbook"

This is the toolkit used during the workshop, offering exercises and methods to develop foresight and future skills. It includes practical activities and exercises that can be applied in different contexts, including youth work, school education and VET, adult education. The toolkit was developed in Romania in the project "*Post-Pandemic Narratives 2040 – Artifacts from the Future of Truth*", funded by the Active Citizens Fund Romania (EEA Grants).

Overall, the workshop aimed to equip participants with tools and methods to anticipate future challenges, integrate foresight into organizational strategies, and develop essential future-ready skills.

LEARNING OBJECTIVES

For the workshop focusing on foresight and the futures literacy model, the learning objectives can be outlined as follows:

Participants will understand the principles and purpose of foresight, including how it can be used to anticipate and prepare for future changes and challenges.

Participants will learn how to create and analyze multiple future scenarios, understand their implications, and use them to inform strategic decision-making.

Participants will be able to integrate foresight techniques into their organization's strategies, particularly in the context of the Erasmus+ program and lifelong learning.

Participants will identify and understand essential skills for the future, such as critical thinking, tolerance of uncertainty, self-efficacy, and systems thinking.

Participants will cultivate a mindset oriented towards futures literacy, enabling them to navigate complexity and uncertainty effectively.

Participants will experience a gamified approach to learning, understanding how game-design elements can make skill development more engaging and effective.

Participants will learn how to apply gamification techniques in their own contexts, especially in youth work and education, to facilitate learning and engagement.

Participants will practice using the playbook's exercises and methods, gaining hands-on experience in facilitating foresight and futures literacy activities.

Participants will learn methods to teach and develop future skills in the youth and adults they work with, helping them prepare for a rapidly changing world.

Foresight method

Background of the method

Foresight is a strategic approach that enables organizations to anticipate and prepare for future challenges and opportunities. At its core, foresight involves analyzing trends, identifying potential disruptions, and exploring various scenarios that may unfold in the future.

For youth workers, NGO managers, teachers, and adult education professionals, understanding the concept of foresight is very important for developing strategies that are not only reactive but also proactive in nature. This shift from a reactive to a proactive mindset can empower these professionals to create more resilient and adaptable organizations capable of thriving in an ever-changing landscape.

One of the key elements of foresight is recognizing that the future is not predetermined; rather, it is shaped by a multitude of factors including social dynamics, technological advancements, and environmental changes.

By engaging in foresight activities, professionals can cultivate an awareness of these influential factors and how they may intersect in the future. This awareness enables organizations to create more informed and flexible strategies that align with their mission and objectives, ultimately enhancing their social impact. For instance, by envisioning different future scenarios, youth workers can tailor their programs to address the evolving needs of young people in their communities.

Future-ready organizations foster a culture of collaboration and inclusivity. In an era where social issues are increasingly complex, the ability to work across sectors and engage diverse perspectives is essential. By involving youth workers, educators, and community members in the foresight process, organizations can harness a wealth of knowledge and experience. This collaborative approach not only enhances the quality of strategic planning but also builds a sense of ownership among stakeholders.

As a result, organizations can implement strategies that are not only innovative but also resonate deeply with the communities they serve.

Tools for Foresight

One of the primary tools for environmental scanning is the **PESTEL analysis**, which examines Political, Economic, Social, Technological, Environmental, and Legal factors. This framework provides a comprehensive overview of the macro-environmental conditions that affect nonprofits. For instance, understanding political trends can help organizations anticipate changes in funding, policy shifts, or regulatory requirements that may influence their operations. Similarly, an analysis of social factors can reveal emerging community needs or demographic changes that warrant a strategic response.

By utilizing PESTEL, youth workers and NGO managers can gain valuable insights that inform their decision-making and strategic direction.

Another effective tool for environmental scanning is **SWOT analysis**, which focuses on identifying an organization's internal Strengths and Weaknesses alongside external Opportunities and Threats. This method encourages teams to reflect critically on their current capabilities while also assessing the broader landscape. For example, a nonprofit may discover that its strong volunteer base constitutes a significant strength, while recognizing that competition for funding presents a notable threat.

