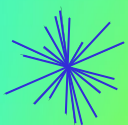


DEMOS HELSINKI

Think tank focused on building a fair, sustainable and joyful societal transformation through anticipatory governance and foresight.



We are a globally operating, non-profit, independent **think tank**. We were founded in 2005 and are headquartered in Helsinki, Finland.



Through **our work**, we offer consultancy services, conduct research, and host a global alliance to reimagine and experiment futures, Untitled.



Our **mission** is to lead societal transformation towards a fair, sustainable and joyful next era.



Our team consists of a community of over 50 curious and kind individuals with a vast international network of partners and contributors.



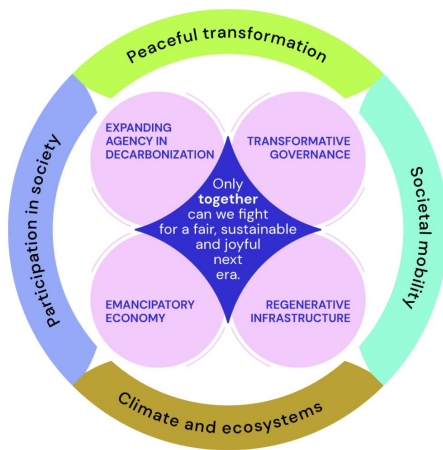
Our impact model focuses on **four leverages of change**: transformative governance, emancipatory economy, regenerative infrastructure, and expanding agency in decarbonisation.



We are **project funded**. Our partners include progressive governments, international organisations, NGOs, corporations, and world-class universities around the globe.

To drive transformation as they should, governments need to be able to anticipate the future.

Governments are increasingly assessed by their ability to balance between short-term needs and long-term vision. Being ambitious with vision while remaining pragmatic in routes forward – this is the key for anticipatory governance.



- ◆ **WE, DEMOS HELSINKI,** promise that our approach aims to...
- **LEVERAGES** for transformation
- **THE HARD LIMITS** that we refuse to cross

Demos Helsinki is built to create societal impact

We are a 50-person, not-for-profit think tank fighting for a fair, sustainable and joyful societal transformation.

We do this through partnering with governments across the world to find ways to work towards better futures in a highly uncertain world.

When foresight is ingrained in everyday governing, a government is anticipatory

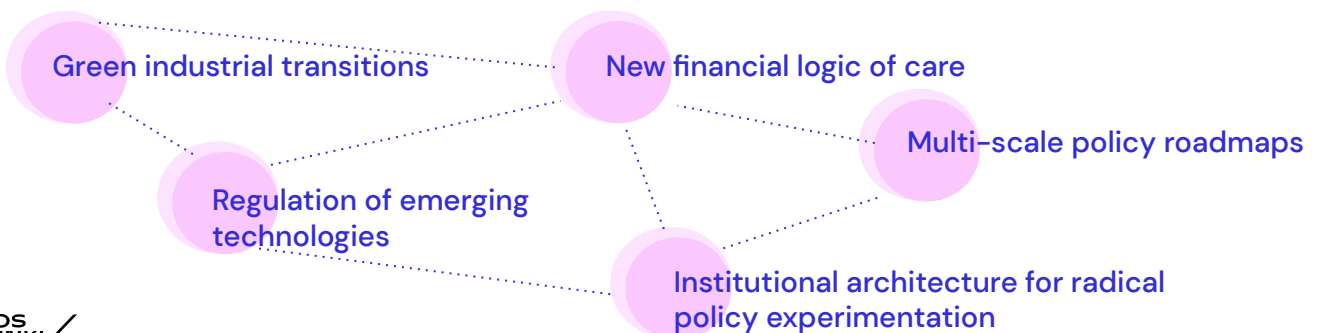
Foresight is critical for governments wishing to apply transformative, impactful policies in a rapidly changing world. Too often, however, foresight within government is isolated into fringe projects with no link to everyday policymaking or governing. For the best effect, foresight should be a core part of the structures and capabilities of government. We call this anticipatory governance.

There is no blueprint for anticipatory governance. Instead, we believe that the pathway to building institutionalised anticipation involves three, interlinked components: foresight, co-creation, and continuous experimentation.

The ability to anticipate promotes a government's capacity to take agency in future events and grasp their real urgency relative to the present.

