



Advancing the 2030 Agenda in a Context of Uncertainty

- The use of Strategic Foresight for Adaptive and Future-Ready SDG Strategies

Welcome and Context

5 partners presenting:

- CPSI South Africa
- OECD
- SOIF
- UNDP
- UNESCO

Agenda 2030

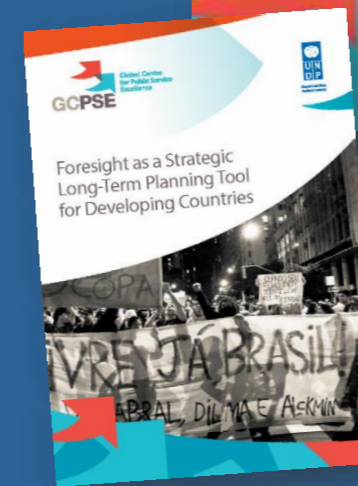
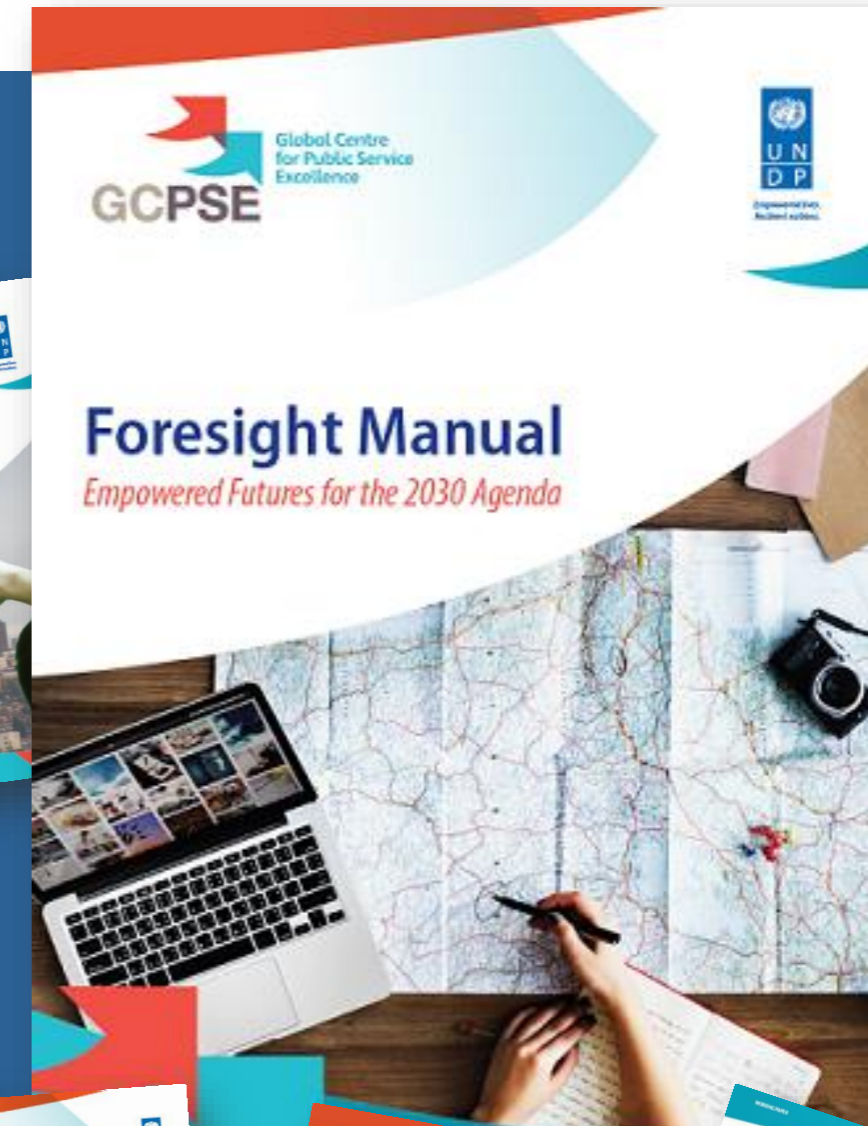
- The World We Want
- a Futures exercise
- How will 2030 look like?



UNDP's Empowered Futures Initiative

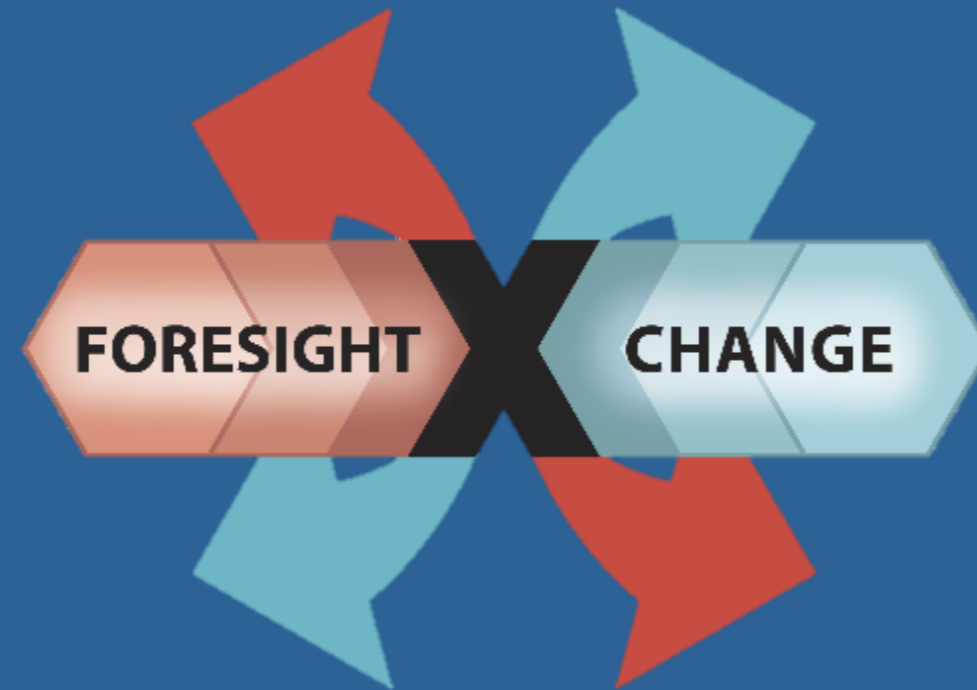
Knowledge Products

- Stewardship for the Future – Using Strategic Foresight in 21st Century Governance
- Foresight as a Strategic Long-term Planning Tool for Developing Countries
- Africa and Foresight – Better Futures in Development
- Foresight: The Manual (2015)
- Foresight Manual (2018) – Empowered Futures for the 2030 Agenda



foresightXchange Event Series

- Multi-country & region workshop series
- Considers utility and potential linkages of foresight in various environments
- Asks how to best develop capacities to apply and institutionalise foresight

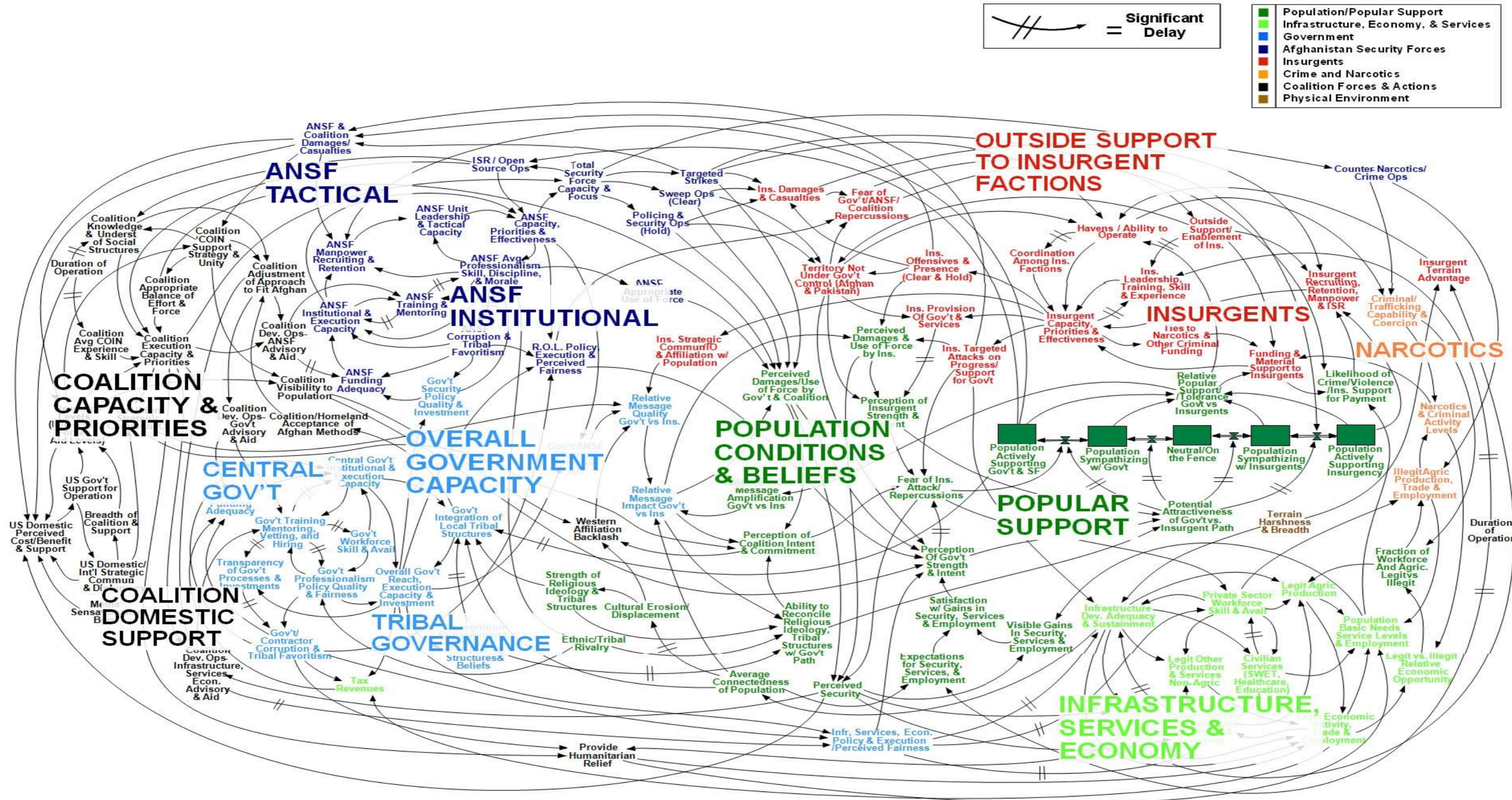


- Tonga (Participatory Visioning)
- Rwanda (Strategic Planning & WOGA)
- Maldives (Civil Service Reform & National Development Strategy)
- Central Asia Region / Kazakhstan (Civil Servant 2.0)
- UNDP Headquarters (Future of Development Finance)
- Pacific Islands / Fiji (Resilience for New Realities)
- Mauritius (Towards an Innovative Public Service)
- Africa Region / South Africa (Foresight in the Public Sector)
- Sri Lanka (Innovation)
- Philippines (National Planning & Visioning)
- Malawi (National Planning & Visioning)
- Cape Verde (Strategic Opportunities)
- Cambodia (UN Coordination)
- *Pakistan (Sub-National Planning on SDGs)*
- *Tokelau (Youth Engagement and National Vision)*

