

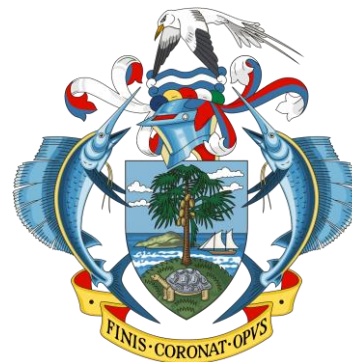
ATI WEBINAR SERIES

Strategic foresight for strategic planning, policy making, and budgeting

Webinar AFRITAC - March 2024



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THE THEORY



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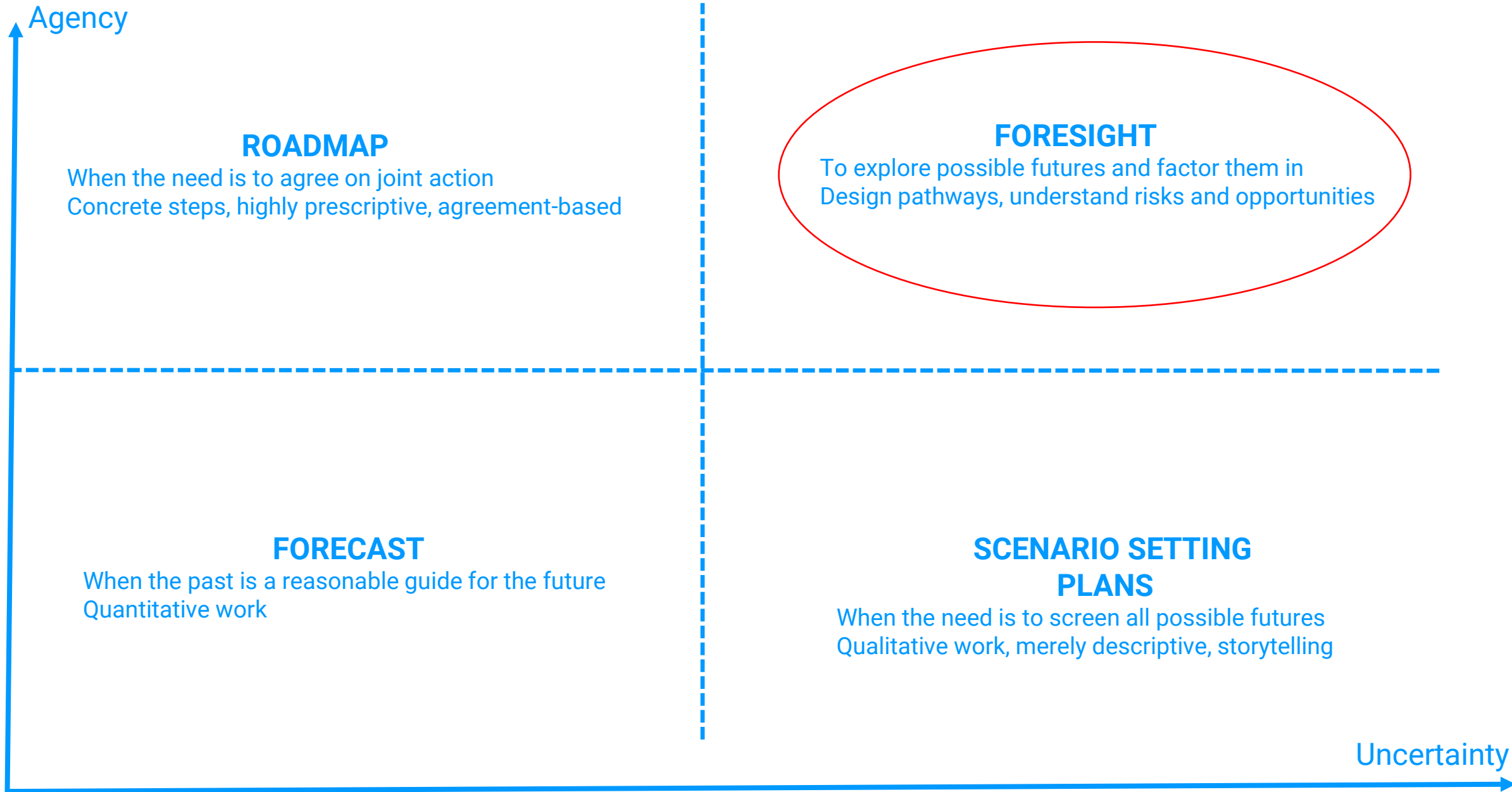
What is future thinking?

