



FutuResilience

Building sustainable futures together

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Abstract: This report draws together evidence on the broader results, outcomes and potential avenues for impact of FutuResilience activities and approach to building societal resilience. The main aim of this report is to consolidate evidence and synthesise insights on the success of the overarching project methodology and lab operational set-up and implementation along the results-outcomes-impacts causal chain.



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Executive summary

The FutuResilience project was launched to strengthen Europe's capacity to anticipate, withstand, and adapt to overlapping crises such as pandemics, climate change, migration pressures, energy shortages, and cybersecurity threats. Its central innovation lies in the creation of 10 FutuResilience Labs—multi-stakeholder, co-creation environments where policymakers, researchers, businesses, and citizens collaboratively tested evidence-based strategies tailored to local contexts. This Impact Assessment Report (D4.5) consolidates evidence along the causal chain from the project's results, outcomes to (potential) longer-term impacts. The analysis draws on lab reports, mutual learning workshops, interviews and responses to online stakeholder survey.

The FutuResilience labs generated both expected and unexpected outcomes that advanced the project's objectives. Expected outcomes included the creation of a shared understanding of how to tackle systemic local challenges and the successful engagement of diverse stakeholder groups in community building and joint decision-making. The lab concept provided safe spaces for experimentation, dialogue, and mutual learning, enabling stakeholders to align visions and co-design solutions. This participatory approach raised awareness of resilience challenges, fostered inclusive dialogue, and validated non-expert voices, thereby strengthening trust and networks across sectors. Importantly, the labs showcased the value of collective design processes, embedding foresight methods such as scenario building into policymaking and encouraging longer-term, forward-looking strategies that align with community values and social equity.

Unexpected but promising outcomes included the upskilling of lab partners in foresight methodologies, which created ripple effects in education, training, and new project initiatives. Participants also reported individual career benefits, such as new research opportunities, publications, and enhanced professional networks. Moreover, many lab outputs—policy recommendations, participatory methods, digital tools, and knowledge insights—proved transferable and scalable to other contexts, regions, and organisations, including private companies. These outcomes demonstrate that the labs not only addressed immediate local challenges but also built capacities and frameworks with broader applicability, reinforcing the potential of co-creation and foresight-based approaches to strengthen resilience across Europe.

The impact assessment indicated that co-creation labs and foresight methodologies were effective in strengthening European societal resilience by providing neutral spaces for diverse stakeholders to collaborate, build trust, and align visions on complex local challenges. By embedding long-term perspectives into policy design, they enhanced ownership and legitimacy of resilience strategies, while outputs such as participatory processes, digital tools, and policy recommendations demonstrated potential for replication. The project's longer-term legacy depends however on the success of institutionalisation. Approaches such as designating 'method champions' within local institutions, linking recommendations to funding streams, and sustaining open-source knowledge sharing were outlined as critical for ensuring long-term impact and ensuring broader policy uptake of this knowledge valorisation.



1 Introduction

1.1 Background of FutuResilience project

The primary goal of FutuResilience project is to **strengthen European economic and social resilience** by enhancing the capacity of national, regional, and local actors to respond quickly and effectively to future crises. Multiple, overlapping crises (like the pandemic, climate change disasters, and energy shortages) have exposed vulnerabilities across public, private, and civil society sectors. FutuResilience project addresses this by ensuring that relevant Research & Innovation (R&I) findings are translated into effective, evidence-based policies.

The core of the project is an experimentation phase carried out through 10 pilot cases called 'FutuResilience Labs'. These **labs function as multi-stakeholder, co-creation environments** where participants (policymakers, researchers, citizens, businesses) discuss and test evidence-based strategies tailored to their specific local needs. The labs have tackled diverse, complex challenges related to resilience, including urban development and climate change, migration, healthcare systems, cybersecurity, and labour market skill gaps. They have utilised **foresight and participative methodologies** to stress-test the usefulness of policy solutions against various future scenarios.

The FutuResilience labs were spaces of real experimentation, where solutions were not just imagined but enacted, tested, and, in some cases, embedded into local governance structures. Beyond the results from the labs, the main deliverables of the project comprise the development of:

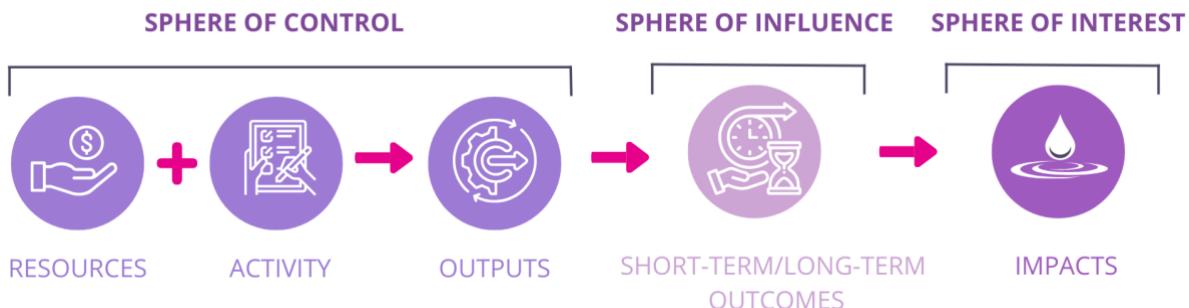
- **Knowledge Base:** An openly accessible repository of tested R&I findings with high potential to inform policy actors that address resilience-related challenges.
- **Toolbox:** A collection of methods and guidelines for testing the policy relevance of research findings, empowering stakeholders to use foresight and co-creation approaches.
- **Policy Roadmap:** A final guidance document for developing new evidence-based, and socially inclusive policy initiatives to foster long-term resilience across Europe.

1.2 Aims and objectives

The objective of this report is to draw together evidence on the broader results, outcomes and potential avenues for impact of FutuResilience activities and approach to building societal resilience. We draw on the accomplishments and results of the 10 FutuResilience labs and the horizontal activities of the project. The structure of this report follows the logic of an impact pathway (see **Error! Reference source not found.**) outlining first the key project results and emerging outcomes and then projecting the alignment with expected and non-expected impacts. The main aim of this report is not to provide an evaluation of any individual activities but rather consolidate evidence and synthesise insights on the success of the overarching project methodology and lab operational set-up and implementation along the results-outcomes-impacts causal chain.



Figure 1: Impact pathway concept



Source: Authors

At the proposal stage, the FutuResilience project singled out five impact pathways.

- **Impact Pathway 1: Creating innovative tools to foster resilience**

Experimentation has been the key component of FutuResilience project, including such methods as foresight, agent-based modelling, simulations as well as testing and guided stakeholder co-creation processes. These methodologies have been employed to feed a Knowledge Base and develop a Toolbox that support efforts for increasing resilience and future preparedness. In the medium-term, these **new tools and approaches are envisioned to be adopted by various stakeholders** to implement solutions that prepare them for uncertain situations. In the longer term, this is expected to lead to **evidence-based innovation processes at local level** increasing the capacity to overcome diverse kinds of crises and contribute towards the 2030 Agenda of the Sustainable Development Goals (SDGs) adopted by the United Nations.

- **Impact Pathway 2: Increased alignment of R&I system with societal needs, expectation and values**

The labs connected the R&I systems with a more diverse group of stakeholders who were expected to take up, translate and co-create context-based solutions to better face complex future scenarios. Lab-based approach is complemented by the development of a policy roadmap that contains practical guidelines that enable the adaption of the approach, scenarios and target groups to diverse local contexts. In the medium-term, this is projected to **increase the uptake of evidence-based solutions** strengthening the contribution of the R&I system to solving societal challenges. In the longer term, it is expected to lead to practices that support the **alignment between the societal needs, expectations and values and policy relevant R&I findings**.