Complex Policy Environment

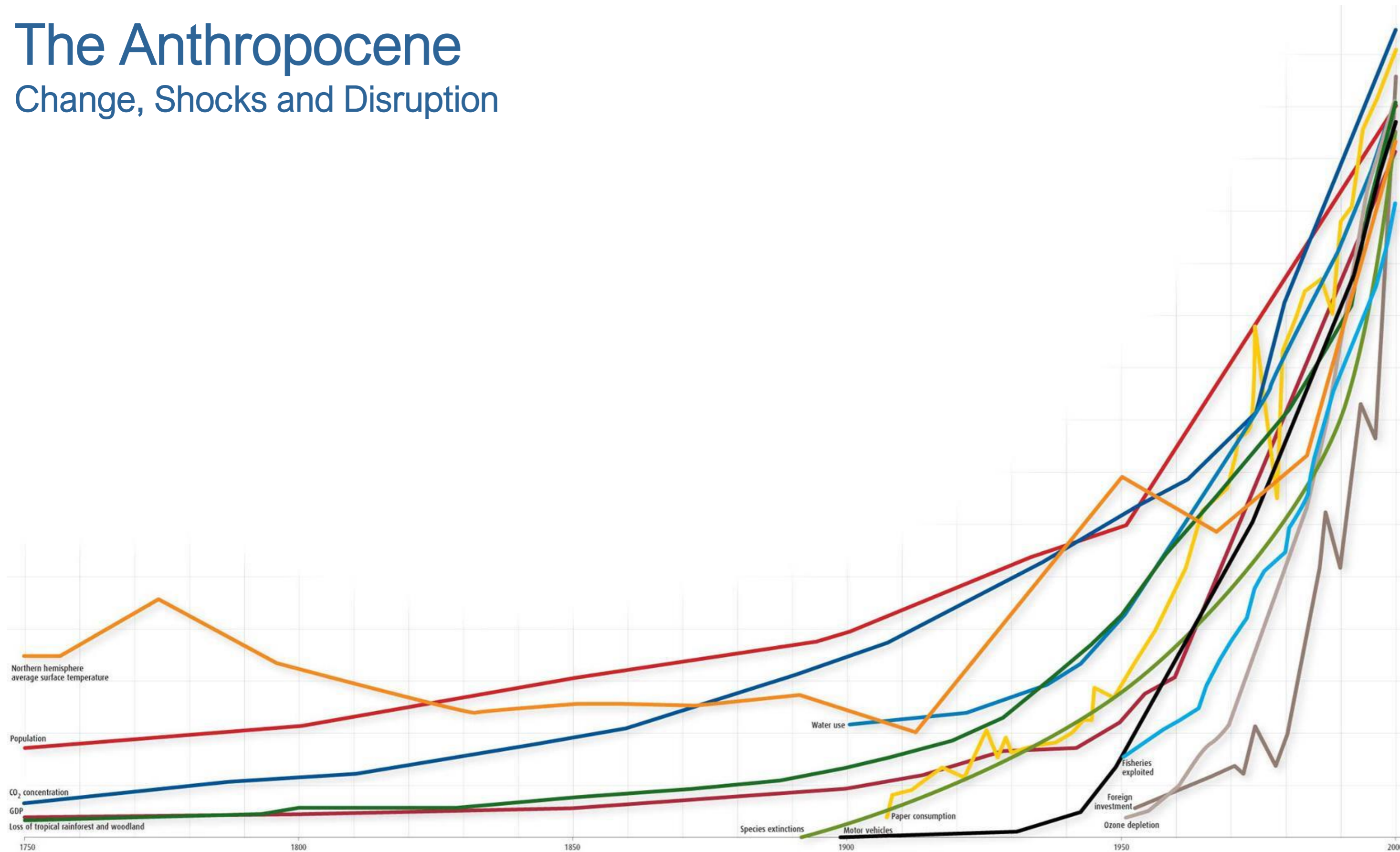


System Dynamics



The Anthropocene

Change, Shocks and Disruption



Technology

Change, Shocks and Disruption



Societal Change

Change, Shocks and Disruption



NEOM – Megacity project

- \$500 billion megacity, 10,000 square miles (33xNYC)
- Neo + “m” for the first letter in mustaqbal (“future”)
- Northwest coast of the country on the Red Sea, even reaching north into Jordan and across the sea, via a bridge, into Egypt.



New Agents of Change



New Approaches Needed

We need new tools to:

- Gather Intelligence about the Future
- Identify Emerging Strategic Opportunities
- Measure (Cross-Sectoral) Impact of Policies
- Enhance our Ability to Spot Risks / Opportunities
- Increase our Ability to Anticipate and Adapt
- Engage Unusual Suspects / New Change Agents



- A process for making JUSTIFIED statements on possible future events, based on quantitative analysis and DATA modelling.



- A systematic, participatory, future-intelligence gathering and medium-to-long term vision building aimed at enabling present-day decisions and mobilizing joint action.

European Union For-Learn Project



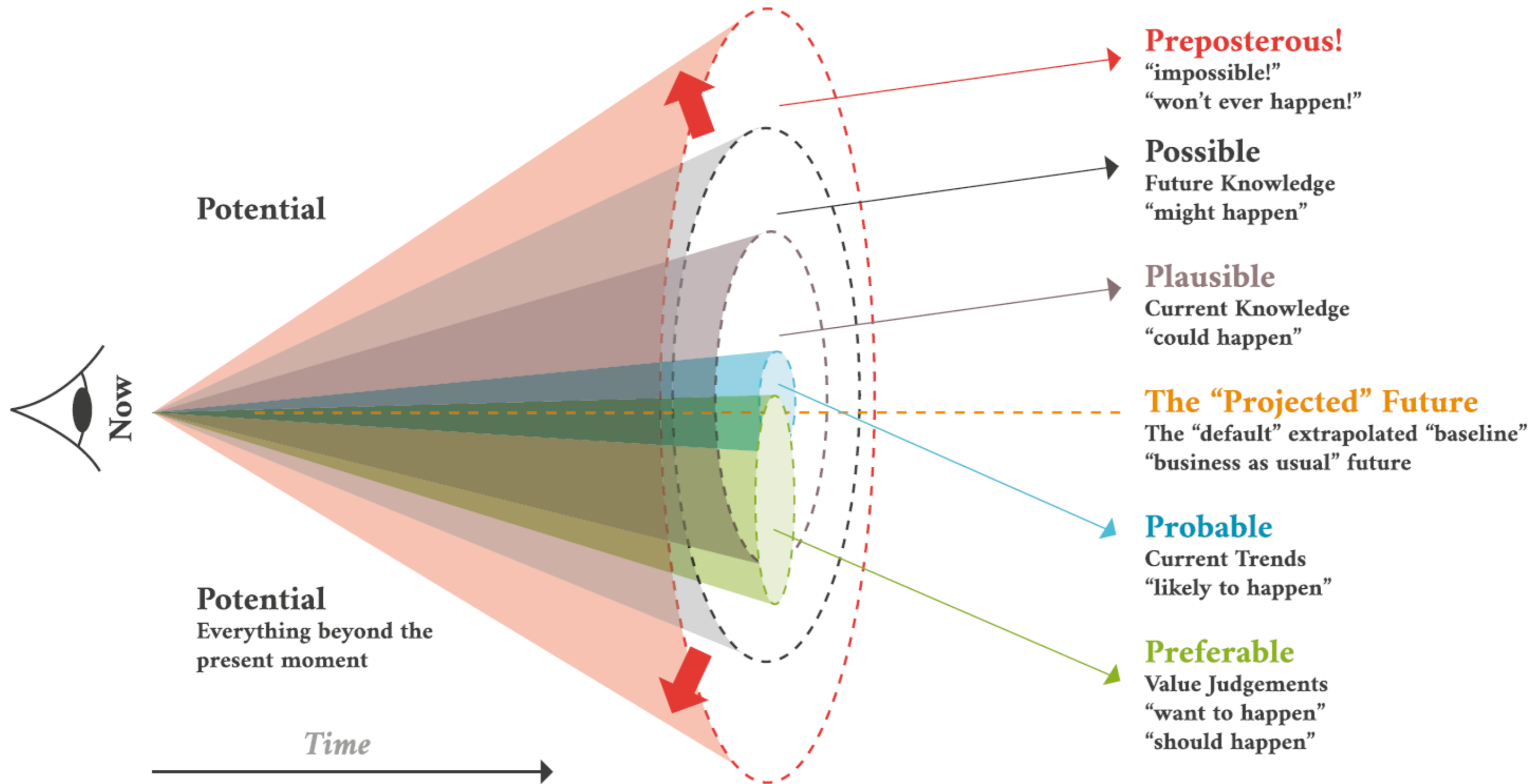
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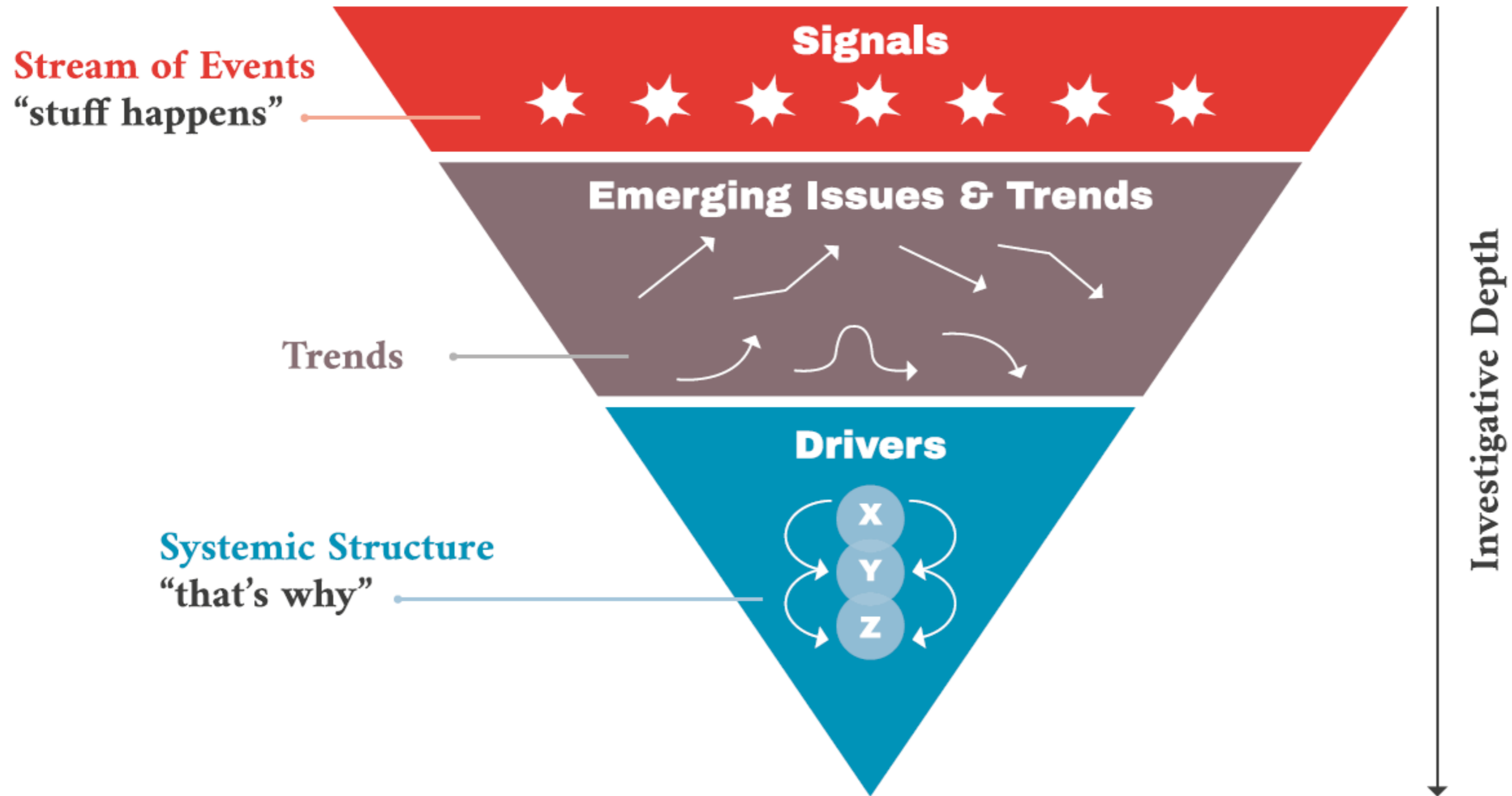
@ArndtHusar



Understanding and creating futures



Gaining insights from future(s)



Wide range of methods



Empowered futures approach



EFI
EMPOWERED
Futures Initiative

- ***Visionary foresight*** >> Alignment of Development Visions
helps to create empowering narratives about the place of communities, organisations and countries in a rapidly transforming world.
- ***Strategic foresight*** >> Anticipatory Governance & Strategic Management
identifies those strategic opportunities in the emerging future that will accelerate achievement of visions such as the SDGs.
- ***Adaptive foresight*** >> Resilient Policy Planning
strengthens the resilience of policies and planning to attain meaningful change in people's lives.
- ***Creative foresight*** >> Policy and Public Service Innovation
innovates public services design and delivery, leveraging technology, collective intelligence and active citizen's engagement.