Debunking some myths about the future

KAHOOT QUIZ



Where does strategic foresight come in planning and financing?





Strategic foresight: A definition

A short one:

“Structured and explicit exploration of multiple futures in order to inform decision making.”

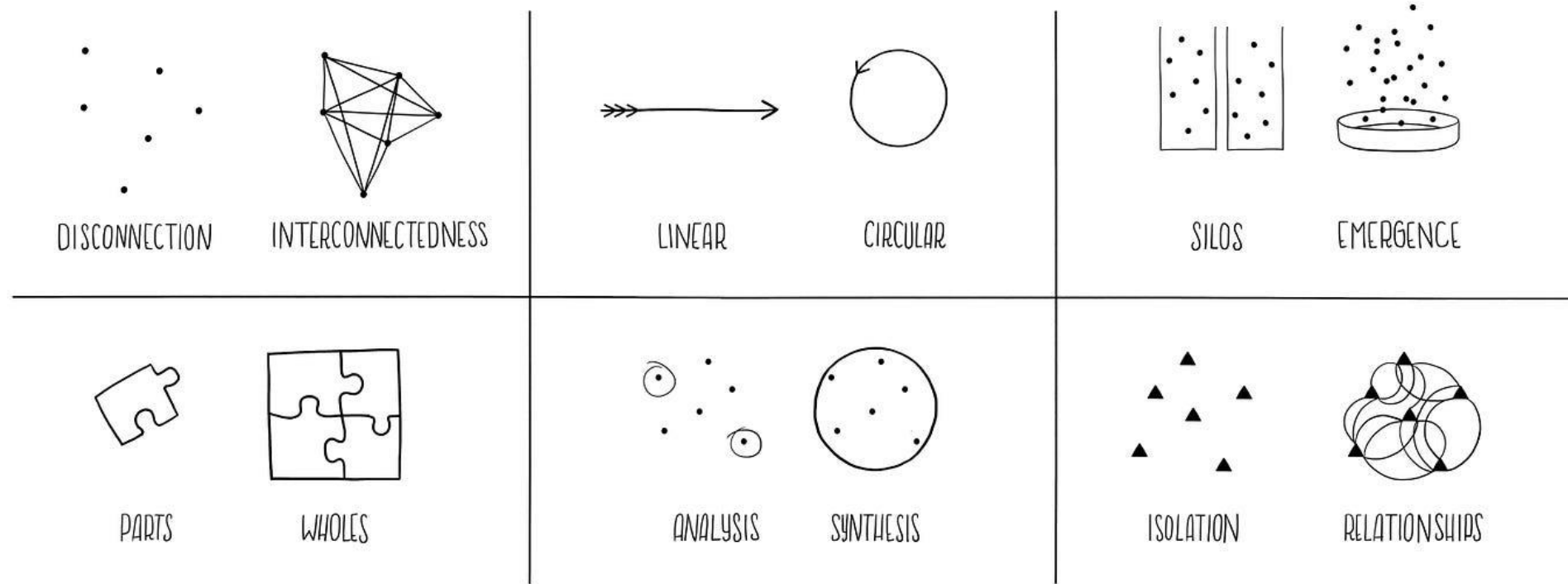
A more exhaustive one:

“The capacity to think systematically about the future to inform decision making today. It is a cognitive capacity that we need to develop as individuals, as organisations and as a society. In individuals, it is usually an unconscious capacity and needs to be surfaced to be used in any meaningful way to inform decision-making.”



Where does systems thinking come in planning and financing?

TOOLS OF A SYSTEM THINKER





Systems thinking: A definition

Systems thinking focuses on the relationships between the different elements of a system from various dimensions (sectors, levels, space, time), and the perspective of actors (individuals, institutions, collectives), identifying the trade-offs and synergies that form together the political economy of a system.