- **Impact Pathway 3: Promoting inclusiveness through an increased engagement of citizens**

The knowledge that citizens hold is often critical for innovation processes and contributes to the legitimacy of public decisions. Citizens were expected to be at the core of the FutuResilience experimentation phase and participate in the adoption of context-tailored solutions. Additionally, the project open call requested stakeholders looking for support to



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describe the lab's relevance in the local or regional context. In the mid-term, this was envisioned to lead to **organisations working together with citizens and raising awareness of the value of lay knowledge**. In longer term, citizens are expected to be at the core of designing solutions, thus **boosting citizen-focused resilience and future preparedness in Europe**.

● **Impact Pathway 4: Increased trust in an open, inclusive and accessible R&I system**

This project promoted a multistakeholder approach in the co-creation and design of solutions to complex challenges. In the medium-term, this is envisioned to lead to **solutions based on legitimacy, relevance and credibility** that imply higher chances of adoption by diverse groups, including the EU level where policy makers can assess the best combinations of policy-mixes to anticipate and face future challenges. In the long-term, it is expected to **increase trust among different stakeholders in the R&I ecosystems** as the uptake of tested solutions lead to strengthened system resilience.

● **Impact Pathway 5: Ideas generated and shared as part of a knowledge network**

The project articulated and structured knowledge from the R&I system and facilitated the diffusion of these insights through the development of the Knowledge Base and the exchange of insights via mutual learning activities and some tailored dissemination activities (e.g., policy briefs, thematic and results webinars). These activities reflect the potential of this knowledge being adapted to different situations and by the targeted stakeholder groups. In the medium-term, **information is expected to continue to flow due to an open-source strategy**. In the long-term, it is expected to accelerate knowledge sharing and open science practices that promote societal resilience.

1.3 Methodology and structure of the report

The work for this report was performed in July-November 2025 and relied on several sources of information. At the start of the process we consulted three FutuResilience deliverables: D2.1 Guidelines for Pilot Cases to understand the process the labs went through in diagnosing and framing the problem, scenario development and policy testing; D2.5 Consolidated report of pilot cases to get a broad overview of all ten labs and their achieved results and D2.6 Report on Mutual Learning Activities to look learn about the outputs of the three mutual learning workshops conducted under the FutuResilience project.

Having a good overall picture about the ecosystem of the involved labs we moved to gathering input directly from the labs and their stakeholders through interviews and a short online survey. In preparation for the interviews we read the final reports submitted by the ten labs and listened to the results webinars to understand better the narrative account used by each lab to describe their achieved results, outcomes and potential impacts.

In July-September we conducted 13 interviews involving 17 people from the labs, some stakeholder organisations as well as methodological leads (see Annex I for an interview guide). An online survey of lab external stakeholders was carried out in August-September 2025. The survey was structured around a few very specific questions (see Annex II for a questionnaire). In total, we received replies from 47 external stakeholders that participated



in the co-creation workshops of eight FutuResilience labs. It is estimated this response rate accounts for roughly 36% of all engaged external stakeholders.

The main analytical approach used was a triangulation of findings across all listed data sources. Main findings are supplemented by selected quotes from the interviewees and short case descriptions. We thank all the stakeholders who contributed their time in sharing their reflections around the lab activities.

The report is structured as follows:

- Chapter 1 introduces the purpose of the report and, more specifically, reminds the reader about the original impact pathways envisioned for the FutuResilience project at the time of the proposal writing.
- Chapter 2 summarises the main project results and outcomes from project activities.
- Chapter 3 zooms into the future speculating how the observed results and outcomes could lead – or not – to the impacts encoded in the original impact pathways and also highlights some other potential impact outside the original pathways.
- Chapter 4 brings forwards a set of conclusions and policy implications.



2 Main results and outcomes of FutuResilience activities

2.1 Summary of project results

This section provides a concise synopsis of the main FutuResilience project results at an aggregated level. More in-depth cross-cutting review of all lab results has been included in D2.5 Consolidated report of pilot cases as well as in the individual final reports of all labs.

The main FutuResilience project results include:

- **Implementation of 10 experimental labs for societal resilience:** Labs were selected through an open call that generated **45 applications from 21 EU Member States**. Project funded 7 labs [€2.6m requested; €403k granted] and 3 labs were part of the project consortium. More than **130 stakeholders** involved, over **40 workshops** run over a year time across Europe that resulted in **39 scenarios** developed, **66 resilience-oriented policies** designed and **2 decision-making tools** proposed.
- **Development of a Knowledge Base:** The repository comprises **more than 650 documents with policy relevant insights** to build societal resilience in different domains. Several labs made use of the Knowledge Base to select and adapt policy-related recommendations, particularly in areas such as health, housing, digital transformation, and cybersecurity. While it provided a valuable foundation, it often needed to be contextualised to local circumstances, including political structures, regional particularities, or specific target groups. Some labs used the Knowledge Base primarily for orientation and inspiration, while others integrated it into scenario analyses or policy design processes (D2.5).
- **Design of a Toolbox:** The guidance material is designed to support policy and other decision makers to set up a participatory process that underpins future oriented policies for societal resilience. It **provides tested methodologies and practical guidance** helping users to implement foresight-based participatory processes (process tools), apply resources gathered in the Knowledge Base (policy tools) and exploit tools on different cross-cutting topics supporting resilience building efforts (thematic tools).
- **Mutual learning activities:** During the project **three Mutual Learning Workshops** have been conducted, **five lab results** and **five thematic webinars** held. The workshops and meetings organised by labs is estimated to exceed **40 different events**. All of these have contributed to maintaining an active networking, exchange and insight sharing fora on the topic of societal resilience.
- **Coining and communication of emerging policy insights:** The communication activities resulted in **7 policy briefs**, **4 online policy online roundtables** convening more than 70 participants and more than 30 policymakers from various European countries. A **Policy roadmap** will be launched mid-December, including guidelines and practical insights on approaches for policy testing.



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Table 1: Overview of FutuResilience lab set-up and their results

Name (location)	Challenge	Approach	Key stakeholder groups	Results
BAPEMED Lab (Bulgaria)	Unsustainable healthcare, systemic inefficiencies	Participatory foresight, scenario-building, backcasting	Ministry of Health, National Patients' Organisation (NPO), Ministry of Electronic Governance, Health & Life Sciences Cluster Bulgaria, Bulgarian Pharmaceutical Union, startups, hospitals, public health institutions	3 policy proposals: improved data systems, workforce resilience, early detection
CHIOS Lab (Chios, Greece)	Climate change and migration pressures	Foresight, intercultural dialogue	Public Health Directorate, Regional Hospital of Chios, Municipality of Chios, Migration and NGO representatives, healthcare professionals, academics, Ministry of Migration and Asylum, the Ministry of Maritime Affairs and Island Policy, representatives from primary and secondary education, UNHCR, UN Refugee Agency.	Enhanced mutual understanding, cross-community initiatives, resilience networks
COSIGHT Lab (Hamburg, Germany)	Urban social polarisation and fragmentation	Co-created scenarios, inclusive dialogue workshops	Academia, politics, NGOs, social entrepreneurship, business sector, media, integration practitioners, local authorities	Trust-building, strategic insights for vulnerable groups (refugee women, youth)
FCTIONS Lab (Porto, Portugal)	Labour shortages, tech impact on wellbeing	Speculative Design, worker training	Manufacturing workers (dst group), design researchers, digital tech researchers, external specialists	9 policy proposals; replicable participatory method recognised
IMMER Lab (Strasbourg–Kehl, France/Germany)	Mobility and energy resilience in cross-border cities	Narrative foresight, science-fiction	Civil society organisations, think tanks, public sector representatives, academia, engaged citizens	Cross-border cooperation, dynamic planning tool introduced (Portolan chart)
LIQUIDHOUSING Lab (Tarragona, Spain)	Insecure, informal housing conditions	Strategic foresight, Tetralemma	Municipal representatives, housing cooperatives, local residents (incl. migrants and youth), architects, NGOs; professional bodies	20 policy proposals; fostered institutional dialogue and awareness