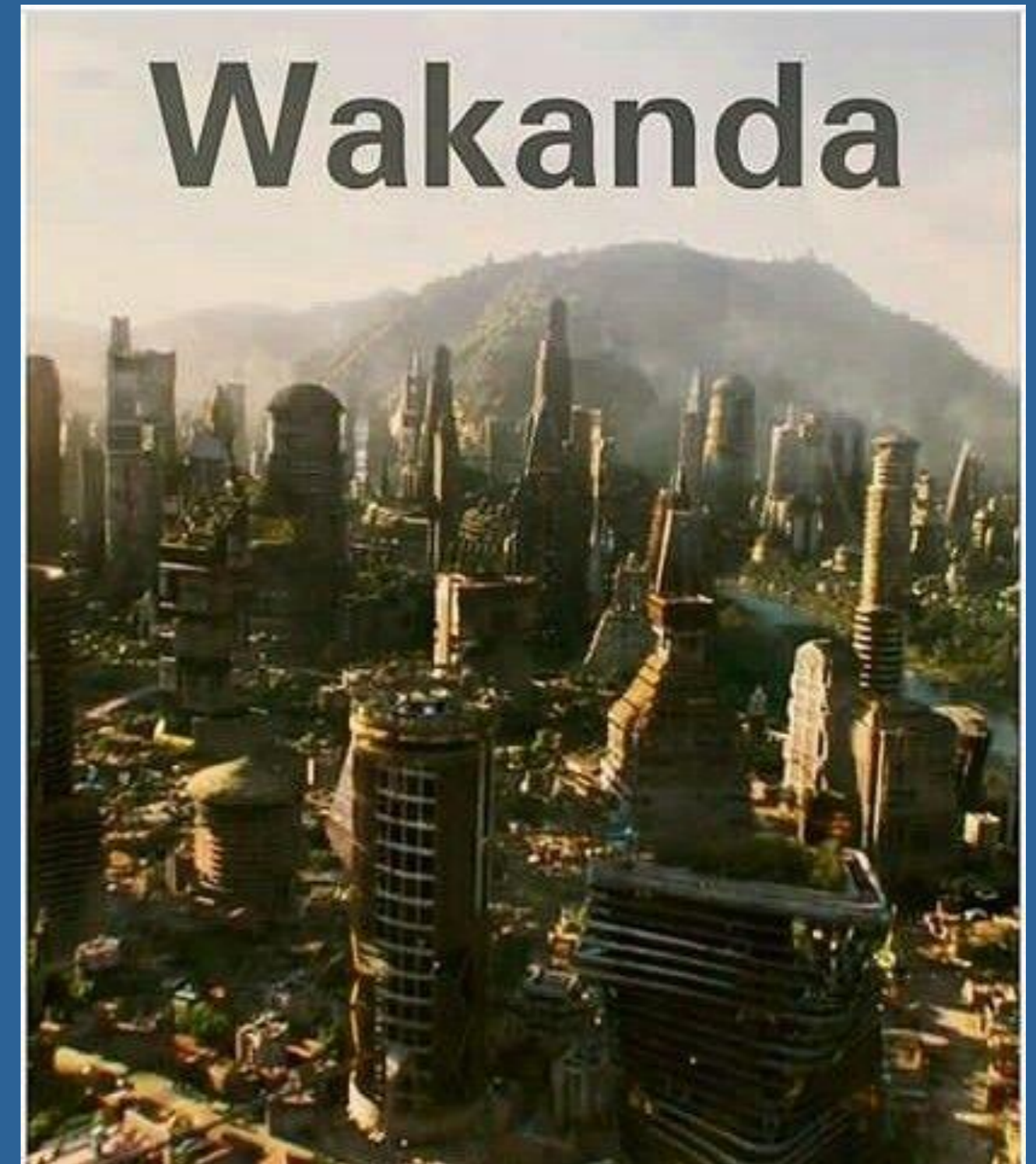
The Power of the Future

*Hope, fear, motivation,
perception, action.*

Everyone 'uses-the-future'.

Too often people's futures are
colonized.

Too often we think that the only
way to 'use-the-future' is in
order to colonise tomorrow.

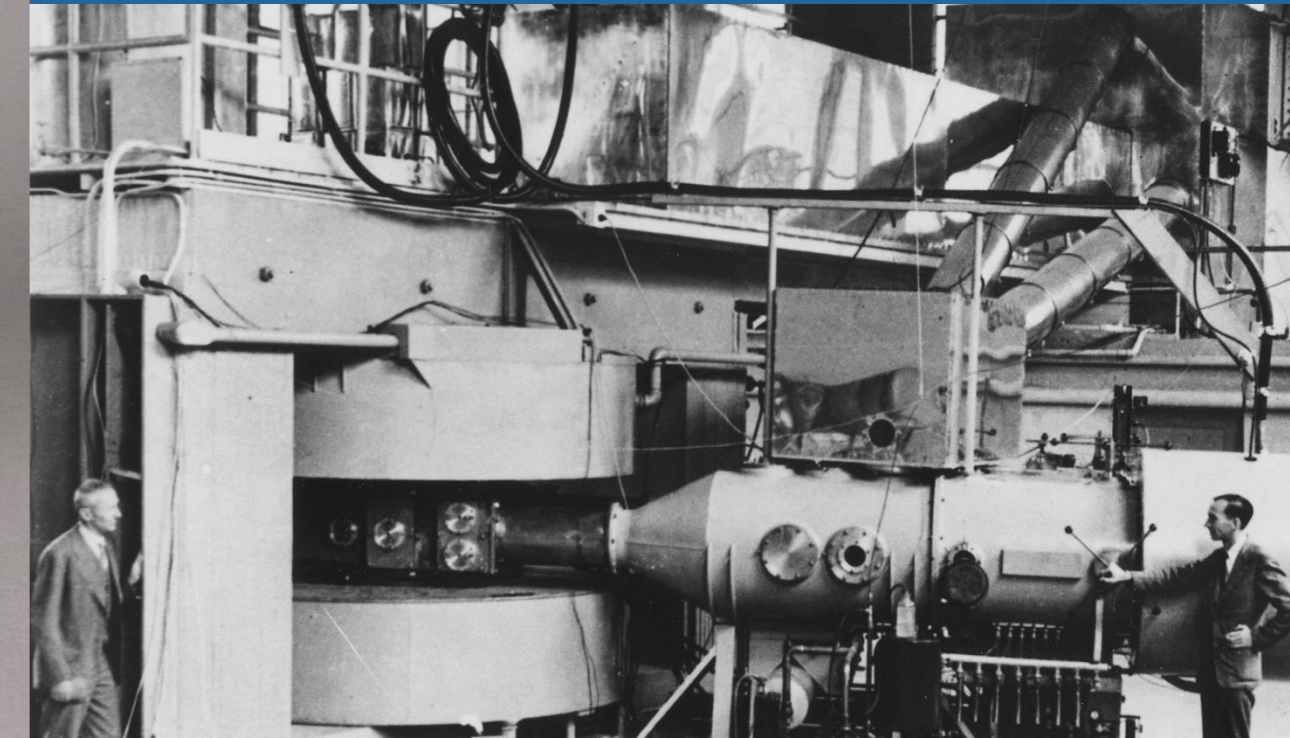
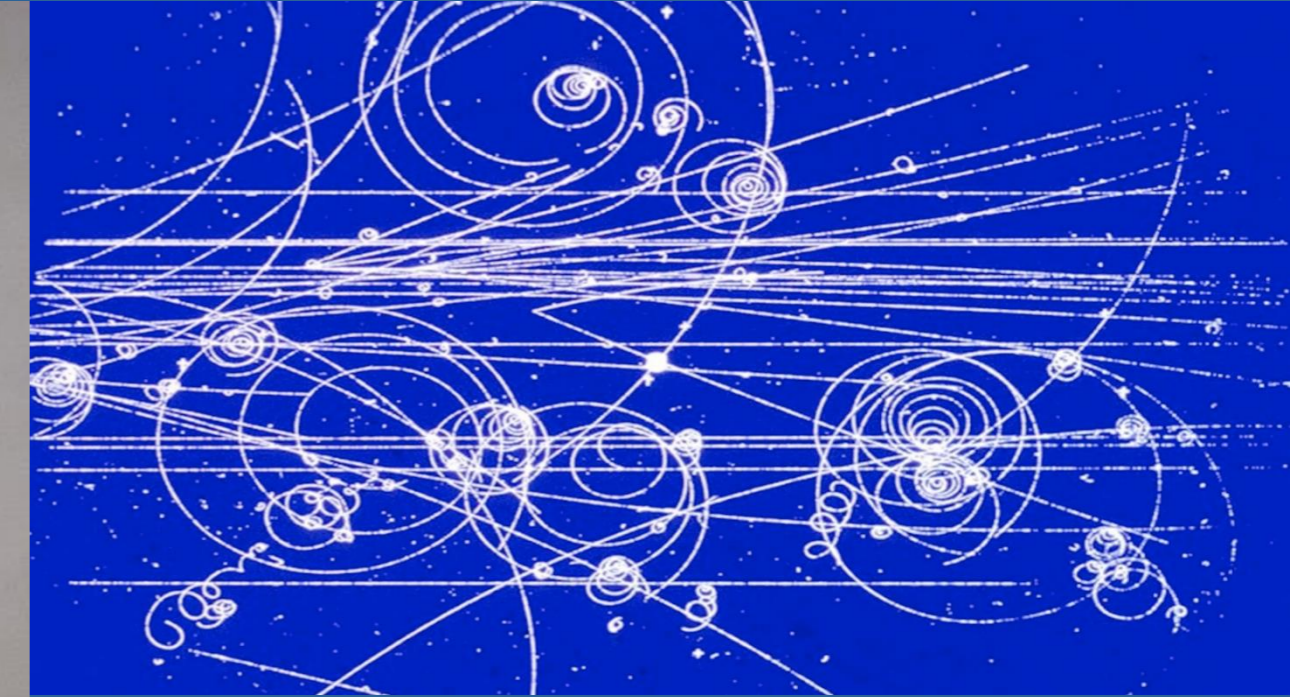


Futures Literacy

The future does not exist in the present but anticipation does. The form the future takes in the present is anticipation.

How to become better at using our imaginations?

Understand ‘anticipatory assumptions’ – the frames, narratives and variables that shape what we imagine.



Design Principles

Theory and practice of anticipation.

Futures Literacy Framework provides a basis for determining why and how we want to 'use-the-future'.

We can decide what role we want the future to play in what we see and do. And we can decide which anticipatory assumptions are put in play.