By engaging in SWOT analysis, educators and nonprofit leaders can create a clearer picture of where their organizations stand and develop tailored strategies that leverage strengths and address weaknesses in the context of external opportunities and threats.

Scenario planning is also a vital tool in the environmental scanning toolbox, allowing organizations to envision different future possibilities based on current trends and uncertainties. This approach encourages participants to think creatively about potential scenarios that could impact their work, fostering a culture of innovation and preparedness. For instance, during a foresight workshop, youth workers might explore scenarios related to technological advancements in education or shifts in youth employment trends.

By imagining these alternative futures, participants can better strategize and plan for various outcomes, ensuring their organizations are equipped to thrive regardless of the direction the future takes.

Analyzing future scenarios

Megatrends

During the workshop we used the scenarios developed in the **"Post-Pandemic Narratives 2040 – Artifacts from the Future of Truth"** project. If there is more time allocated to the method, participants could work on their own scenarios related to a topic we choose such as life long learning, learning in schools, etc. What we did in this workshop was to ask them to analyze if the scenarios are realistic, for which one they will work more, what skills will help them to build the future they choose out of 5 scenarios, based on Jim Dator's alternative futures.

Here you can check the scenarios built around the topic of the project: truth, young people, discrimination phenomena in 2040:

check the scenarios

Megatrends are high-level drivers of change that will greatly impact societies in the decades to come. They are massive in scale and their effects are felt across the globe. In a principally unpredictable world, these trends stand out as the only relative certainty we have.

The 15 megatrends are explained by Copenhagen Institute for Futures Studies in the publication "**Global Megatrends - Shaping the future of the societies, economies and values"**

It llustrates how megatrends can be used practically in the context of future-proofing organisational strategy.

WORLD

Globalisation
The world is growing closer together. With globalisation comes both opportunities and risks, and regional issues or challenges quickly become global in scope.

Population Growth
The world population will see an explosive growth throughout the 21st century and is expected by the UN to peak at 11 billion in 2100.

Environmental Change & Sustainability
Climate change carries key risks for ecosystems and cultures. The push for sustainability seeks a mutually beneficial balance between human activity and the environment.

PEOPLE & SOCIETY

An Ageing World
A combination of improved longevity, improved health at old age, and declining birth rates is causing the world population to age. As the world grows older, societies will change, and new consumption patterns will arise.

Individualisation & Empowerment
Networks of empowered individuals form new communities in both physical and digital realms, giving rise to a pluralisation of ways of living and working.

Focus on Health
With a growing understanding of how genetics and lifestyle influence health, coupled with new technologies enabling a more preventive rather than reactive approach, we may see a greater personalisation of health in the future.

Urbanisation
In the future, urban areas will be much larger, more complex, and interconnected than today. It is in cities that the global challenges of our century will need
to be solved.

TECHNOLOGY & SCIENCE

AI & Automation
Advances in artificial intelligence and robotics will change not only how we work in the future, but also how we live, how we learn, and how we entertain ourselves.

Biotech Revolution
Biotechnology will likely be as important in the next half century as computers have been in the previous half century. With biotech comes the ability to manipulate genes, create new forms of life, and connect human and machine at previously unseen levels.

Greater Interconnectedness
The number of internet-connected devices in the world far exceeds the number of people. These devices help improve the quality of the products and services we depend on while also giving rise to issues related to loss of privacy and abuse of personal data.

Engineering Advances
New materials, new energy sources, better production processes, and improved product designs will change our lives in the decades to come while also playing a major role in combating climate change and environmental damage.

ECONOMY

Network Economy
The ongoing digitalisation of society gives rise to new peer-to-peer processes and the creation of value in decentralised networks that rely on flat hierarchies and collaboration, and which operate both on local and global scales.

Service Economy
The evolution of the service economy gives rise of the platform business model and growing 'servitisation' – the erosion of old divisions between products and services in favour of a service-product continuum, where 'solutions' that combine the two are what's on offer to businesses and consumers.

Economic Growth
Most individuals alive today are significantly better off than their ancestors when measured economically. While the historical benefits of economic growth are clear, its future trajectories are much less certain.