Name (location)	Challenge	Approach	Key stakeholder groups	Results
MULTILOCAL Lab (Tartu County, Estonia)	Multilocal living, spatial planning strain	Scenario planning, digital forecasting tool	Local and national authorities: municipalities (in Tartu County), municipal associations, regional development organisations, ministries (Regional Affairs and Agriculture, Digital and Justice)	Tool to simulate demographic trends; new governance strategies
MURCIA Lab (Murcia, Spain)	Urban climate resilience	3-step participatory foresight process	Municipal staff, regional authorities, educators, NGOs, local experts	6 scenarios, 30+ policies; boosted cross-sector collaboration
SCRL (Slovenia)	Cybersecurity risks for start-ups	Scenario planning, training, stakeholder engagement	Local governance actors, rural entrepreneurs, innovation experts, academics, NGOs	Policy guidance for cyber resilience; awareness in innovation ecosystem
TIMES Lab (Cesena, Italy)	Civil protection gaps in volunteer coordination	Storytelling, co-creation, scenario development	Municipality departments, Civil Protection, spontaneous volunteers, associations, schools, local residents	Civic training plan, digital volunteer platform, updated GIS & plans

Source: *Synthesis of data provided in D2.5 Consolidated report of pilot cases*

2.2 Summary of project outcomes

This section provides a brief analysis on how the results of the various lab activities translate into outcomes. Some of these outcomes can be considered **expected** as they link directly to the working towards the fulfilment of the lab and broader project objectives. These are:

- (1) lab concept enabling a common understanding on how to tackle systemic local challenges,
- (2) and (3) bringing together varied stakeholder groups for community building and joint decision-making.

Other materialised outcomes were **unexpected** but yet very promising for a broader impact of the FutuResilience project. These are:

- (5) individual benefits to the careers of involved participants, and
- (6) transferability and scalability of results.

Important to observe that outcome (4) upskilling of labs partners in foresight methods can actually viewed as both expected and unexpected effect. On the one hand, by embedding foresight as one of the key methods for FutuResilience labs, it was intended that participating stakeholders would learn as a result. On the other hand, this upskilling led to ripple effects in training, education and other initiatives, which was less expected.



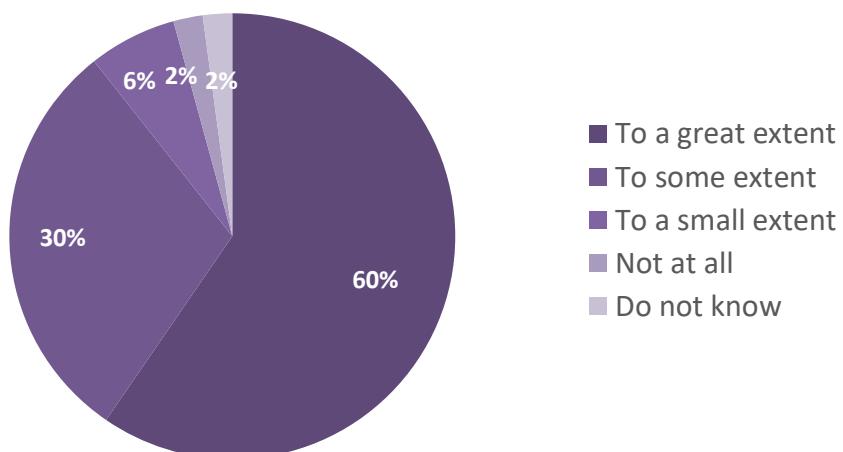
1. Lab concept proved to be conducive to discussing how to understand and tackle complex local challenges

Societal resilience challenges require engagement of very different actors. The **FutuResilience lab concept enabled a co-creation space for local experimentation** allowing stakeholders to reveal their true preferences and worldviews and share expectations. It has been an opportunity for a micro-scale training for people interested in understanding and building steps towards societal resilience. Every actor keeps learning along this process and, while this dynamism is hard to capture, their **choices and preferences change** through this learning. **Vision alignment through mutual learning** is one concrete outcome.

The level of **alignment, engagement and potential future uptake** depends on various factors. First, it depends on already existing connections between different stakeholders. In cases where connections were already in place, stakeholders worked as a community and were more open to experiment with new methods and approaches. In that case such stakeholder community functioned as an experimentation lab. Second factor was the set-up or a definition of 'a lab'. In other cases where community building efforts were required, the setting of 'a lab' came across as important. It was important to participants whether they were perceived as a real physical lab – environment – allowing stakeholders to actively engage in an experiment or something less tangible, which potentially requires more efforts to immerse oneself into an experiment. Third factor was intended or unintended spaces for mutual learning. Bringing stakeholders to a co-creation or a simple discussion forum and ensuring a safe space for sharing ideas, perspectives and biases, supported collective capacity-building. It was achieved through integrating diverse perspectives, putting active participation in learning at the centre, and ensuring structured knowledge exchange (D2.6 Report on Mutual Learning Activities).

Regardless of a set-up, such coming together around one particular or a set of local or regional challenges increased awareness about specific resilience challenges as confirmed by the online survey of lab stakeholders (see Figure 2) and further illustrated by Immer lab example (see Box 1)

Figure 2: FutuResilience lab contribution to awareness raising about specific societal challenges



Source: online survey of stakeholders



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Box 1: IMMER Lab – Improving mobility and energy cross-border cooperation

The IMMER Lab worked to enhance the resilience of the Strasbourg-Kehl area in the Rhine border of France-Germany around the topics of mobility and energy by 2050. One of the key objectives of the lab was to increase the resilience of both cities regarding mobility and energy issues by strengthening their cooperation. Given the cross-border nature of the Lab focusing on local resilience, involvement of a diverse group of local partners was critical. As was noted by the Lab leaders the experience of the COVID-19 pandemic has revealed, on the one hand, the importance of cross-border relations and, at the same time, the difficulty of integrating two distinct national policies.

The two key stakeholders were the local communities from the Greater Strasbourg area (Eurométropole de Strasbourg, EMS: 33 “communes” – municipalities) and Kehl. Their high-level representatives, such as the vice-president of EMS in charge of economic development and cross-border exchanges, president of the harbour, and the mayor of Kehl, supported the Lab and nominated their representatives to the participatory workshops. Other stakeholders included companies, energy producers, mobility operators, and public sector, e.g. the Fire and Rescue Service Bas-Rhin. This way all local and cross-border stakeholders needed to act together in case of crises.