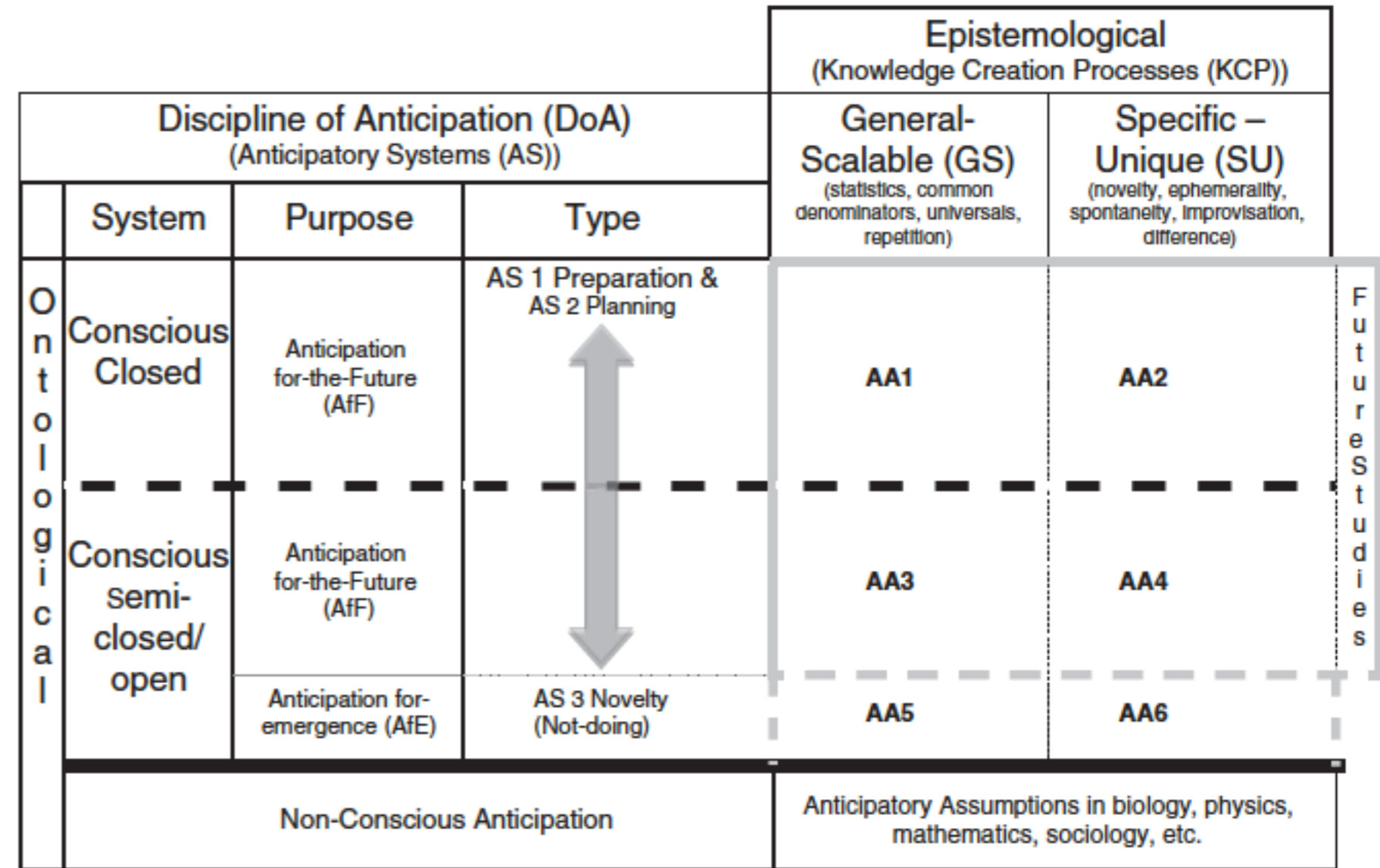


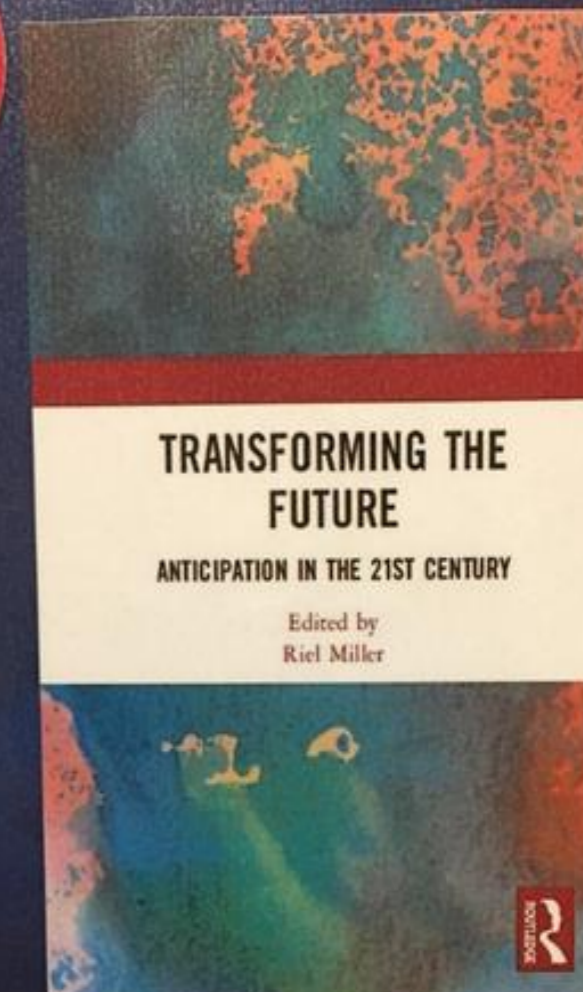
Figure 1.1 A framework for describing and researching Futures Literacy

Transforming the Future

Futures Literacy Laboratories 2012 to 2018



New



Transforming the Future

Anticipation in the 21st Century

Edited by Riel Miller

Murmuration

Building Futures Literacy

The challenge of living with complexity, diversity and the 'capacity to be free' (Sen).

Living the past, present and future – perception as action. Distinguishing 'search' and 'choice'.

Spontaneity turns uncertainty into an asset. Inspiration and assemblages. Means as ends. Values now as legacy.

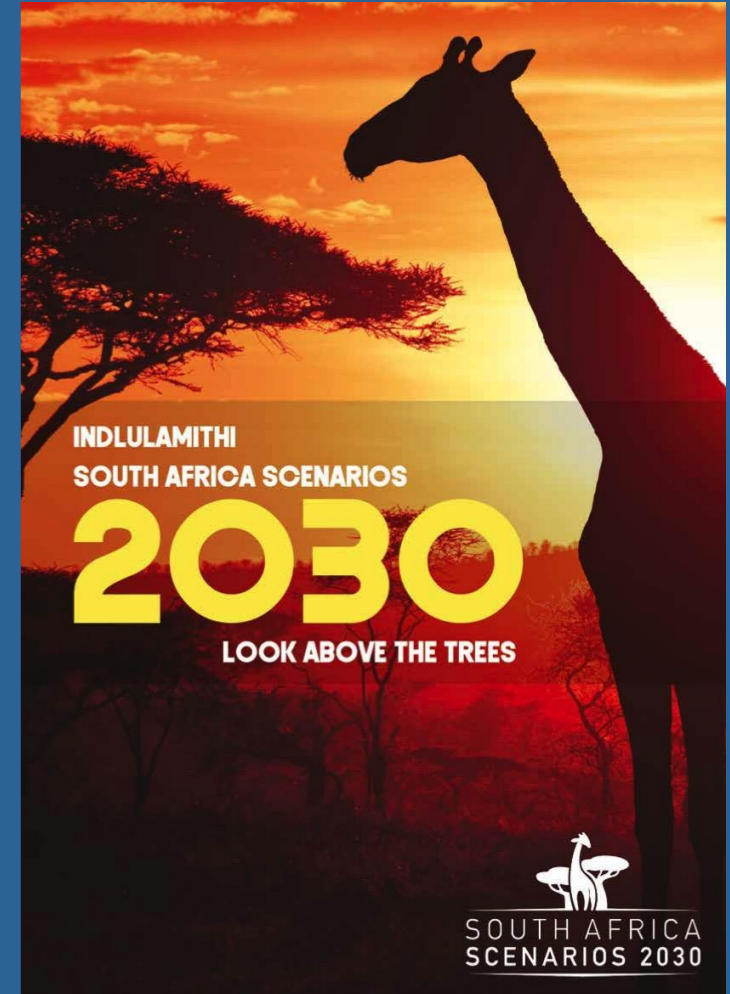
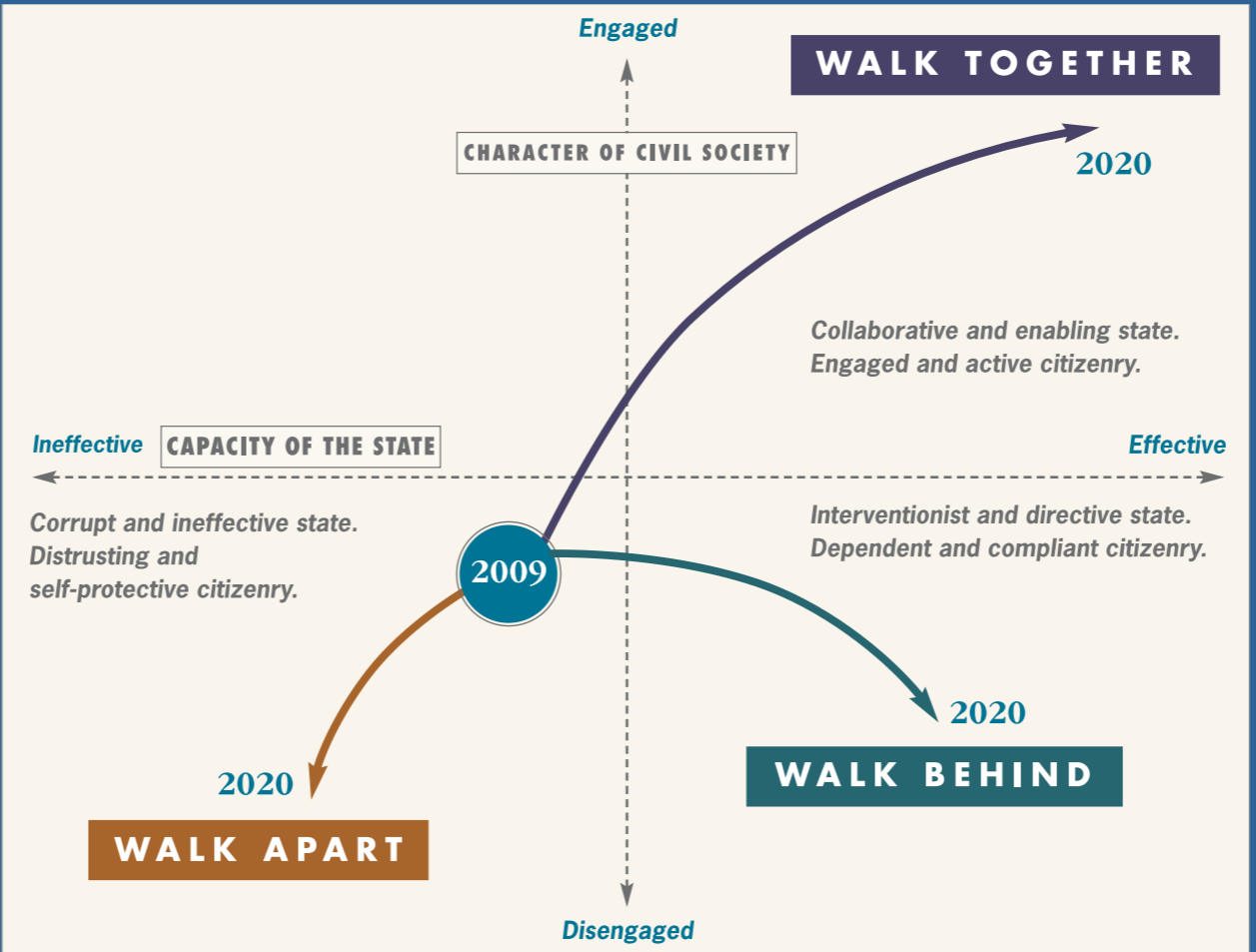
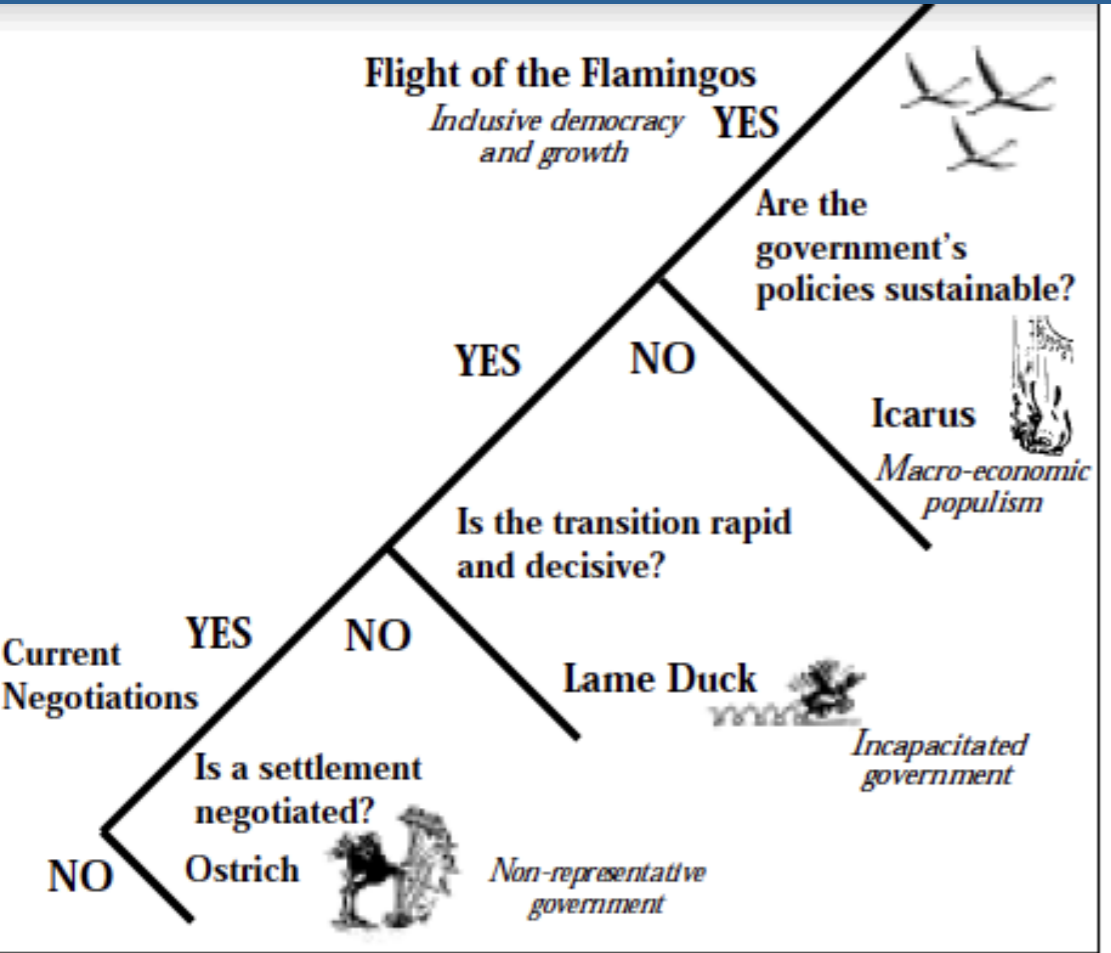