Concentration of Wealth
While global inequality between countries has declined, income and wealth inequality within countries are growing in many parts of the world, with more and more wealth being concentrated in the hands of fewer and fewer people.

How to use the Megatrends (or Trends)

These list of megatrends can be used in various ways to train for anticipation and preparation for possible futures and to analyze which are the most important for our field, how we can influence the futures we envision.

We first asked the participants to read a list of trends and pick one to work on the following handout. After they filled in they presented to the other participants and we discussed different perspectives about the results.
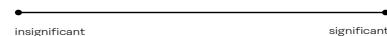
GETTING TO GRIPS WITH A TREND — The trend's impact on what we do

TREND
Choose from the trend cards

THE SIGNIFICANCE OF THE TREND TO US
Mark on the scale:

insignificant ———————————— significant

IMPACTS ON US
What opportunities and threats does the trend pose to our activities?

CHANGES IN SOCIETY
How does the trend show itself and how does it affect everything around you?

NOW	5 YEARS	20 YEARS

THIS IS HOW WE ACT
How do you respond to and prepare yourself for the changes caused by the trend? Think of three actions that you can take now.

OUR STRENGTHS IN RELATION TO THE CHOSEN TREND

sitra.fi/megatrends

SITRA

Future Skills - #futurefit

Background of the method

What does being ready for the future mean? And how can we learn to be ready? Turku University developed a **Futures Literacy model** based on which a toolkit with methods was developed.

The toolkit developed further in Romania, which we used in building the workshop, contains a toolbox of methods that support youth in developing the 14 skills of which the Futures Consciousness model is composed.

The model
The Future Consciousness model is composed of 5 main categories and 14 skills.
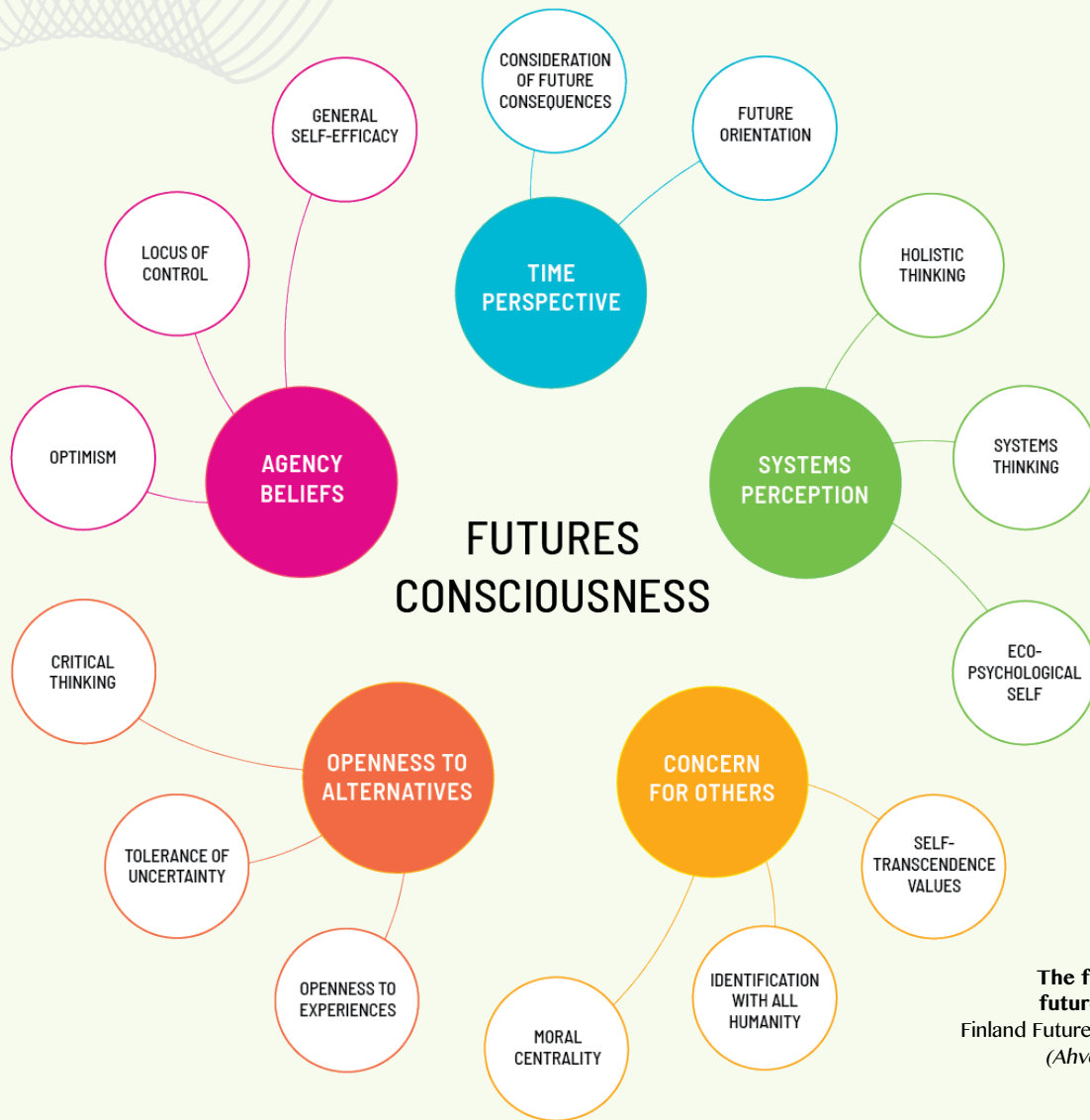
The five dimensions of futures consciousness.
Finland Futures Research Centre
(Ahvenharju et al. 2021)