The Lab activities, such as workshops, were designed to engage these stakeholders in a collaborative, forward-looking approach. They aimed to develop strategies that would strengthen the resilience of the Strasbourg-Kehl area, ensuring it can meet future challenges. Discussions confirmed that these various stakeholders have different visions and understandings of how to tackle local challenges. Differences were very visible, for example, most of the work at the Fire and Rescue Service is structured around an immediate response to crises; whereas other stakeholders, such as policymakers, are potentially open to engage in a more long-term planning. The Lab set-up allowed the stakeholders to hear each other, try to understand each other constraints and think together as a community. This outcome was summarised by one of the Lab participants as follows:

“We helped them to learn from each other. Stakeholders admit seeing through exercises that not all involved organisations have the same perspective and same priorities.”

2. Labs managed to connect diverse stakeholders

Labs effectively brought together diverse actors from different spheres who normally either do not work together or work in silos or with an existing organisations bias. This allowed them to share expectations, learn from each other, and collectively think about problems, often for the first time. The labs helped to build and consolidate new networks among stakeholders, making these connections more visible and accessible. As shown in Figure 3, the majority of the various lab stakeholders highlighted that the lab environment to great (49%) or some (38%) extent contributed to stakeholder connectivity. In some cases lab processes also helped restoring trust and faith in a better future, as local groups felt heard and empowered and non-expert voices were validated.

“We managed to engage diverse stakeholders with different visions. This has never happened before. Stakeholders saw value in the approach.”

(LiquidHousing Lab)

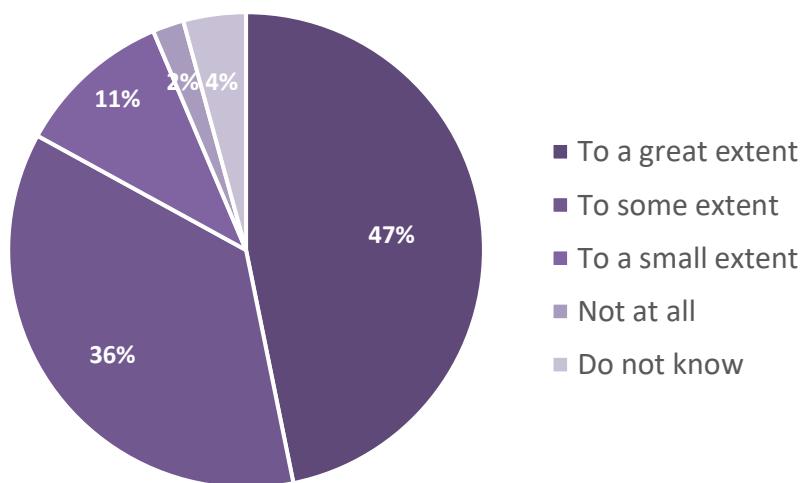


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“The Lab was a unique opportunity for stakeholders to meet. They usually work more in silos. Lab was an opportunity to cross opinions and perspectives.” (MURCIA Lab)

“One of key achievements is the consolidation of network among stakeholders, one that is visible to new stakeholders that want to join.” (CHIOS Lab)

Figure 3: FutuResilience lab contribution to stakeholder engagement



Source: online survey of stakeholders

As summarised by the FutuResilience team having analysed the post-workshops material, inclusive dialogue, particularly in settings where stakeholders came with different needs and priorities, was paramount. *“Achieving meaningful outcomes in this domain requires ongoing learning, cross-sectoral collaboration, and a shared commitment to adaptation among all stakeholders involved”* (D2.6 Report on Mutual Learning Activities).

Box 2: CoSight Lab – Enhancing societal competences to deal with future changes

The CoSight Lab was set up to promote societal resilience in Hamburg, Germany in the context of integration. It showed that aspects of migration and long-term integration are crucial for a resilient democracy. To achieve this, efforts need to be spent on successful labour market integration of (former) migrants.

The work of the Lab focused on two groups, which are often left underrepresented - the group of refugee women (often formally “low-skilled”), and the group of unemployed young people (i.e. NEETs: not in employment, education or training). The Lab conducted stakeholder workshops and interviews with a diverse group of citizens and experts and engaged over 30 stakeholders from academia, policy makers, NGOs, practical integration work, businesses and media. The results of the CoSight Lab have been channelled into a citizen project called ‘CoSaturday’ and into local structures.



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The approach taken by the Lab confirmed that integration was a suitable social conflict issue as it concerns everyone. Everyone has an (often conflicting) opinion on it and citizens do not always have a place to discuss such issues. This was clearly visible in the environment of the Lab:

“Most of stakeholders did not know each other before. The Lab was unique gathering in that respect. Project created a structured network that was not there beforehand (...) Acceptance and tolerance for diversity gave space for something new”.

This ‘something new’ can have a long-lasting effect. For the group of formally low qualified refugee women, the preparatory work carried out in the CoSight Lab provided an ideal basis for establishing a continuous round table in Hamburg, which can also serve as an important step to build an alliance/lobby for the target group. For the group of NEETS, different institutions and stakeholders such as the Senator for Schools and Educational Training, City of Hamburg, the President of the Chamber of Commerce, the President of the Chamber of Crafts, the President of the Employment Agency agreed on different measures to address the group of NEETS more within their specific programmes in future.

3. FutuResilience activities showcased the value of involving stakeholders in a collective design of solutions

The FutuResilience process raised awareness about the thematic resilience-related challenges and **generated new, context-sensitive knowledge**. By carrying out activities labs managed to **showcase that local participatory policy design when stakeholders jointly discuss and come up with solutions is something valuable** in the specific contexts and their related problem framing. The FutuResilience team observed that when environments are dominated by short-term pressures joint design and decision-making “builds ownerships and legitimacy” (D2.5 Consolidated report of pilot cases) thus bringing longer-term thinking into the system and over time building resilience. Resilience in this respect is not about immediate short-term reaction trying to address current pressures but about “shaping transformative trajectories that align with community values and social equity”.

FutuResilience activities also **promoted forward-looking thinking** through the application of foresight methods like scenario building, which are not common in traditional policymaking. FutuResilience approach empowered labs in other ways of addressing local challenges.

“The lab promoted forward-looking thinking in strategic policies for climate change adaptation and mitigation. Scenario building provided opportunity to learn about foresight approaches. Something that is not well known in policy making and technical implementation circles.” (MURCIA Lab)

“People in the ministries were interested. The future thinking is gaining interest. The State Chancellery took the lead in making the ministries to think about foresight. The local municipalities people were a bit more confused and ‘what’s there for us.’”

(MULTILOCAL Lab)

Box 3: FICTIONS Lab – Addressing skills gaps to mitigate labour market shocks

FICTIONS Lab - located in the northern region of Portugal - proposed to test a participatory approach with manufacturing workers at a specific company so that they could have a say in how digital



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transformation should be shaped. More specifically, the idea was to ascertain whether manufacturing workers trained in emerging digital technologies and in collaboration with design researchers could generate future visions that addressed technological disruptions and skill gaps in manufacturing, promoting wellbeing at work. The work in the Lab involved design researchers, digital technology researchers, industrial operators and innovation specialists.

Workers in the company were directly involved in participatory design process. Usually in participatory design processes the subjects involved in the interaction are considered to be experts. In this Lab, workers (manufacturing operators) were also considered as experts. However, in addition they had to be trained on future technologies. Manufacturing sector is going through rapid digital transformation based on technologies and the workers need to be aware of these technologies and be able to adapt.