Foresight in Developing Country Contexts: Capacity

Do not underestimate the ability of Developing Countries to do Foresight

Do not underestimate the potential (positive) impact of Foresight for Developing Countries

E.g. there is strong scenario planning capacity achieving great accuracy and broad acceptance but limited long-term follow through



Empowered Futures in Africa (Malawi, Lesotho, Rwanda, Cabo Verde, South Africa)

- Long-term planning slowly gaining traction across the continent
- SDGs provided opportunity to fast-track long term planning
- Need to innovate strongly expressed
- **Mostly** driven by development partners (flag)
- Requires significant **mindshift** from here-and-now (reactive governance) to future-in-the-making (anticipatory governance) – development partners too
- The curse of the LOGFRAME vs The power of the CONVERSATION (“What is the process...?”)
- Strong leadership required - leadership changes pose serious risks to sustainability

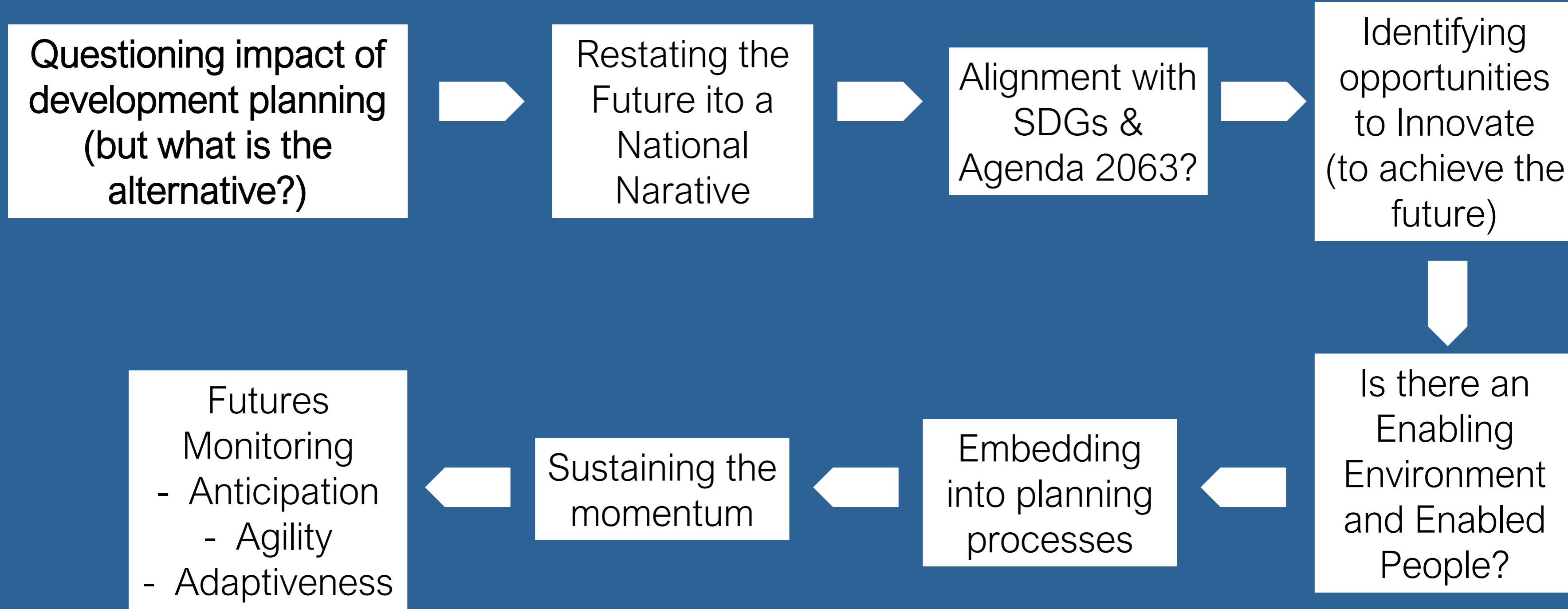
When faced with external shocks, the typical reaction from African policymakers is to reduce the long-term development budget and protect recurrent expenditures.

Njuguna S. Ndung'u

Former Governor of the Central Bank of Kenya

Associate Professor of Economics, University of Nairobi, Kenya

Foresight in Developing Country Contexts: Some observations



Rwanda as Regional Technology Leader

- *Beyond Kigali*
- *Six additional cities*
- *Inclusive, safe, resilient and sustainable*



Mauritius: a Smart Island

- *Smart Cities*
- *Innovative Civil Service*
- *Regional Transport Hub*



Lesotho

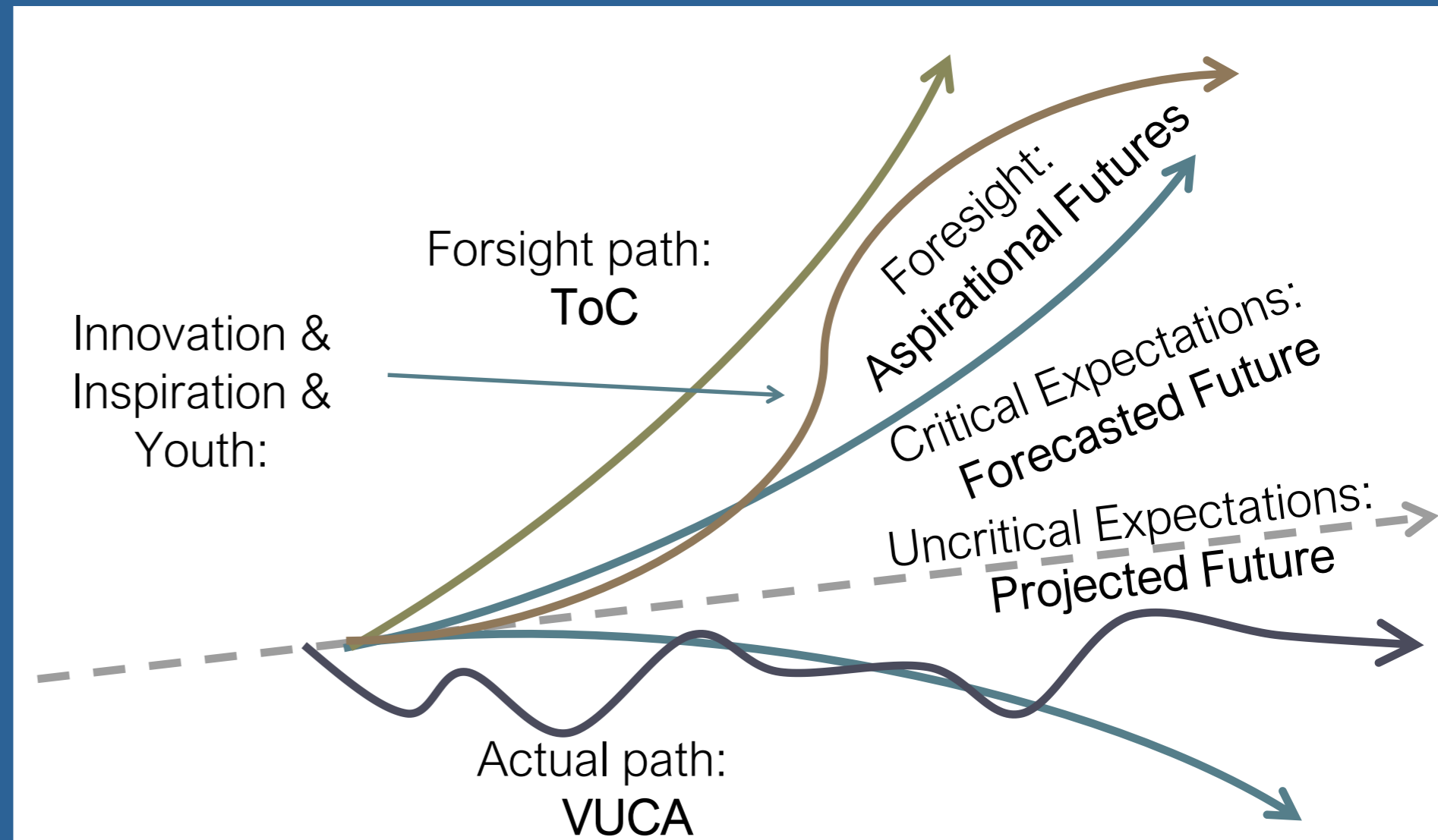
- *Leverage “tourism for good” and technology to reduce cost of delivering health supplies in remote communities.*
- *Water, water, water – but going to South Africa.*



Going sub-national/city level to localise long-term planning and incorporate foresight into the annual planning processes

Challenge 1

- Achievement of planning targets \neq development impact
- National discourse not always local discourse
- M&E driven compliance – targets may be SMART but not ambitious, synergic, innovative, catalytic, tactical or opportunistic



Going sub-national/city level to localise long-term planning and incorporate foresight into the annual planning processes.