Why is it relevant for policies, plans, and budgets?



Navigate rapid change, growing complexity, and critical uncertainty, and reinforce forward-looking, systemic planning and budgeting, and policy coherence.



Overcome policy silos, ensure synergy in Governmental actions and public investments, and explore what impacts could one MDA actions or investment can have on others.



Analyze emerging opportunities and risks, promote cross-cutting dialogue, set clear priorities, build capacities, and make the most of limited resources.



Reinforce crisis preparedness and install a more agile mindset, with a direct influence on organizational culture, and more policy coherence through systems thinking (synergies, feedback loops, etc.)



Why is it relevant for policies, plans, and budgets?



“In times of rapid change and uncertainty, responsible policy must take multiple future possibilities into account. Strategic foresight offers the means to do that.”

“It is highly valuable to identify a number of different plausible future scenarios, explore what impacts they could have and identify potential implications for policies”



“It helps building on collective intelligence in a structured and systematic way to help better develop possible transition pathways, prepare the EU to withstand shocks and shape the future we want.”



“At the IMF, foresight has palpably influenced strategy and operations, uncovered blind spots, [and improved] crisis preparedness and a more agile mindset.”

“Foresight is an organizational competence that should be continually developed through training and practice.”



How can it boost our achievements?



By building human and institutional capacities for better anticipation to identify opportunities and risks ahead.



By fostering innovation for change, integrating new approaches and thinking in policies, plans and budgets.



By stress-testing policies, plans and budgets against future shocks, for “future-proof” development pathways.



By looking beyond policy silos and understand intersection and interactions contributing to shape the future.

THE PROCESS



What are the principles underpinning our approach?



Develop a needs-based, phased approach, embedded in existing systems and processes, and add progressively complementary approaches and tools



Build capacities in all MDAs, at all levels, starting with policy makers, and accompany the progressive integration of new approaches with a learning by doing perspective



Pilot some deep dives with some key sectoral Ministries in 2024, mainstreaming foresight and systems thinking in their sectoral plans and budgets



Mainstreaming it progressively, extending successful approaches to all MDAs



In a second phase, bring in multiple stakeholders, including private sector and civil society, to bring in different views and build a shared vision, is key

The five steps approach

1

Visioning & backcasting

• Visioning
• Back-casting

2

Understanding the system

- Causal Loop Diagram
- Links between sectors & delays
- Leverage points

3

Analyzing the system over time

- Assessing Opportunities via 3 Horizons
- Assessing Future Risks via Wind-Tunelling

4

Define overall implementation approach

- Define policy pathways
- Assess them against opportunities & risks

5

Build foundation for implementation

- Elaborate MTES
- Fine-tune M&E
- Adapt institutional arrangements



Who are the participants and why?



WHO?

23 trainers from MoF
 Policy makers from 80+ MDAs
 (PS, CEO, FO)
 MoF staff to accompany
 UN experts to support



WHY?

Improve spending efficiency
 Progressively adopt results- and
 program-based management
 Better integrate emerging risks and
 opportunities



WHAT?

Improve dialogue and create
 synergies
 Align NDS priorities and MDAs
 plans and budgets
 Promote pooled resources
 and facilitate NSPs



Systemic approach of SDGs: Systems Thinking



The methodologies



Visioning: Projecting ourselves in the future, define where we want to arrive, the ideal country/region/World in which we want to be in 2030/2050/2063



Backcasting: Moving backwards to identify targets, barriers, challenges, including for specific groups



Three Horizons: Identifying the main characteristics of the present, the emerging signals/trends, and the development pathways to bridge present and (potential) future realities



Wind tunnelling: Including in our analysis potential future disruptors to make sure our plans/policies/decisions are “future-proof”.

While mainstreaming a **systems thinking approach** within the strategic foresight exercise



What can we expect as outcomes?



Based on a shared vision of the countries' possible futures, especially for the key national priorities, develop the related development pathways.