During the process, the Lab's team observed changes in perception on digital technologies among the participating employees. Workers also created bonds over time, which was perceived by company management as beneficial for capacity building and internal culture. For workers to be able to contribute to the recommendations for policies, the Lab's team presented an overview of how policy was made, by whom, and how it ultimately affected workers' everyday lives. Then, a problem definition was presented along with a list of 10 factors expected to influence it in the future, further discussed at a later workshop. Finally, for the third workshop the leading research team developed a prototype made from an existing company's sweater encompassing all the solutions voiced by the workers. This prototype was, in its own way, a collective design bringing context-specific knowledge from the workers.

4. Upskilling of lab partners in foresight methods lead to ripple effects in training, education and other initiatives

FutuResilience project partners gained new knowledge and were exposed to a range of methodologies and tools that were not known to them beforehand. **Labs have embraced the ambition of true learning.** The application of methods in co-creation settings and ample support from mentor organisations helped to deepen the learning and **acquire and test new methodological skills.** These skills are applied in other contexts and projects as well as getting **embedded in local training and education initiatives, incl. all levels of education (primary, secondary and tertiary).**

“The way how this project influenced our own thinking was also quite important. We are the ones who can bring this into future projects and teaching.” (MULTILOCAL Lab)

*“UN Chair of Housing interested to uptake training initiatives. We train real estate agents, master’s degree in business and contracting law, we teach at university and attend conferences. We will try to integrate the topic in these various channels.”
(LiquidHousing Lab)*

“University of Maribor have a project now where they develop cyber-security curriculum for primary and secondary school. The application was to the Ministry of Education and this ministry wasn’t involved in the SCRL workshops. The Lab’s findings were quoted when preparing the application for this project because in the Lab lots of emphasis was put on life-long learning. Upskilling on foresight methods



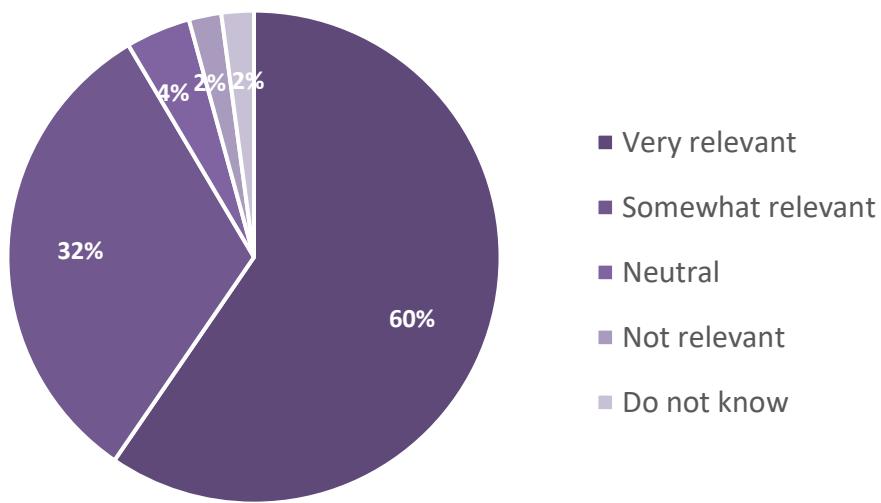
“have further ripple effects in the system, education, life-long learning, new project applications.” (SCRL Lab)

“Some of the methods we developed in IMMER, we used in [another project]. That is IMMER’s impact as we replicated the method.” (IMMER Lab)

5. Experience of the lab work brings individual benefits to the careers of involved participants

Learning of new methodological approaches (described above), testing these approaches in the lab setting, as well as working with stakeholder groups not previously involved brought some new developments in the individual careers of organisations leading the labs. These, for example, involve applying for and securing a research stay at a prestigious university in another country, preparing a publication for an academic journal based on the methodological experience in the lab work, or including new methodological approaches (e.g. foresight) in their ongoing individual research activities. Also external stakeholders remark that FutuResilience lab results have brought benefits to their professional or policy work either in the form of new knowledge, contacts or exposure to co-creation methods and processes. Around 60% of survey respondents have remarked that this has been very relevant and 32% considered it somewhat relevant for their professional activities.

Figure 4: Relevance of FutuResilience lab results to stakeholder professional or policy work



Source: online survey of stakeholders

Box 4: FICTIONS Lab - Addressing skills gaps to mitigate labour market shocks

The FICTIONS Lab (presented briefly earlier in this chapter) involved 14 external experts in their workshops, such as experts in phycology, occupational health, digital technology, ergonomics. They also had conversations with professionals from the institute for training and employment responsible for professional training in the country and employment processes, part of the national agency for modernisation of public administration which do efforts on digitalisation of public sector, and organisations related to entrepreneurship and



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social innovation who were interested to understand how our process empowered participants.

Here are a handful of reflections on how some of these experts benefit from the results of the Lab in their professional life:

- One stated that it will improve their work they are doing in psychosocial risk assessment and developing mitigation plans with organisations.
- Another one summarised that in their research activities in the field of health (specifically on chronic pain), they gained a more refined vision on resilience in technological issues, which has been essential in the approaches between health professionals and patients, in relation to the digital representations of chronic pain modalities.
- For others it was a call for action to involve hierarchical lines and review current safety and prevention policies, and an overall reflection on what should be changed.

6. There is good potential for transferability and scalability of results

While many project results were highly context sensitive, part of the methods, processes, and knowledge outputs from the labs, such as participatory design processes, digital tools, policy recommendations and knowledge insights were found to be **transferable and replicable** in other contexts, regions, or types of organisations, e.g. private companies.

“Transferrable knowledge was created to allow for shared strategies and resources.” (CHIOS Lab)

“Digital tool was applicable also in other regions.” (MULTILOCAL Lab)

“There is great transferability of lab results, for instance, the mapping of community resources that include people but also physical public and private space.” (TIMES Lab)

“We also saw that other companies were interested in replicated it in their companies. Why? [...] Companies felt it was beneficial for capacity building and internal culture.” (FICTIONS Lab)

Box 5: BAPEMED Lab – Developing a more resilience healthcare system

BAPEMED Lab in Bulgaria set as an objective to explore how anticipatory governance and science-based co-creation can shift healthcare systems from reactive to preventive models, with focus on Bulgarian context. For this Lab, an Agent-Based Modelling (ABM) was developed to explore future scenarios in order to identify effective solutions by analysing demographic trends, the burden of chronic diseases, and the role of technology. Further it brought 30-40 diverse stakeholders together into a series of workshops to explore future scenarios to identify resilient policy responses to challenges facing the Bulgarian healthcare system.

While working on delivering the objectives of the Lab, various stakeholders took other benefits out of the process into their professional work:

- One commented that the results from the lab feed directly into the Bulgarian Joint Cancer Network mission on establishment of National Cancer Mission Hub of Synergy & Collaboration under the EU Mission on Cancer.
- Another one ascertained that enhanced health information systems will play a pivotal role in advancing clinical trials and medical research in Bulgaria by enabling more efficient data



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collection, improved patient recruitment, and robust analytics for evidence-based decision-making.

- A stakeholder from a private company with many clients in the healthcare sector, was convinced that the Lab results can be integrated into their company practice. For example, the emphasis on public–private collaboration supports the financial models they design for healthcare and technology partnerships, while the call for workforce upskilling and digital literacy informs both their client advisory services and internal training.