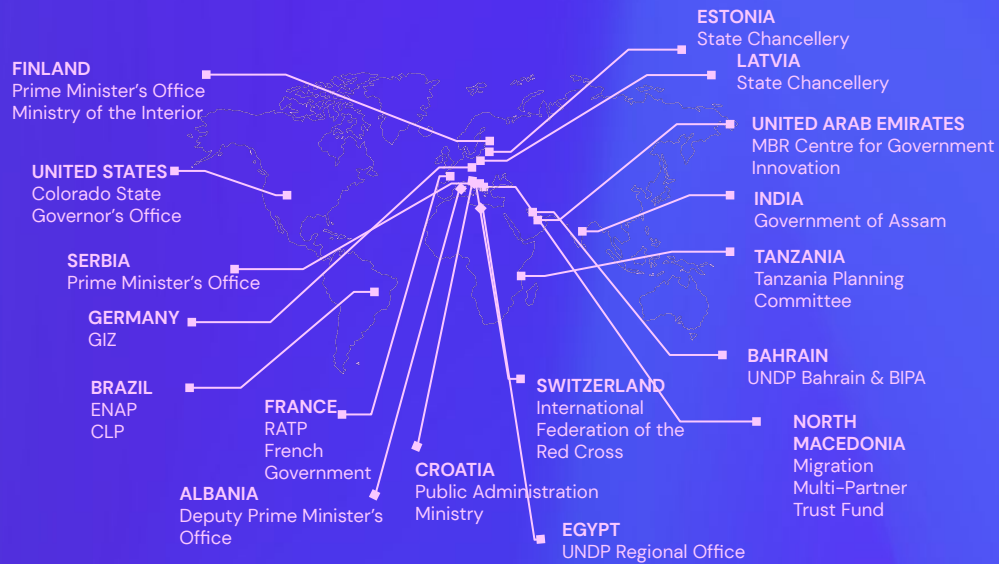
There are several policy areas in which anticipation is needed to support policymaking

We have experience in combining anticipatory approaches to complex policy areas. Examples of these are:



Our work in practice

1. GEOGRAPHY:
We work across the globe, and always work to create best recognised practices.



2. METHODOLOGY:
We bridge predictive capabilities with a keen eye on delivering actionable insights.

Anticipatory Knowledge	Products	Examples of Methods
Predictive ("likely to happen")	An understanding of the <i>expected</i> future	<ul style="list-style-type: none"> Scanning for trends Data analysis Trend extrapolation Artificial Intelligence Methods
Exploratory ("might happen")	An understanding of the range of <i>plausible and potential surprises</i> that policies and institutions are not currently addressing	<ul style="list-style-type: none"> Weak signals Horizon scanning Influence maps Futures Wheel Cross impact analysis System analysis Scenario building Delphi Wild cards
Visionary ("should happen")	An understanding of <i>desirable future</i>	<ul style="list-style-type: none"> Backcasting Design thinking & methods Strategy and vision building Roadmapping

3. RESEARCH:
We connect consultancy work with think tank research.

Links to a range of our publications:

["To change system settings, click here" – white paper on digital futures](#)

[A new ethos for the civil service – white paper on civil service reform](#)

[Anticipatory Public Budgeting: Adapting public finance for the challenges of the 21st century](#)

[An operative model for implementing missions](#)

[The future of democracy and welfare in Europe: 4 scenarios for 2040](#)

[Universalism in the Next Era: Moving Beyond Redistribution](#)

3 Case Examples

Below are three case examples of how we work across different locations and durations, always design a contextualised project approach to best target the needs of the client and context, and innovatively apply strategic foresight methodologies in pursuit of societal impact with tangible outcomes.

Anticipatory Migration Governance in North Macedonia

Client: UNHCR, IOM, UNFPA offices in North Macedonia

Duration: October 2021 – December 2022

Demos Helsinki collaborated with the UNHCR, International Organization for Migration (IOM) and UNFPA offices in North Macedonia to build capacities and systems for innovative, participatory and forward-looking migration management in North Macedonia. This included capacity building sessions for over 300 national stakeholders, the development of an analytical framework suitable to the local context to support the systematic introduction of anticipatory migration governance and policy making, mini-pilots for institutionalisation, and a publication that documented the process and results. This work created new language around the topic of migration and strengthened the agency of policymakers and stakeholders in navigating strategic options.