Challenge 2

- Targets are not met or impact is low, and
 - *growing citizen dissatisfaction with poor delivery and corruption,*
 - *high Cost of Employment in the Public Sector,*
 - *Over reliance on political economy*
 - *Over reliance on development support*

Foresight provides for opportunities to transcend the current state and jointly innovate towards (an) aspirational future(s)

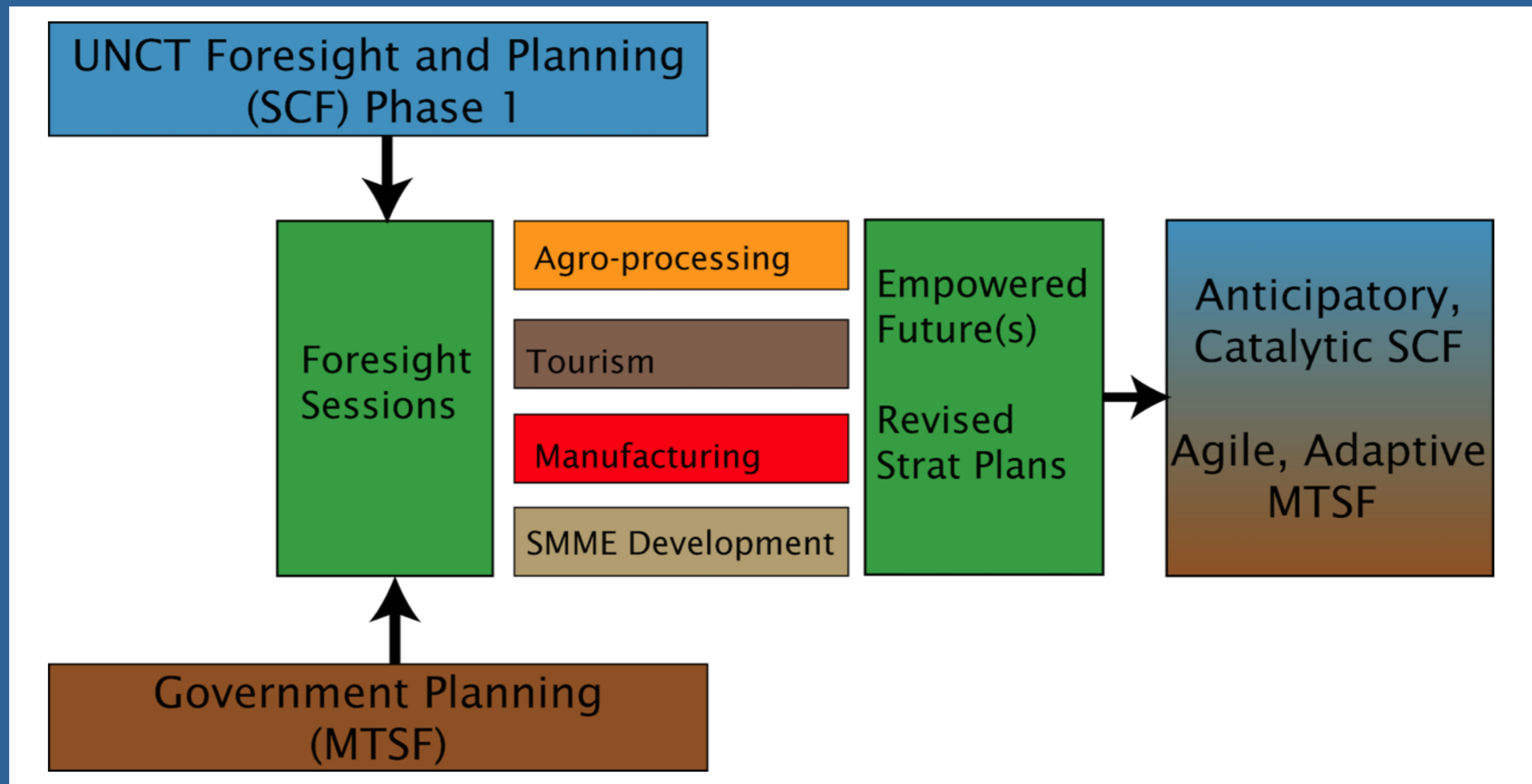


Foresight in Developing Country Contexts

Final words:

Development Partners cannot lead Foresight, at least not before doing Foresight themselves

Foresight is your future legacy



Foresight in Developing Country Contexts



Nelson Mandela 1918 - Forever. #BeTheLegacy



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Government Component
Centre for Public Service Innovation
REPUBLIC OF SOUTH AFRICA



Strategic Foresight for Better Policies: Using Scenarios at the OECD

By Duncan Cass-Beggs
OECD Counsellor for Strategic Foresight

Mandate to strengthen foresight capacity and use:

- In the OECD
- By governments
- In high level policy dialogue

In a time of rapid change and rising uncertainty, responsible policy-making requires considering and preparing for the unexpected

- Identify emerging trends and disruptions (Exercise)
- Explore digital transformation and potential scenarios
- Describe use of scenarios with OECD and Governments

Exercise: Potential Disruptions (in pairs)

Question:

- What emerging trends or potential disruptions do you see that could impact cities and communities in the coming 10-15 years?

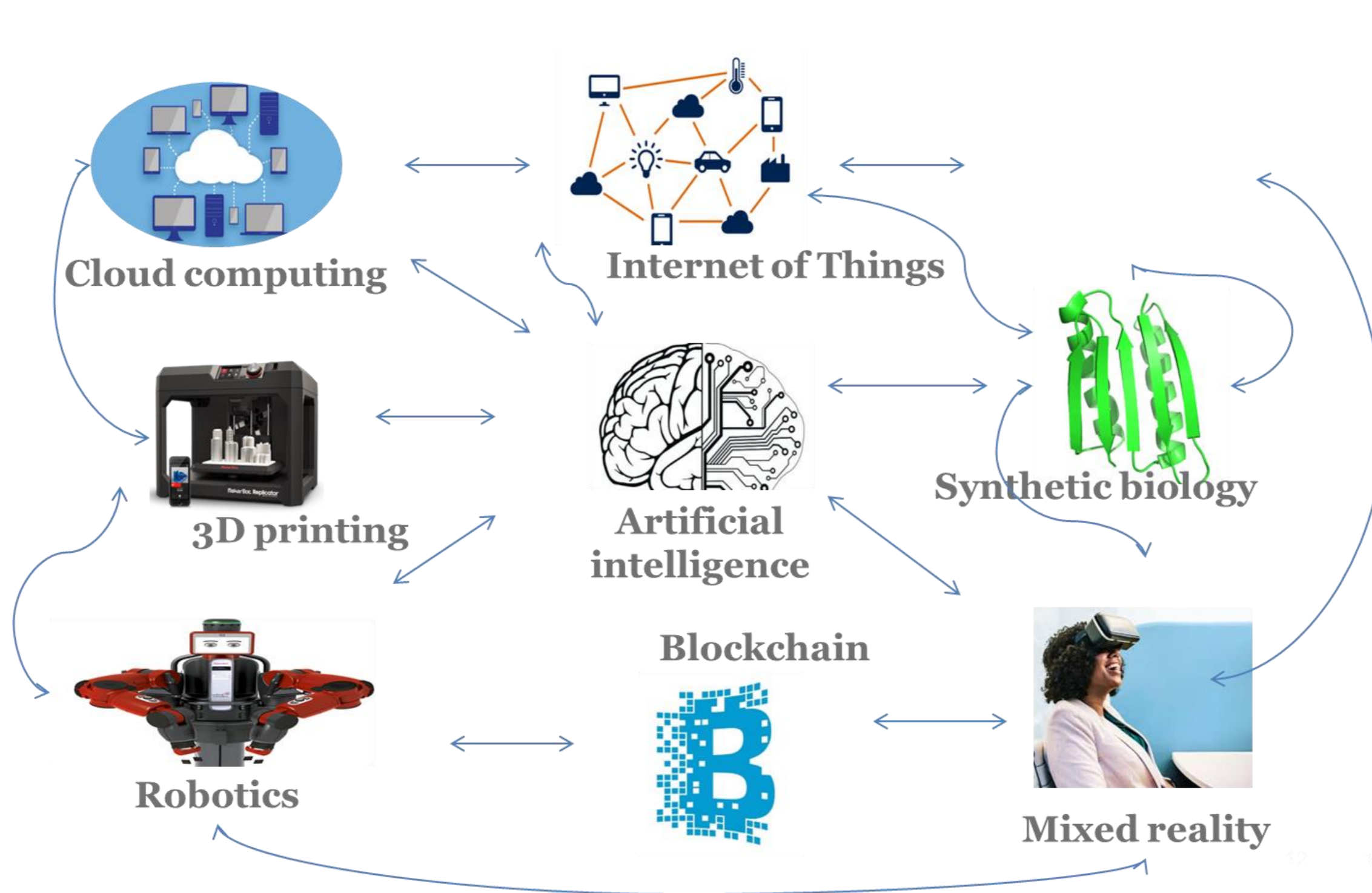
(5 minute discussions +10-15 minutes report back)



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- Part of a broader “Going Digital” initiative at OECD
- Scenarios exercise aimed to explore “what if” digital transformation happens faster than expected
 - Critical uncertainties
 - Alternative plausible scenarios
 - Implications for policies

Foundations of “hyper-digital” futures in 2030



What if? Plausible common elements of 'hyper-digital' futures in 2030

- Universal connectivity to digital work, learning, business opportunities
- Digital business models disrupt most industries
- Physical production increasingly local and automated
- Most global trade is in digital files
- Most Internet users in Asia and Africa
- Larger, older, healthier population
- Decentralized energy and post-carbon economy

Some key critical uncertainties about the future in 2030

- **Who controls the data**
 - Individuals
 - Governments
 - Corporations
 - Nobody?
- **Market structure**
 - a few global tech platforms
 - continuous decentralised disruption?
- **International trade**
 - digital free trade
 - new frontiers in cyberspace?
- **Internet**
 - globally integrated
 - national/regional blocks?
- **Technological unemployment**
 - low
 - high?
- **Nature of work**
 - More self-employment and gig-work?
- **Well-Being**
 - Less or more inequality?
 - Better or worse mental health and long-term happiness?
- **Security and Privacy**
 - Low or high cyber risk?
 - The end of privacy?
- **Governance**
 - What role for governments in the global digital economy?
 - What new forms of global governance could emerge?

Draft Scenarios

Scenario 1 iChoose	Scenario 2 Platform Governments	Scenario 3 Corporate Connectors	Scenario 4 Artificial Invisible Hands
			

Scenario 1: iChoose

E.g.: Every human has a digital window to free, unlimited, virtual education, work, society...

- What if people can work and learn from anywhere, urbanization slows, and communities compete for residents on the basis of quality of life?

Scenario 2: Platform Governments

E.g. Some governments take active role in building digital economy. Becomes successful new model.

- What if countries introduce complete forms of virtual and digital government?

Scenario 3: Corporate Connectors

E.g. A small number of global tech corporations become intermediaries between producers and consumers.

- What if firms compete to bring cities and communities into their respective 'smart city' platforms?

Scenario 4: Artificial Invisible Hands

E.g. Super-abundance of data and AI enables a hyper-decentralised, connected world.

- What if the coordination functions previously performed by governments and firms are performed instead by multiple Artificial Intelligences?

Sample engagement questions:

1. What if these scenarios occurred?

2. What new challenges and opportunities?

3. What implications for decision-making today?

- OECD provides customised strategic foresight workshops and processes
 - National SDG strategies
 - Specific SDGs or thematic issues
 - Digital Transformation Scenarios
 - Building anticipatory capacity in government

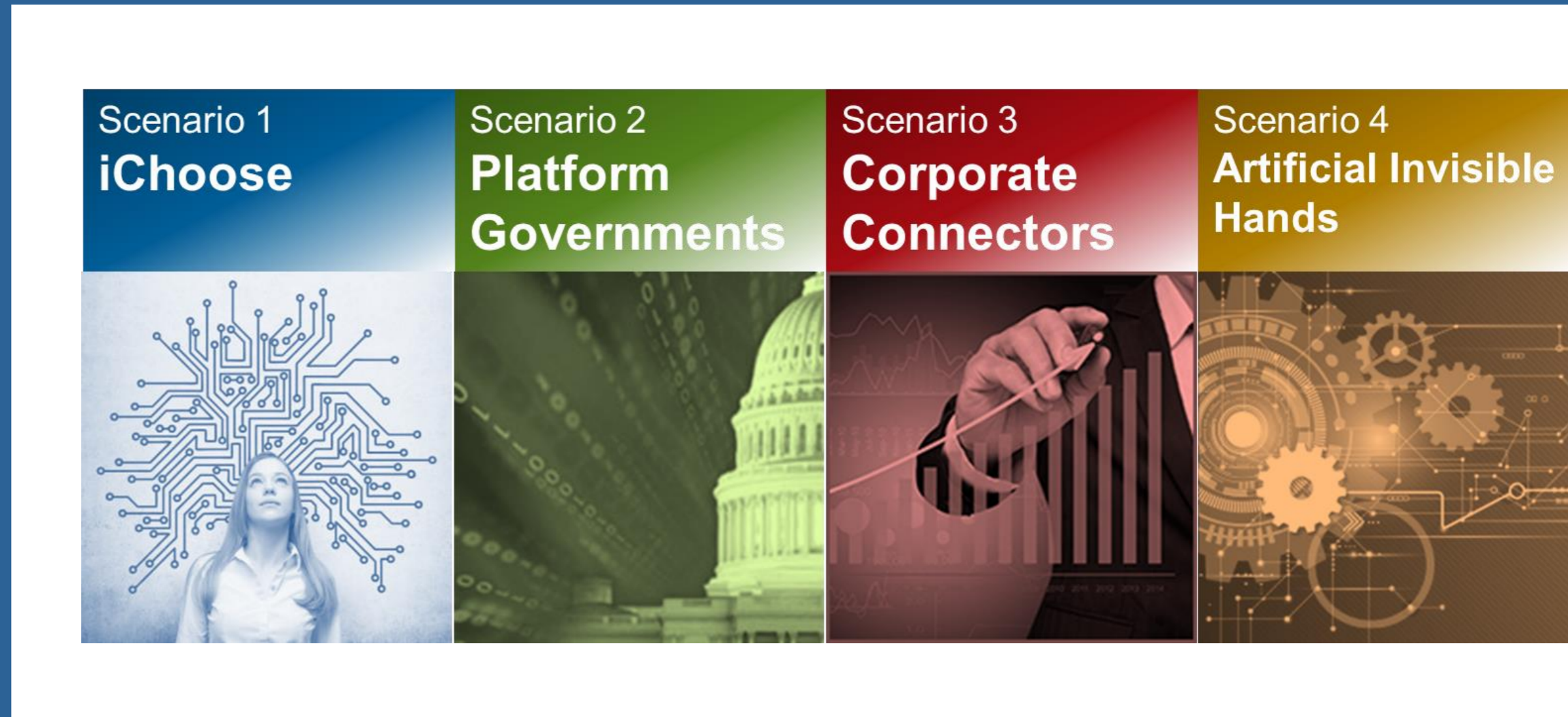
- For more info:

duncan.cass-beggs@oecd.org



Welcome back

Before we begin, a quick recap on the scenarios Duncan outlined earlier...