FUTURES CONSCIOUSNESS

TIME PERSPECTIVE
- CONSIDERATION OF FUTURE CONSEQUENCES
- FUTURE ORIENTATION

AGENCY BELIEFS
- GENERAL SELF-EFFICACY
- LOCUS OF CONTROL
- OPTIMISM

SYSTEMS PERCEPTION
- HOLISTIC THINKING
- SYSTEMS THINKING
- ECO-PSYCHOLOGICAL SELF

OPENNESS TO ALTERNATIVES
- CRITICAL THINKING
- TOLERANCE OF UNCERTAINTY
- OPENNESS TO EXPERIENCES

CONCERN FOR OTHERS
- SELF-TRANSCENDENCE VALUES
- IDENTIFICATION WITH ALL HUMANITY
- MORAL CENTRALITY

16

THE FIVE DIMENSIONS OF FUTURES CONSCIOUSNESS

as the authors of the model state, are:

1.Time perspective

the ability to be aware of the past, present and future, as well as the way events follow each other over time.
Skills: Consideration of future consequences, Future orientation

2.Agency beliefs

basic sense of confidence that an individual has in their own ability to influence the external world.
Skills: Optimism, Locus of control, General Self-efficacy

3.Openness to alternatives

abilities used to critically question commonly accepted ideas and influences an individual's willingness to consider alternative ways of being and doing.
Skills: Critical thinking, Tolerance of uncertainty, Openness to experiences

4.Systems perception

the ability to recognize human and natural systems around us including groups, societies and ecosystems.
Skills: Systems thinking, Holistic thinking, Eco-psychological self

5.Concern for others

relates to the degree to which an individual pursues favourable futures for a group beyond themselves.
Skills: Moral centrality, Identification with all humanity, Self-transcendence values

THE GAMIFIED APPROACH

In order to be "relatable" and attractive, based on the Turku University model, **Romanian company Future Station** developed 5 characters, each having the characteristics of the 5 areas:

1. **Time Travelers**
(Time perspective area)
2. **Future Architects**
(Agency beliefs area)
3. **Possibility Explorers**
(Openness for alternatives area)
4. **System Detectives**
(System perception area)
5. **Empathy Superheroes**
(Concern for others area)

The **"Are you ready for the future"** **Playbook** comprises of detailed explanations for all characters and exercises for each, and

can be downloaded here.

The description of the characters and their skills

Time perspective

I understand the past, present and future, and the way events follow each other in time.
I understand how actions today have consequences in the future.
I prevent future problems and value long-term thinking.