Box 6: LiquidHousing Lab – Solutions to housing issues of marginalised population

The primary goal of the pilot project was to examine and better understand the phenomenon of liquid housing in the intermediate city of Tarragona, Spain through an interdisciplinary and international approach. More than 40 stakeholders from municipality, housing cooperatives, local residents, architects, NGOS and professional bodies were involved in the Lab's activities. Some of the stakeholders see an even wider application and benefit of the results from the Lab's activities:

- One respondent stated that they help local authorities to justify the need to focus on these issues when designing and implementing new housing policies. The Lab opened up a new line of collaboration with stakeholders for them. As a result they organised a workshop to present the results to stakeholders and citizens (very important for raising awareness among politicians and society as well). It also helps strengthen ties and collaborate with the university.
- Another one took it as an action to take into account the results that were presented and work to ensure that the different actions proposed can be put into practice.
- The third stakeholder commented that the results can be of use in the technical and political awareness of the need to visualise homelessness considering the difficulty of accessing fundamental rights such as public health, children's education, etc.



3 Impacts of FutuResilience activities

Impacts need time to materialise. This time-bound perspective must be kept in mind when looking at the impacts that will or can come out from the activities the FutuResilience labs and some of their observed outcomes presented in the previous chapter. All that was planned for in terms of the impact pathways at the FutuResilience proposal stage might happen if time and certain conditions are in place. In this chapter we reflect on what can be observed in terms of possible development across the five FutuResilience impact pathways.

3.1 Impact Pathway 1: Creating innovative tools to foster resilience

At the proposal stage it was envisaged that the development of a Toolbox (incl. practical highlights of pilots from diverse geographical coverage) as well as a Knowledge Base with at least 60 policy relevant R&I findings contributing to strengthen resilience will pave the path towards future impacts. These labs have used these developed resources (as described in Chapter 2). Both resources went well beyond expectations in terms of development: the **Knowledge Base included more than 10x the initial expected results** and the **Toolbox integrated a series of thematic tools** as emerging result of the mapping exercise while constructing the Knowledge Base. As a result of cross-project collaboration efforts, the Knowledge Base has been integrated as part of the resources of the [**Disaster Risk Stakeholder Hub**](#).

However, the uptake of the Knowledge Base was seen as rather limited for the experimentation purposes due to some core reasons. First, while it was a methodological decision that the Knowledge Base only integrates results in English, while end-users may have difficulties engaging with content in other languages, despite the available free-access online translation tools. Second, the included documents sometimes were either too abstract or difficult to grasp by some stakeholder groups with less expertise in the topic, or even too long for processing. While mapping results, the criteria of uptake was considered, but even if filters were deemed approved by experts, this was not necessarily the vision of end-users. Third, even though the Knowledge Base was widely disseminated across the core thematic networks (attending conferences, during policy events or through social media), it has been perceived as an additional database emerging from Horizon projects. Currently, diverse projects are creating either toolboxes or databases, sometimes duplicating efforts towards common goals.

The Toolbox uptake appears to be wider assessing, for instance, the views and downloads from Zenodo (based on data emerging from Guidelines for Pilot Cases, at the basis of the Toolbox). It is rather early to assess the impact of the Toolbox itself, as it has been publicly released only in November 2025. Within the ecosystem of FutuResilience labs, the Toolbox was applied only by the labs that followed a common methodological frame. Those labs that deviated from the common approach used some tools, with an emphasis on foresight ones supporting the analysis. Thematic tools were rather not used, while labs leaders tended to apply tools and resources known to them.

In parallel some of the labs created some additional innovative tools:



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- The MULTILOCAL Lab in Estonia co-developed a digital tool – the **Local Tax Calculator** – for scenario-based population forecasting that enables municipalities to simulate future tax revenues and public service needs based on dynamic mobility patterns. It employs a structured framework incorporating key demographic and economic factors that influence income tax revenue at the municipal level. The **tool is available publicly** (<https://apps.centar.ee/kov-tulumaks/>) and can be used to provide support to strategic planning as already at the dissemination stage some municipalities were asking about specific results and maps to be used in planning. The time in the lab was used to test this tool in a setting of one region in Estonia but the plan is to continue and develop it further and to expand it to other topics. Most concrete topic is related to the schools as this is one of the largest costs for municipalities. Hence, the team plans to do forecasting for all municipalities in the country. If / once this taken up it will lead to clear impact for municipalities' work.
- The IMMER Lab was inspired by the medieval portolans (regularly corrected and updated nautical and coastal charts used by ship captains to navigate from one port to another with maximum safety) worked with their stakeholders on a possible application a **“neo-portolan” framework as a strategic instrument** to identify risks and vulnerabilities by continuous foresight. Concrete ideas were discussed how to take this concept further. For example, create a prototype by two municipalities cooperating as part of a twinning arrangement; build on existing institutions that have a geographic information system or could develop one (such as the Strasbourg-Ortenau Eurodistrict); in the port sector actions can be built on cooperation projects such as Strasbourg-Kehl or of the Central Commission for Navigation on the Rhine. The “neo-portolan” framework is currently under development, as exploitation path for the IMMER Lab.

3.2 Impact Pathway 2: Increased alignment of R&I system with societal needs, expectation and values

To ensure that FutuResilience results lead to the increased alignment of R&I system with societal needs, expectation and values three indicators were set at the proposal stage, namely: at least 80% of solutions aligned with European strategic policy guidelines (e.g. twin transition, openness); all solutions capable of tackling two or more kinds of possible adverse events; and alignment of the policy roadmap with European R&I strategy.

In the previous chapter we described how the lab concepts proved to be conducive to understanding and tackling local challenges directly feeding into the above impact pathway. The use of a windtunneling technique ensured that policy solutions are well-adapted for a variety of scenarios. Even if labs worked with experimental approaches, the policy design was tested against different plausible futures (e.g. see policy roadmap cross-cutting recommendation on societal resilience).

The pilot cases were selected considering the EU policy guidelines and relevant developments. The three labs which are part of the FutuResilience consortium were included because they worked with policy goals, such as climate resilience (MURCIA Lab), social integration in migrant contexts (Chios Lab) and improved healthcare (BAPEMED Lab). Then

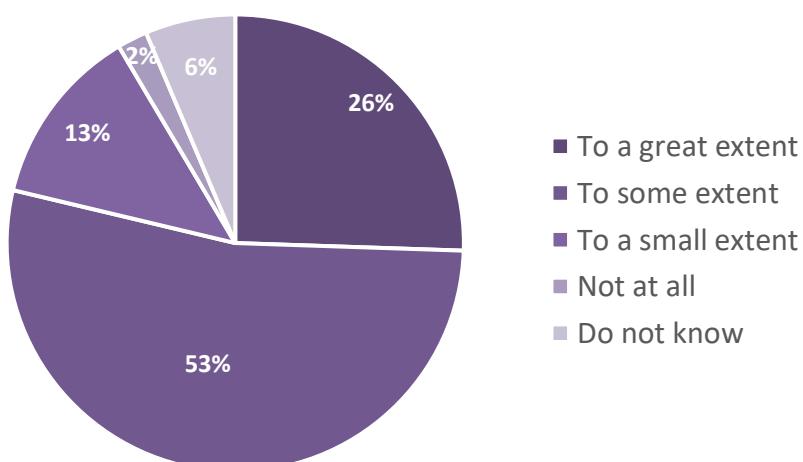


during the open call for additional labs, topics were built already considering the themes of the main European policy priorities.