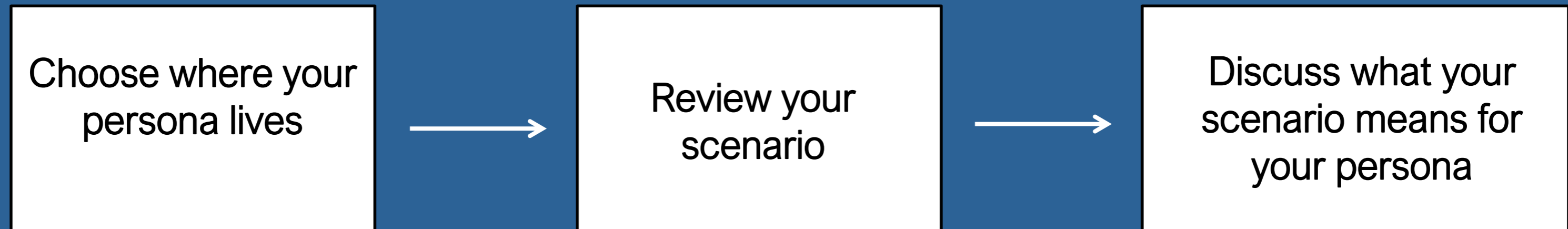


Using Personas to explore scenarios

Using the scenarios previously described, we're going to explore implications from a variety of different viewpoints.

The exercise is 11 minutes – then debrief after

There will be three stages:



1 - Form a group of 3 with the people you are sitting next to

2 - Agree between yourselves which country you want to represent

National Policy Maker

- Has been involved in policy work for 15 years
- Has worked across economics & health portfolios at government level

Entrepreneur

- Moved to city 3 years ago
- Involved in technology start-up developing big data applications

Local Policy Maker

- Has worked for local authority for 10 years
- Worked for 9 years in urban planning and has now moved to promoting economic development

Citizen

- Has always lived in the same city
 - Now works as contractor in digital economy
- Has 3 children under 10 years of age

You have been assigned a scenario:

Scenario 1: iChoose

E.g. Some governments take active role in building digital economy. Becomes successful new model.

=>The rate of urban migration slows and cities need to compete to encourage people to move

Scenario 2: Platform Governments

Some governments take active role in building digital economy. Becomes successful new model

=>Countries introduce complete forms of virtual and digital government

Scenario 3: Corporate Connectors

A small number of global tech corporations become intermediaries between producers and consumers.

=>Investment funding for services and infrastructure will only be provided to locations with 'smart city' platforms

Scenario 4: Artificial Invisible Hands

Every human has a digital window to free, unlimited, virtual education, work, society...

=> The functions previously performed by governments and firms will be performed instead by multiple decentralised Artificial Intelligences

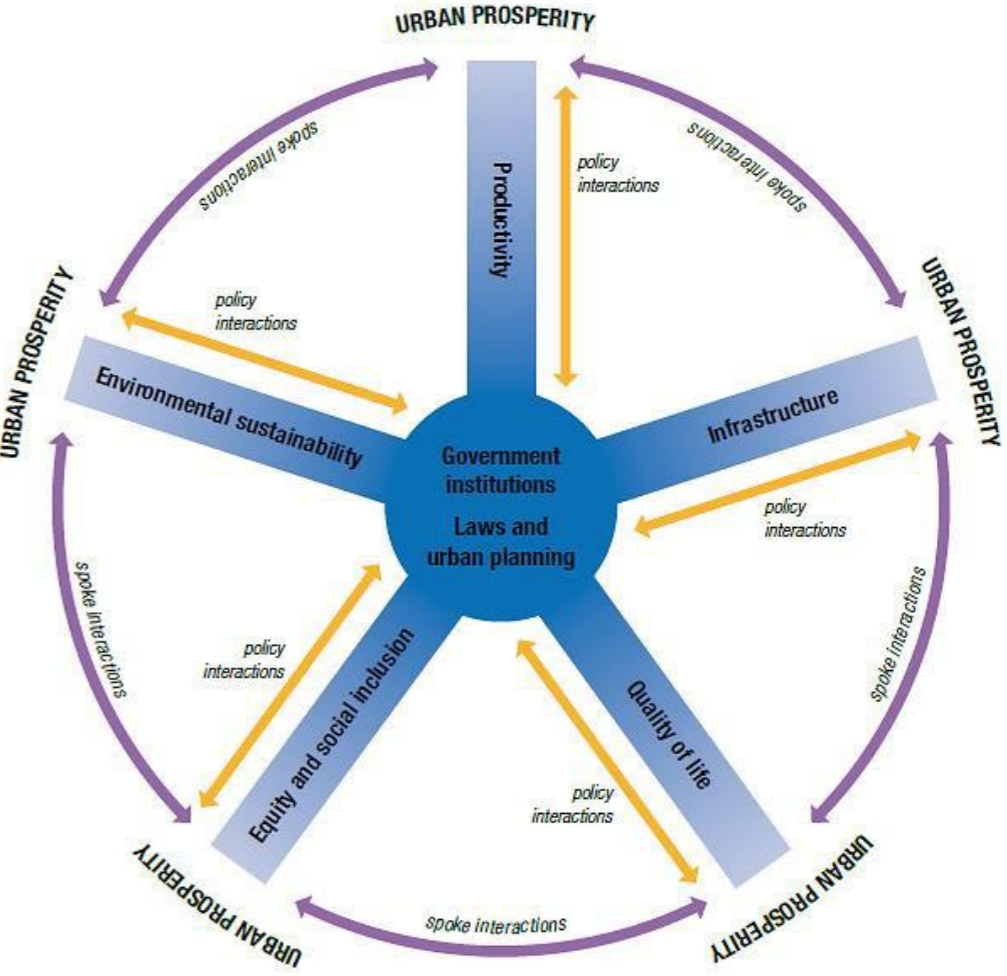
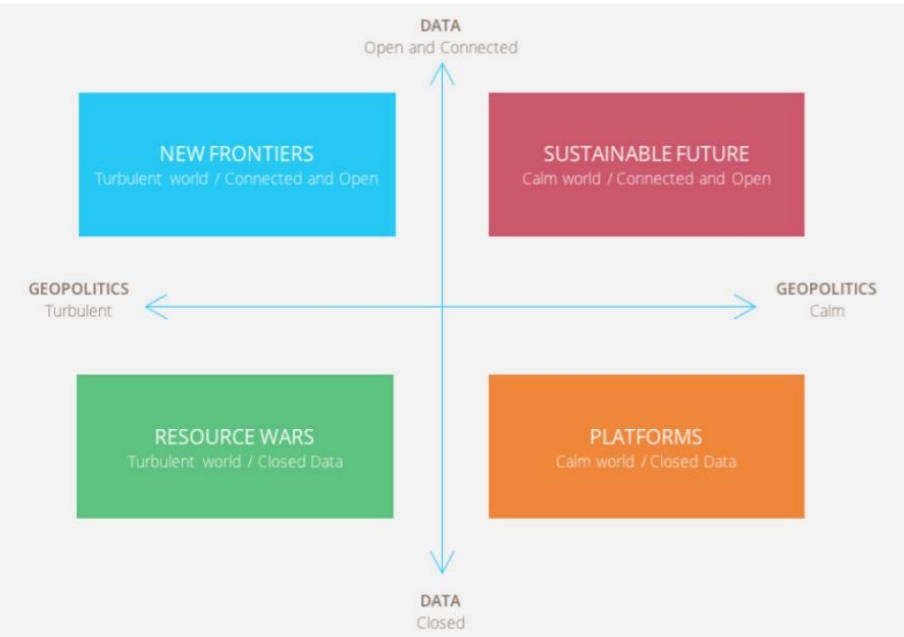
What are the emerging opportunities for your persona in your city in 2030?

- Write down 3-4 sentences
- Include any other implications or thoughts that arise...

Exercise debrief



Examples of scenarios projects



““[We] need enhanced capabilities in foresight methodologies and approaches that take volatility and complexity as their starting point to generate insights that enable transformative actions towards inclusive and sustainable development”

UN Secretary General report on the 2030 Agenda

What is a scenario?



FP Wakanda Shakes the World

What does it mean for an African nation to lead the global future?

BY JENNIFER WILLIAMS | APRIL 1, 2018, 10:00 AM



Norbert Haguma 诺贝尔 @nhaguma · 1m

Great review of @theblackpanther by my friend @gateteviews "It is funny how the real African continent and African people are closer to Wakanda a fictitious city, than it is to the miserable, hellish continent depicted by western media and religions."



Black Panther: Africans can project no limits to the...

My friend who'd bought a ticket to go see Black Panther was told by her sneaky 12 year old that the film was about a comic superhero. She gave him the ticket inst...
newtimes.co.rw

1 Retweet Like Message



Norbert Haguma 诺贝尔 @nhaguma · 1m

" #BlackPanther 🐾 does not show a gifted black individual as an outlier, an accident of nature, it shows a mighty extended society, living in the normalcy of abundance, cohesion and power" #BlackPanther 🐾 #RwandaToWakanda