The Time Traveller's skills:

1

Future orientation
WHAT IS?
Being at least as preoccupied with the future as you are with the past and the present.
WHAT'S THE OPPOSITE?
Not thinking about the future when you take decisions, or not considering the future important.
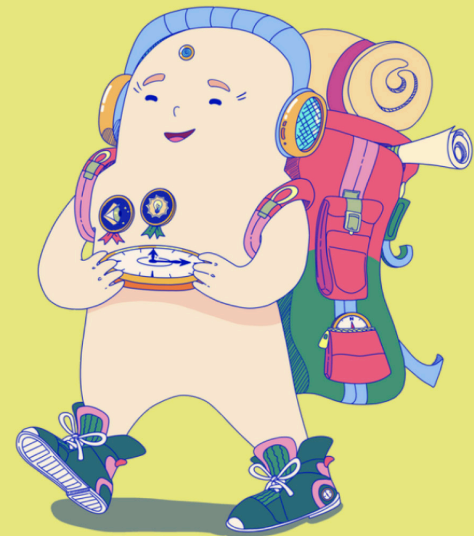
Considering future consequences
WHAT IS?
Being aware of the consequences of your actions and choosing actions that demonstrate long-term thinking.
WHAT'S THE OPPOSITE?
Having a risky behaviour and focusing on short-term outcomes.

THE TIME TRAVELLER

Agency beliefs area

I trust my ability to positively influence the outside world and future events. I understand what can be influenced, how easy or hard it is to change it, and how. I am proactive and optimistic about the outcomes of my actions.

The Future Architect's skills:

Optimism
WHAT IS? Being optimistic about the future and about the future outcomes of our actions.
WHAT'S THE OPPOSITE?
Having a negative outlook on life and feeling hopeless.

Locus of control
WHAT IS? Believing that you are in control of your life and the ability to influence the external world.
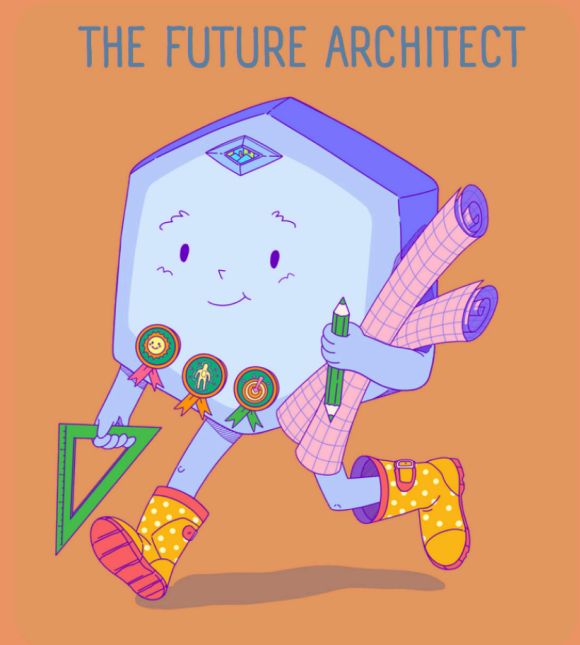WHAT'S THE OPPOSITE?
Being passive and fatalistic about the future; thinking that nothing is under your control.

General Self-efficacy
WHAT IS? Believing in your ability to succeed in a specific situation and having self-confidence.
WHAT'S THE OPPOSITE?
Feeling uncertain or lacking trust in your own capabilities.

2

THE FUTURE ARCHITECT

Openness to alternatives area

I question established truths and think beyond familiar ideas.
I tolerate the unknown and handle uncertainty well.
I have the ability to identify opportunities and threats.
I find alternative ways of doing things.

THE POSSIBILITY EXPLORER

The Possibility Explorer's skills:

3

Critical thinking
WHAT IS? Questioning commonly accepted ideas and present ways of doing things.
WHAT'S THE OPPOSITE?
Relying on others' opinions and information you receive as being true, without fact checking.

Tolerance of uncertainty
WHAT IS? Accepting ambiguity and tolerating uncertain future situations.
WHAT'S THE OPPOSITE?
Being able to function only in a predictable environment and avoiding risks.