Strengthened the coherence of the policies, plans, and budgets with less sectorial silos and more synergies, as well as a forward-looking perspective on significant trends and their future evolution for better preparedness



Ensured risk-informed, systemic, people-centered plans and budgets integrating not only current but also potential future opportunities and challenges



Reinforce interinstitutional coordination and alignment between sectoral visions and priorities, and as such boost the implementation of the NDS 2024-2028, central to the rollout of the Vision 2033 and long-term strategies.



Some lessons learnt so far

Ensure full understanding and buy in by all Government entities, with a leading role with the Ministry of Finance

Create excitement and manage expectations: Spread the word about the innovative approach and its usefulness, explain what can be expected (no silver bullet solutions, just a new mindset in the making)

Develop a nationally-owned, phased approach, embedded in national systems and processes, and add progressively complementary approaches and tools

In a second phase, bring in multiple stakeholders, including private sector and civil society, to bring in different views and build a shared vision, is key

THE EXERCISE

VISIONING: Climate Action for Africa 2063

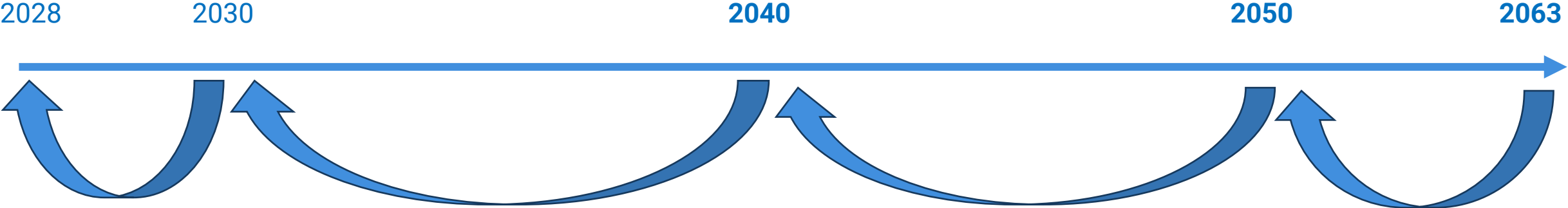
Which word would best describe the impact of climate change and climate action on Africa 2063?



“An integrated, prosperous and peaceful Africa, driven by its own citizens, representing a dynamic force in the international arena engaged with the wider world.”