Overall, the FutuResilience labs addressed a wide variety of thematic challenges, including unsustainable healthcare, systemic inefficiencies; climate change and linked migration pressures; urban social polarisation and fragmentation; labour shortages, technology impact on wellbeing; mobility and energy resilience in cross-border cities; insecure, informal housing conditions; multilocal living, spatial planning strain; urban climate resilience; cybersecurity risks for start-ups; and civil protection gaps in volunteer coordination. Thematically the labs align with the EU policy priorities such as, for example, the European Green Deal, the Digital Decade, the New European Bauhaus and the EU Civil Protection Mechanism goals. These themes reflect current and topical challenges that resonate with local communities and are found to be critical by research actors and policy makers as the outcomes of the labs support social cohesion, just transitions, resilient public services, attention to labour shortages, digital transformation and SMEs competitiveness agendas.

While long-term **policy uptake of results is often uncertain** as it is dependent on the topicality of addressed issues, policy cycle, available budgets, silo approach in administrations, implementation capacity and political stability in more general, **some labs demonstrated concrete links to decision-making** highlighting avenues for future policy impact. In other cases, the potential for policy impact was too early to assess. As seen in Figure 5, the majority of the stakeholders (56%) who participated in the impact survey noted that in their opinion labs' contribution to policymaking was just to some extent.

Figure 5: Contribution of FutuResilience lab results to policy making



Source: online survey of stakeholders

"We always had two expert speeches at events which gave acknowledgement that lab worked with policy maker issues. European angle gave another level of credibility. The window of opportunity is critical for policy uptake of results. We held a high-level meeting with the Senate and president of the chamber of commerce. They confirmed that further links will be established with respective contact persons." (Co-Sight Lab)



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“Valuable insights shaped local and UN policies on economic and migration crisis.”
(Chios Lab)

The takeaways from all the labs and project’s horizontal activities fed into the development of the FutuResilience Policy Roadmap. If this is picked up in the future by various policymakers that will create a strong legacy from the project and showcase clearly its impact.

3.3 Impact Pathway 3: Promoting inclusiveness through an increased engagement of citizens

The third impact pathway focused on inclusiveness with three indicators set here: at least 50% of pilot projects led by women or underrepresented groups or geographies; at least 60% of women, or participants from the underrepresented groups or geographies attending dissemination and outreach events; and all subgrantees projects have a sound gender, ethic and diversity plan in their design. The gender parity in project implementation was achieved as at least five labs were led by a woman as partner lead (e.g. Times, BAPEMED, FICTIONS, Co-Sight, Chios and partly MURCIA). Also from the attendees participating thematic and results webinars 52% were women and mostly from Europe. More detailed information on other underrepresented groups and geographies among the entire body of participants of various events was not consistently collected to provide a comprehensive overview.

The broader goal here was for citizens to be at the core of designing solutions, thus boosting citizen-focused resilience and future preparedness in Europe. The process of engaging citizens however proved to be difficult due to low levels of response rate and difficulty to find effective engagement mechanisms. Of the ten labs only TIMES and MURCIA had citizens as part of their stakeholder community; and the FICTIONS Lab worked with workers in one company which could also be counted within the citizen category.

Speaking broader about stakeholders altogether and not only citizens, the FutuResilience labs worked with a large number of stakeholders and managed to connect diverse actors from different spheres and who normally do not work together (see Chapter 2). One of the core limitations, however, was to keep the same stakeholder group engaged across the whole lab process, independently of the fact that the implementation period of labs was limited to a maximum of 15 months.

Looking into the future some potential impacts can materialise from the work of at least two labs:

- This partly points to a need in the future to design labs in slightly different way, e.g. by involving citizens-led organisations among stakeholders. Co-Sight Lab could be an interesting example here where in-depth interviews with citizens were conducted. The Co-Sight work fed into the citizens dialogues format called “Co-Saturday”, a broader initiative not as such linked to the lab but directly linked with citizen engagement. What the lab team has observed and reported was that integrating foresight (as a method) into Co-Saturdays was not sufficient. Instead they created a method “future headline” and integrated this into the Co-Saturdays citizen project. In their opinion, the Co-Saturday format could be used as a blueprint for citizen engagement in Europe. Their own assessment shows this format has transformational



effects. Further on, building of a network during Co-Sight was transferred from the project into an Impact Partnership of Social Entrepreneurship Alliance of the City of Hamburg. Impact Partnership becomes a type of continuation of the Lab. It is funded by ministries and has created added value to socially relevant issues in Hamburg. Structured network that was not there beforehand and onboarded with Impact Partnership.

- The overall strategic aim of the TIMES Lab was to design innovative tools and strategies that bring together the social response in emergencies. The lab built on real experience and knowledge acquired by local actors in the city of Cesena during the flood of May 2023. As a result, the Lab designed and formalised a new governance scheme to support units for civil protection. It proposed an easily accessible tool as a solution to inform and alert the population in emergency situations, which is all about citizen engagement in emergencies. In their assessment, the developed approach of mapping community resources for emergency use can be replicated also in other places, thus leading to potential impact beyond FutuResilience project activities.

3.4 Impact Pathway 4: Increased trust in an open, inclusive and accessible R&I system

The fourth impact pathway alluded that in the long-term a multi-stakeholder approach adopted in the co-creation and design of solutions to complex challenges will lead to an increased trust among different stakeholders. Two indicators were set here: at least 80% of participants perceiving high degree of legitimacy in the co-designed solution; and at least 80% of participants perceiving trust in the R&I system. It proved very difficult to track these indicators without a dedicated data gathering strategy.

Overall, the engagement of external stakeholders was a challenging but overall a rewarding effort. The attraction of participants benefitted from strong local networks, credibility and trust building by the lead organisation(s) of the lab. More effort was needed to ensure representative inclusion of marginalised groups and individual citizens. Stakeholder engagement improved over time through networking, visibility, and demonstrated added value. Local presence and trust-building measures were key to ensure the openness, inclusivity and accessibility of the participatory co-creation activities carried out by FutuResilience labs. In some labs (e.g. Chios and Co-Sight) the validation of non-expert knowledge and voice was seen as key to trust building and community formation.

“Emphasis was placed on enhancing conflict resolution – not to avoid conflict but see it from all sides. (...) Acceptance and tolerance for diversity gave space for something new.” (Co-Sight Lab)

3.5 Impact Pathway 5: Ideas generated and shared as part of a knowledge network

The fifth pathway focused on the potential effect of the dissemination of the generated knowledge and insights beyond the immediate FutuResilience community. Two indicators were set here: at least eight self-organised dissemination events by pilots to share projects’



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results, and all pilots participating in externally organised events to share lessons learnt and solutions. The dissemination activity was very strong (as presented in Chapter 2) encompassing numerous events ranging in a variety of topics and methods used from written policy briefs to online thematic and more general webinars to physical workshops and events.

Bringing the labs together allowed for an emergence of a lab ecosystem. Spaces of mutual learning promoted this environment, despite the limitations of online interactions. An inclusion of logic research and foresight partner along with a lab enabled an even stronger knowledge flow.

For the impact to emerge in the future **it is critical for the labs not to lose a momentum** now that the project is completed. Many of them have further thoughts on how to share and embed the generated knowledge in local and European networks and organisational ecosystems:

- The LiquidHousing team planned to present results to other housing related partners, those that have not been directly involved in the FutuResilience activities such as the Catalan housing agency, architects, etc. They also planned to approach the Spanish government and relevant European agencies.
- SCRL are pleased that the Chamber of Commerce and Industry of Slovenia were part of the lab's activities. They have findings from the project on their internal research resource, which is accessible to their huge membership. Even if only one member of the Chamber uses the results this would be a clear path to long-term impacts. The topics from the lab and their results were also used as a foundation for the Cyber Tsunami Conference 2024, bringing together experts from business, the public sector and academia to discuss the rapidly changing cybersecurity landscape. Finally, the conversations continue with the Government Information Security Office, which is the key policymaker for the topic investigated by the lab.