Openness to experiences
WHAT IS? Being receptive to new ideas and new experiences.
WHAT'S THE OPPOSITE?
Being unwilling to leave your comfort zone and resistant to new ways of doing things.

Systems perception area

I see the interconnectedness within and between human and natural systems.
I understand the complex consequences of the decisions we make.
I am preoccupied with seeing the bigger picture beyond individual issues.

The System Detective's skills

4

Systems thinking
WHAT IS? Recognizing causality and how different elements interact within a larger context.
WHAT'S THE OPPOSITE?
Focusing solely on individual components, and missing interconnections and causalities.

Holistic thinking
WHAT IS? Sensing large-scale patterns and having a wider viewpoint.
WHAT'S THE OPPOSITE?
Not being able to see the broader context and oversimplification.

Eco-psychological self
WHAT IS? Understanding your position and significance within broader natural systems.
WHAT'S THE OPPOSITE?
Disregarding the impact of human behaviour to the natural systems.

THE SYSTEM DETECTIVE

Concern for others area

I act to improve the lives of those around me.
I understand the interdependencies between all people.
I am committed to act ethically, in the pursuit of the common good, beyond self-centeredness and personal satisfaction.

The Empathy Superhero's skills:

Moral centrality
WHAT IS? Finding a balance between self-interest and concern for others.
WHAT'S THE OPPOSITE?
Not having strong moral principles in what regards yourself and others.

Identification with all humanity
WHAT IS? Being able to identify with people that are far away or different from you.
WHAT'S THE OPPOSITE?
Feeling more different than similar to other people and not willing to care for people you don't know.

Self-transcendence values
WHAT IS? Connecting with something larger than yourself and being willing to make the world a better place even if it costs you.
WHAT'S THE OPPOSITE?
Concentrating on your own person and on your own satisfaction.

5

THE EMPATHY SUPERHERO

Tip: The characters and skills were transformed into cards for Connector, so you can download the 5 characters as well as the 14 skills, each having badges. They are made for print.

HOW TO USE THE CHARACTER CARDS

There are multiple ways in which you can use the cards, it also depends on your experience (*or liking*) of gamified approaches.

One easy way to use the 5 characters is for an **initial self-evaluation; you can ask participants:**
Which is the character I am similar to the most?
Which is the character that has the description I mostly need to develop?

If you have more experience in gamification, **you can create a story and a Player Sheet,** in which each participant can measure progress for each of the 5 superpowers (*e.g. characters*).

In what regards the skills, **you can prepare some educational activities and use them with the group**. After the activities that develop a certain skill, you can give participants badges.

EXERCISES FOR BEING #FUTUREFIT

In the Playbook there is a collection of exercises for developing each of the 5 areas (respectively characters). You can read them, apply them, or let them inspire you to think of ways to support the people you work with to become #futurefit.

Evaluation

EFFECTIVENESS

Foresight methods, including scenario planning, are highly effective tools for strategic planning and decision-making, particularly in environments characterized by uncertainty and complexity.

Scenario planning, in particular, stands out for its ability to engage stakeholders in a structured yet creative process. It encourages the consideration of diverse perspectives and fosters a deeper understanding of the forces that could shape the future. This holistic view helps to identify not only risks but also areas of potential growth and innovation.

LIMITATIONS

Despite their strengths, foresight methods and scenario planning have some limitations. These methods can be resource-intensive, requiring significant time, expertise, and collaboration to implement effectively.

Another limitation is the potential for bias. If the process does not include a truly diverse range of perspectives, the scenarios developed may reflect the assumptions and biases of a limited group, leading to strategies that are not fully inclusive.

Why we use this method?

inclusion & diversity context

Foresight methods and future-oriented skills are particularly relevant in the context of inclusion and diversity because they are designed to anticipate and shape possible futures through a broad, inclusive lens. These methods are inherently inclusive, as they require the consideration of diverse viewpoints, experiences, and knowledge to create comprehensive and well-rounded scenarios. This approach is essential for several reasons:

Representation of diverse perspectives:
Foresight exercises bring together people from different backgrounds, cultures, and experiences, ensuring that a wide range of perspectives is considered in the planning process. This diversity in viewpoints helps to generate scenarios that are not only more creative but also more reflective of the complexities of real-world situations.