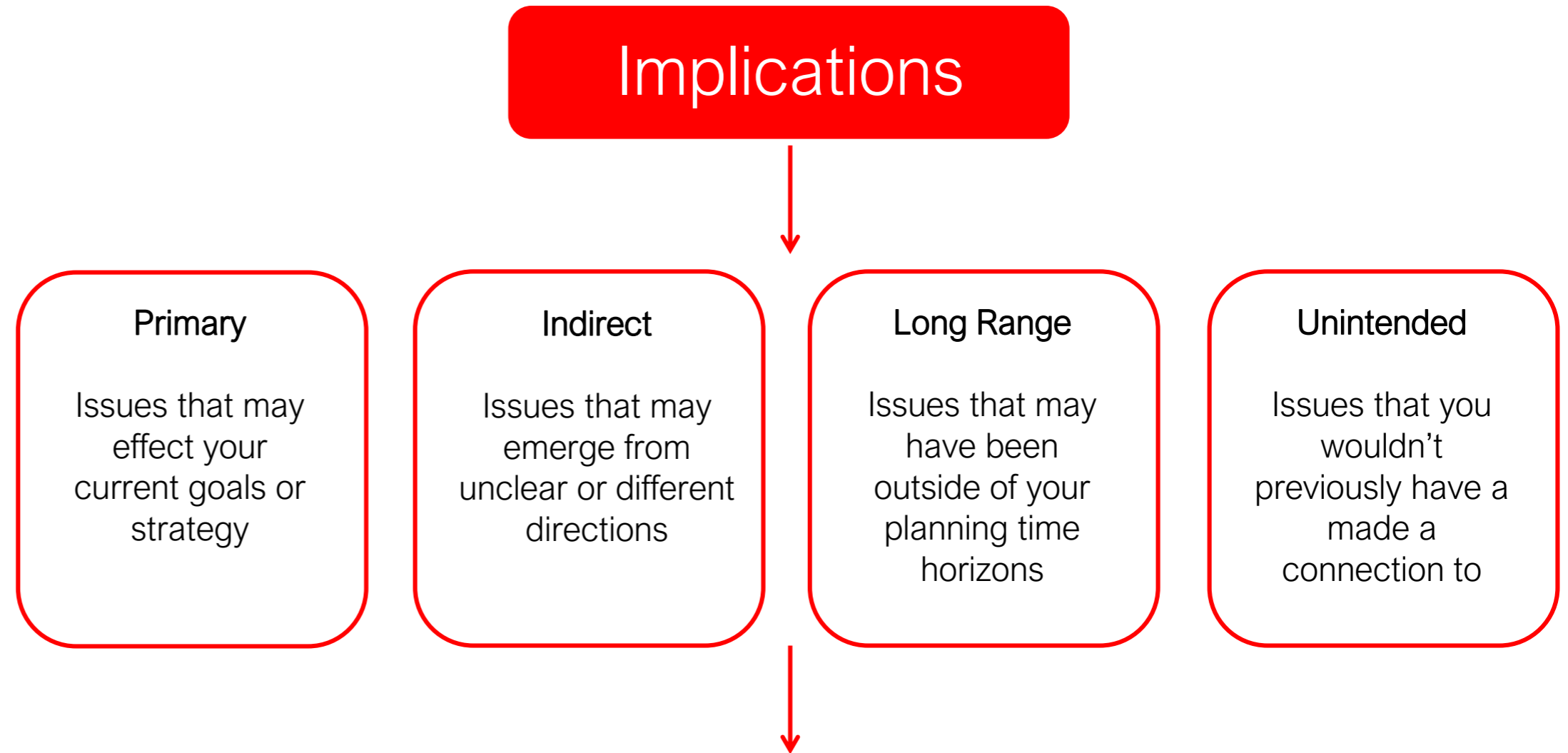
Retweet Like Message



Using scenarios for implications

Scenarios allow us to create a range of coherent, contrasting alternative views of the future, but...

So what?



Vision: make strategic choices to shape the future you want

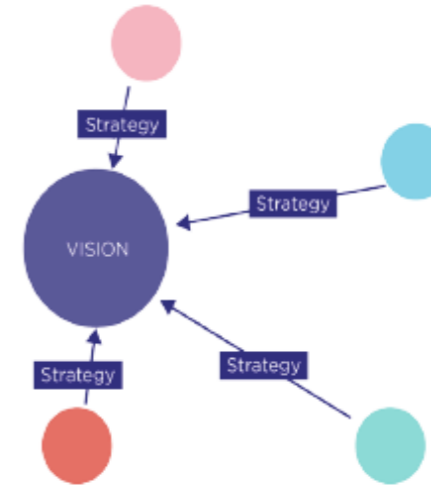
Manage risk: build preparedness for alternative possible futures

Organisational Agility: create adaptive, future-ready & alert organisations

Ways of exploring implications

Visioning

You can use a set of scenarios to help you create a desired future. Look across your scenarios to identify key implications and challenges



Wind-Tunnelling

Used to stress-test goals and objectives against different future scenarios. It can also be used to assess the implications and risks of going with your desired policy response

	SCENARIO 1	SCENARIO 2	SCENARIO 3	SCENARIO 4
POLICY 1	✓	✗	✓	⚙️
POLICY 2	⚙️	✗	⚙️	✓
POLICY 3	✓	⚙️	⚙️	✓
POLICY 4	✗	✗	⚙️	✓

- ✓ WORKS
- ⚙️ NEEDS MODIFICATION
- ✗ DOES NOT WORK

Back-casting

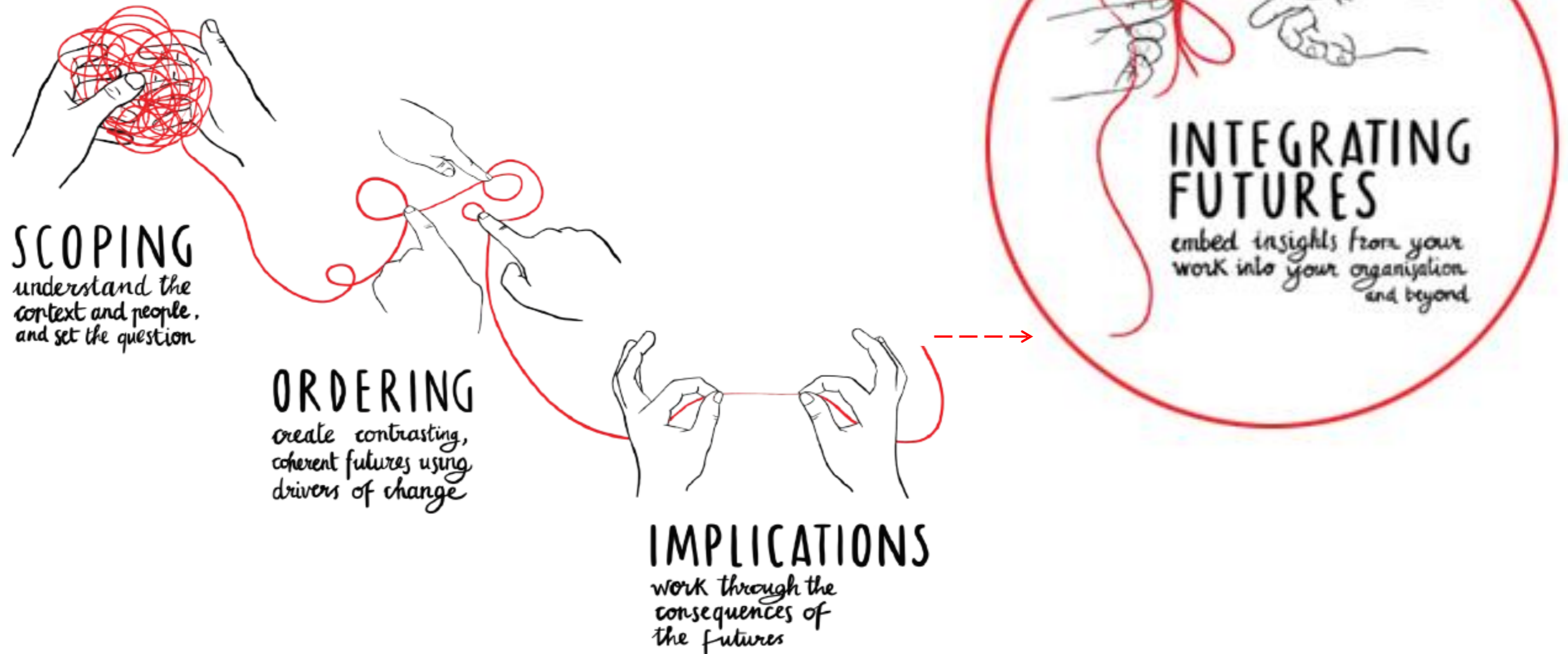
Starting in the future and working back, this can help you to understand and explore alternative future paths to the future and explore their implications



Four steps to Foresight with Impact

THE SOIF LEARNING JOURNEY

Better decisions today for a better future tomorrow



To get impact, we must integrate insights

Integrate futures into your organisations....and your cities...



Structure & culture



Staff and leaders (champions)



Processes



Communication

Next step: engage the Next Generation



Young UN
Agents for Change



Joseph Jaworski Next Generation Foresight Practitioners Prize

A new award recognising the next generation's endeavours to shape our futures

Closing date July 1st 2018

For innovative Millennial practitioners, especially in Africa and Asia *

Collect & share stories of: Community Futures, Sustainable Futures, Innovative fu

* And recent second career foresight practitioners



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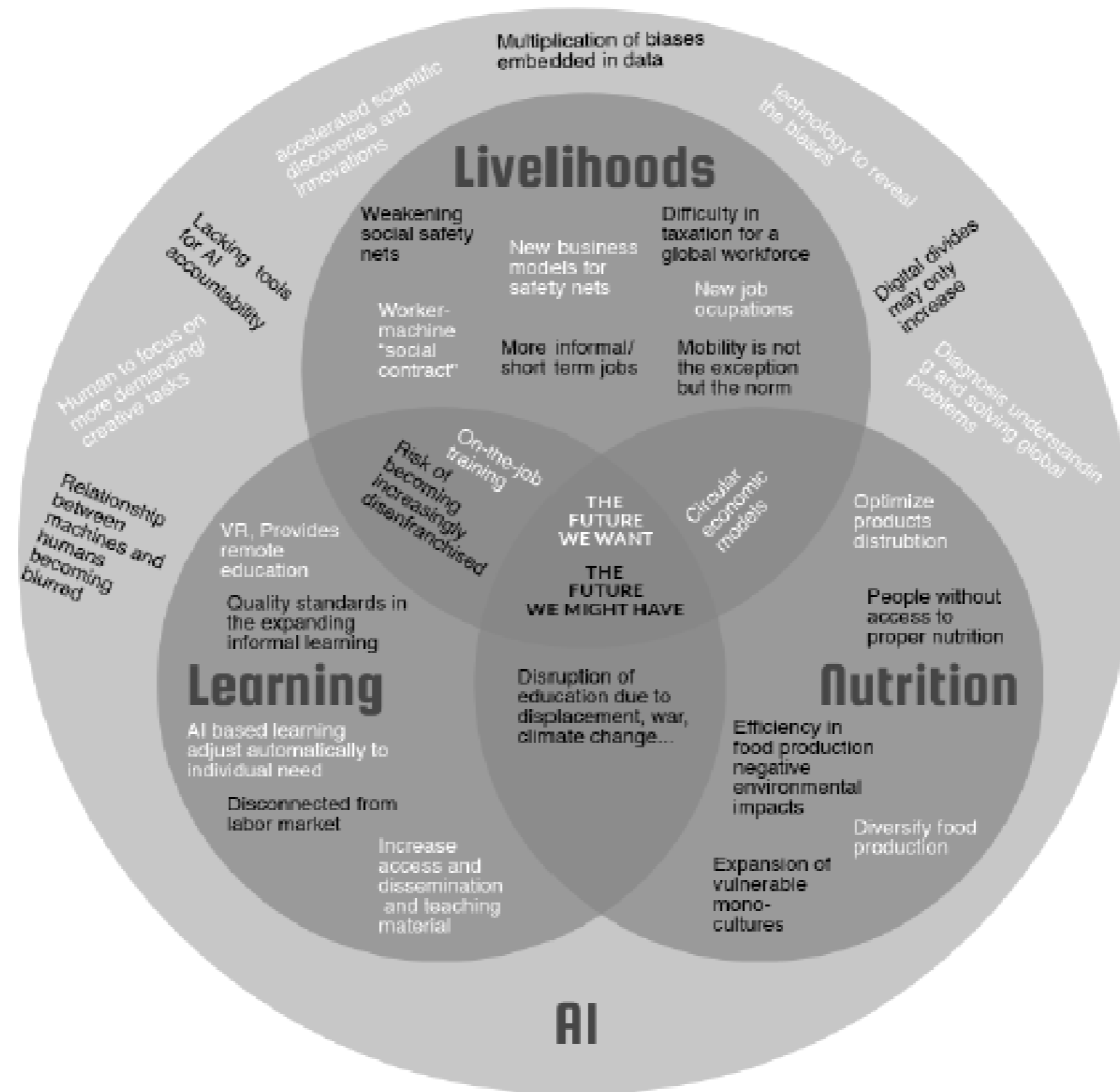
1) Organisational Agility

- Flat structure, collaborative, no-silos, global network
- Open ideation & testing of new approaches

2) Visioning

- Crowd-sourcing of scenario building, idea-hackathons
- Bottom-up systems analysis

The world we want in 2030



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What might you do next?

So what?

Now what?



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@CatTullyFOH



Thank you!



Cat Tully,
SOIF Founder &
Managing
Director

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<http://bit.ly/foresight-feedback>



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