***“The policy-making process is a long process. It’s important for the Lab to make sure the results stay alive.”** (SCRL Lab)*

One potential risk in this impact pathways is the non-transferability of the results. For example, if there is an expectation that the results will be transferred between different regions but these regions have different challenges and different framework conditions, this will diminish the diffusion of the generated knowledge.

3.6 Other potential impacts

There are good potential of **further scientific impacts** stemming from FutuResilience activities. Scientific publications based on the work of the labs can lead to further research work on societal resilience and increase the research excellence of FutuResilience participating research institutions. The MULTILOCAL team members from the University of Tartu wrote a short article and plan to write something methodological on how to conduct such small-scale projects in the future. One person from another participating institution is considering starting a PhD on the topic related to the Lab work. One of the LiquidHousing Lab partners is working on publishing an academic paper. Also partners from FICTIONS Lab wrote a paper on the role of artifacts as means to connect the future with the present providing also reflections on how that can connect everyday work with policymaking. Furthermore, a



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scientific volume gathering learnings from the labs is under development and planned to be launched during 2026.

Another less tangible area of potential FutuResilience impact is **effect on more resilience-focused mindsets** and **future talent development**. Partners involved directly in lab activities frequently reported how the broader stakeholder engagement, application of foresight methods and concrete lived experiences from co-creation exercises working collaboratively on topical local challenges **influenced their perceptions and mindsets**. The various training initiatives that were reported as unexpected outcomes (see Chapter 2) can potentially lead to further spill-over effects on **the education curricula of future generations** and life-long learning initiatives in more general.



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4 Conclusions and policy implications

The review of FutuResilience results, outcomes and potential impacts along the five identified impact pathways signalled that the **overarching methodology of using co-creation labs and foresight methodologies proved effective** in achieving the project's goal of strengthening European societal resilience. The lab concept created a neutral, safe space for co-creation and local experimentation, enabling diverse stakeholders (policymakers, researchers, NGOs, citizens) to achieve a common understanding of complex local challenges and align their visions.

The labs were relatively successful in connecting diverse actors who often work in silos, thereby building and consolidating new networks and fostering a sense of community. In several cases this process helped to build trust and validate non-expert voices. A significant outcome was the upskilling of lab partners in foresight methods (e.g., scenario building). This **knowledge is already generating ripple effects**, being applied in new projects and integrated into various training and education initiatives.

The co-creation approach successfully introduced **forward-looking thinking** and long-term perspectives into policy design processes, which are traditionally dominated by short-term pressures, thereby building ownership and legitimacy for transformative resilience trajectories. The lab results also appear to have been quite relevant for the participants' professional and policy work. Despite being context-sensitive, core outputs—such as participatory design processes, digital tools, and policy recommendations—demonstrated **relatively good potential for transferability and replication** in other contexts. FutuResilience insights are directly applicable to strengthening societal resilience. Several reflections about policymaking process emerged from the practical implementation of labs and thus could **feed the knowledge valorisation strategy**. Further analysis on the topic of knowledge valorisation for policy uptake will be included as part of the Policy Roadmap.

The **legacy of the FutuResilience approach is however dependent on 'windows of opportunities' for institutionalisation**. To ensure the legacy of the FutuResilience approach, it is critical to **identify and support 'method champions'** within local and regional institutions. These individuals must be empowered to drive the follow-up, handover, and institutionalisation of the lab achievements into routine policy and governance activities.

***"The best thing you can do after the project is to identify people personally interested in foresight process. These people will be 'knowledge angels' as they will spread this knowledge within (and between) organisations."** (IMMER Lab)*

Project partners should focus on linking good, well-grounded recommendations with **concrete funding streams aligned to policy cycles to ensure result uptake and implementation capacity**. The **continuous promotion of an open-source strategy** for the project's Knowledge Base and Toolbox is also essential for accelerating knowledge sharing on the topic of societal resilience. Future initiatives should design labs to more effectively include **citizens and marginalized groups**, potentially by involving more citizen-led organizations among stakeholders. Active employment of **local presence and trust-building measures** appear to be critical for community formation hence increasing confidence in the ability of R&I system to effectively contribute to various aspects of societal resilience.



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6 Annexes

Annex I: Interview guide for lab leaders

1. Introductory discussion on the **main Lab results** (recap based on the information provided in the final report and results webinar)
2. Who have been the **main stakeholders that interacted with Lab results**? Which **policy makers** were involved in Lab activities in the course of project implementation? How successful has been this engagement? Which other **external stakeholders** benefitted/showed interest in Lab results?
3. What have been the **main short-term outcomes** from the Lab (recap based on the information provided in the final report and results webinar)? How and which type of results have been taken up by stakeholders (e.g. policy recommendations, tools, new knowledge generated, insights from mutual learning, etc)?
4. What **evidence** do you have that Lab results have created interest/plugged knowledge gaps/been integrated into policy making processes/been used by other external stakeholder groups?
5. In your opinion, what is the potential for the main results of the Lab to lead to **longer-term outcomes and impacts** on policy-making/work of other stakeholder groups? In your view, what those longer-term outcomes and impacts could potentially be?
6. Which **factors could increase and/or impede** the likelihood of the materialisation of these longer-term outcomes and impacts?
7. Could you suggest external stakeholders (preferably policy makers) that could comment more on the (potential) uptake of Lab results in their work?



Annex II: Survey questionnaire

Feedback on the engagement with a FutuResilience project lab

This is a short survey on your experience engaging in the activities of one of the FutuResilience Labs that were designed to help increase societal resilience in the long-term. <https://futuresilience.eu/future-resilience-labs>
We would highly appreciate your feedback. It will take you 5 minutes to respond!

* Required

1. Which FutuResilience lab were you invited to take part in? *

- CO-SIGHT
- MULTILOCAL
- LIQUIDHOUSING
- Slovenian Cybersecurity Lab
- IMMER
- FICTIONS
- TIMES
- BAPAMED
- CHIOS
- MURCIA

2. In your opinion, to what extent the methodological approaches/activities implemented by the FutuResilience lab you took part in contributed to awareness raising about the specific societal challenges (e.g. social integration, housing, disaster relief, skills gaps, etc.):

- To a great extent
- To some extent
- To a small extent
- Not at all
- Do not know

3. In your opinion, to what extent the methodological approaches/activities implemented by the FutuResilience lab you took part in contributed to stakeholder engagement (e.g. interacting with new organisations working on the topic, interacting better with such organisations, etc.)

- To a great extent
- To some extent
- To a small extent
- Not at all
- Do not know

4. In your opinion, to what extent the methodological approaches/activities implemented by the FutuResilience lab you took part in contributed to improved policy making (e.g. new



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policy- relevant knowledge creation, promoting dialogue for better policy design at regional and local level, etc)?

- To a great extent
- To some extent
- To a small extent
- Not at all
- Do not know

5. How would you judge the relevance of the Lab results in your professional or policy work?

- Very relevant
- Somewhat relevant
- Neutral
- Not relevant
- Do not know

6. Please provide example(s) how Lab results were/could be used in your professional work:

[open answer]



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