Addressing systemic inequities:
By incorporating diverse perspectives, foresight methods help to identify and address systemic inequities that may otherwise be overlooked.

Preventing bias in strategic planning:
Traditional planning methods can sometimes reinforce existing biases and power dynamics if they rely on a narrow set of assumptions or perspectives. Foresight methods, by contrast, challenge participants to think beyond their immediate experiences and consider alternative futures.

Empowering marginalized communities:
Foresight exercises can empower marginalized communities by giving them a voice in the planning process. When marginalized groups are actively involved in envisioning the future, they can help shape policies and actions that are responsive to their unique needs and circumstances.

Creating resilient and adaptive strategies:
The diverse inputs gathered through foresight methods lead to the development of strategies that are more resilient and adaptive to change. These strategies are better equipped to handle a wide range of future scenarios, ensuring that they remain relevant and effective in promoting inclusion and diversity even as circumstances evolve.

Visioning inclusive futures:
Foresight methods help organizations and communities envision futures where inclusion and diversity are central values. This forward-looking approach encourages the development of policies, programs, and practices that not only respond to current challenges but also proactively create opportunities for all individuals to thrive, regardless of their background or identity.

How it can be used

in Erasmus+ and European Solidarity Corps (ESC) contexts

In the context of Erasmus+ and the European Solidarity Corps, foresight methods are practical tools for preparing organizations and participants for future challenges.

These methods can be integrated into program development, training, and stakeholder engagement processes to enhance adaptability and inclusivity.

However, the successful implementation of these methods requires careful planning and resource allocation. Organizations must ensure they have the necessary expertise and tools to facilitate foresight exercises effectively and inclusively.
Additionally, ongoing evaluation and adjustment of the scenarios and strategies are necessary to maintain their relevance as conditions change. As for the exercises with skills for the future we can say that they are easier to put into practice, they are built to be used by facilitators and teachers.

Foresight narratives and future fit tools can be used to:

1.**Program development:** develop programs and projects that are adaptable to future societal changes, ensuring they remain relevant and effective in promoting inclusion and diversity.

2.**Risk management:** identify and mitigate potential risks related to social, economic, and environmental changes that could impact the success of projects.

3.**Stakeholder engagement:** engage a diverse range of stakeholders in envisioning future scenarios, ensuring that the programs are inclusive and consider the needs of various groups.

4.**Capacity building:** train participants and organizations in futures literacy, enhancing their ability to anticipate and respond to future challenges, particularly those related to diversity and inclusion.
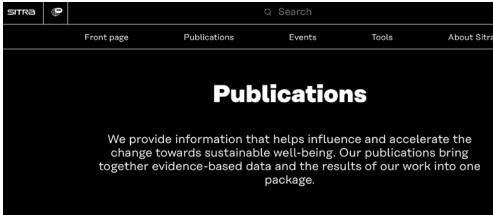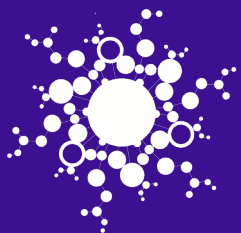
Communities of practice and resources

1.
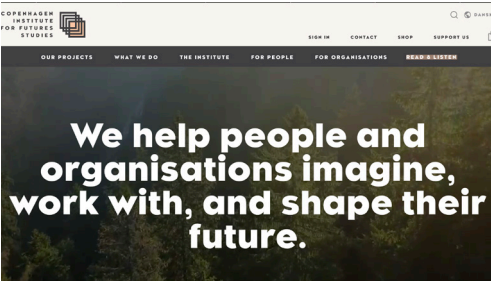
2.

3.

CONNECTOR
is an international event focused on non-formal learning and organised every year by
ANPCDEFP
National Agency for the Community Programmes in the Field of Education and Vocational Training
(Romanian NA for European Solidarity Corps and Erasmus+)
www.anpcdefp.ro