Model for Strategic Foresight for the Administrative branch of the Ministry of Interior

Client: Finnish Ministry of the Interior

Duration: June 2021 – November 2022

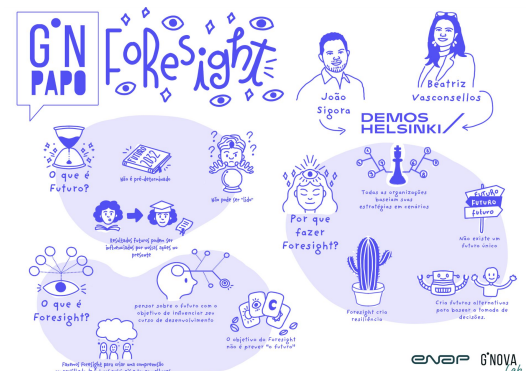
Demos Helsinki supported the Finnish Ministry of Interior in developing a model for strategic foresight for the whole administrative branch. The end result was a governance model for strategic foresight called “The Locomotive”, highlighted by the OECD as an example of a systemic driver for anticipatory innovation. We created a foresight maturity assessment framework for assessing the maturity and quality of foresight activities in the Ministry and Agencies (eg. The National Police, Finnish immigration service and Finnish Border Guard). Later, we made a maturity assessment and gave recommendations based on identified bottlenecks and existing strengths. We then created three models for institutionalising strategic foresight, an experimentation plan based on the chosen model, and created medium-term scenarios with the ministry’s team to support strategic decision-making.

Emerging Connections Programme

Client: ENAP (Escola Nacional de Administração Pública), the National School of Public Administration in Brazil

Duration: June 2022 – December 2022

This programme facilitated meaningful connections in 3 phases to spark a fire in thinking and action on the future of Brazil’s public sector. Phase 1: Spark involved facilitated one-on-ones between influential public officials and thought provokers beyond government to explore emerging futures using horizon scanning. Phase 2: Ignite involved thematic horizon scanning sessions with larger groups. Phase 3: Fire involved a multi-stakeholder, cross-government foresight process involving workshops, narrating 4 scenarios, and a visual map of insights for action. The results were methodologically robust and contextually rich, informing ENAP’s mid-term strategic planning and building capacity for futures literacy.



Meet the Team



Juha Leppänen, Chief Executive

Juha is a public governance expert who has developed Demos Helsinki into a global leader in governance innovation. He helps national and local governments, businesses and NGOs to anticipate and lead key transformations of our century.



Johannes Nuutinen, Lead, International Markets

Johannes' focus is to find global forerunners to partner with Demos Helsinki. He specialises in understanding societal change and helping corporations and societal coalitions redefine their role to answer societal challenges.



Mikko Annala, Team Lead, Transformative Governance

Mikko leads our Transformative Governance team which evaluates, develops, and proactively innovates public administration approaches to 21st century governance across dozens of countries worldwide.



Oona Frilander, Senior Consultant

Oona uses foresight to understand rapid transformation of public, private, and third sector operational environments. She is also a lecturer in Futures Studies and Scenarios through the Future Research Center of the University of Turku.



Mikael Sokero, Senior Expert

Mikael manages and develops a diverse, global portfolio of capacity building training for civil servants. Sokero specialises in foresight and anticipatory governance, policy advice and strategic experimentation.



João Sigora, Senior Expert

João builds public servants' capacity for reimagining and co-creating preferable futures. He previously worked for 8 years in the Brazilian government and holds a Masters in Public Policy from the University of Oxford.

*based in Spain



Vera Djakonoff, Expert

Vera focuses on foresight and innovation policy, and has led projects in social innovation, digitalisation, and other future-oriented policy realms. She specialises in the interface between policy and communication.



Iacopo Gronchi, Expert

Iacopo is a policy expert and a MPhil/PhD Candidate at the UCL Institute for Innovation and Public Purpose (IIPP). His work sits at the crossroads of governance, policy analysis, and public administration.

*based in London



Lilybell Evergreen, Expert

Lilybell works on various governance topics with a focus on coordinating our climate governance thinking including helping governments and cities to align their climate ambitions and targets with their governance approach and actions.



Theo Cox, Senior Expert

Theo focuses on exploring new visions for the economy and bringing these to life with pragmatic interventions. He holds a first class degree in Philosophy, Politics and Economics from the University of Oxford, and an MSc in Development Studies from the London School of Economics.

*based in Bristol, currently visiting Helsinki