BACKCASTING: MILESTONES AND CONDITIONS FOR CHANGE

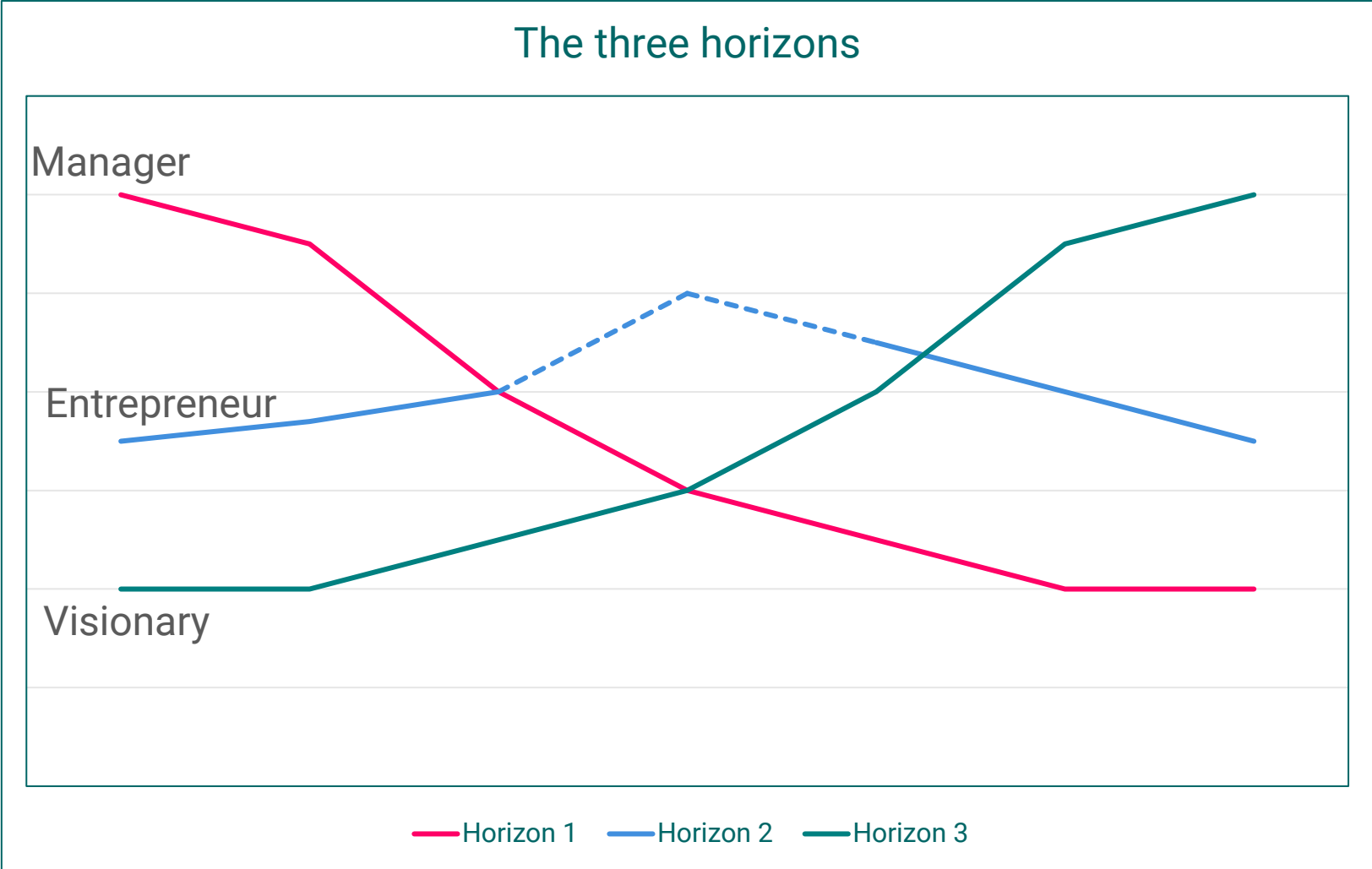
Climate goals



BACKCASTING: MILESTONES AND CONDITIONS FOR CHANGE

2028	2030	2040	2050	2063

HORIZON SCANNING: ONGOING TRENDS, EMERGING SIGNALS, DEVELOPMENT PATHWAYS

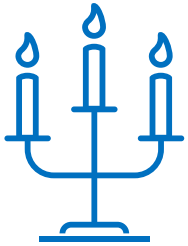


WIND TUNNELLING: THE RISKS AHEAD (and underneath)



Press release #1. 09/01/2042 “On the verge of default”: Public debt and debt services skyrocketed. Continuity of social protection, health and education systems at risk.

WIND TUNNELLING: THE RISKS AHEAD (and underneath)



Press release #2. 15/06/2051: “Africa in the dark”. Fuel shortages and power outages put the economy to a brutal stop, and hamper service delivery, food security, water access, among others

WIND TUNNELLING: THE RISKS AHEAD (and underneath)



Press release #3. 26/09/2060: “Too hot to swim”. Ocean warming is reaching breaking point. Natural resources are suffocating, fish are scarce, tourists are reluctant to swim, rainfall is decreasing, water reserves are dwindling, and food insecurity is on the rise..

WIND TUNNELLING: THE RISKS AHEAD (and underneath)



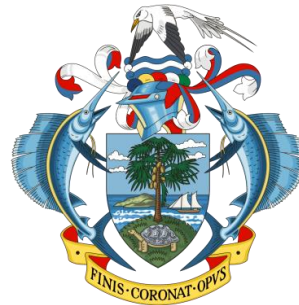
Press release #4. 05/12/2032: “Massive cyberattacks paralyse the country”. Port, airport, banks, hotels, schools, hospitals, businesses, among others, are experiencing major, systemic disruptions that could last weeks

Evaluation: Main takeaways from participants

Do you see yourself using the approach presented today in your current processes?



**Mersi !
Merci !
Thank you !
Obrigado !
Gracias !**



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