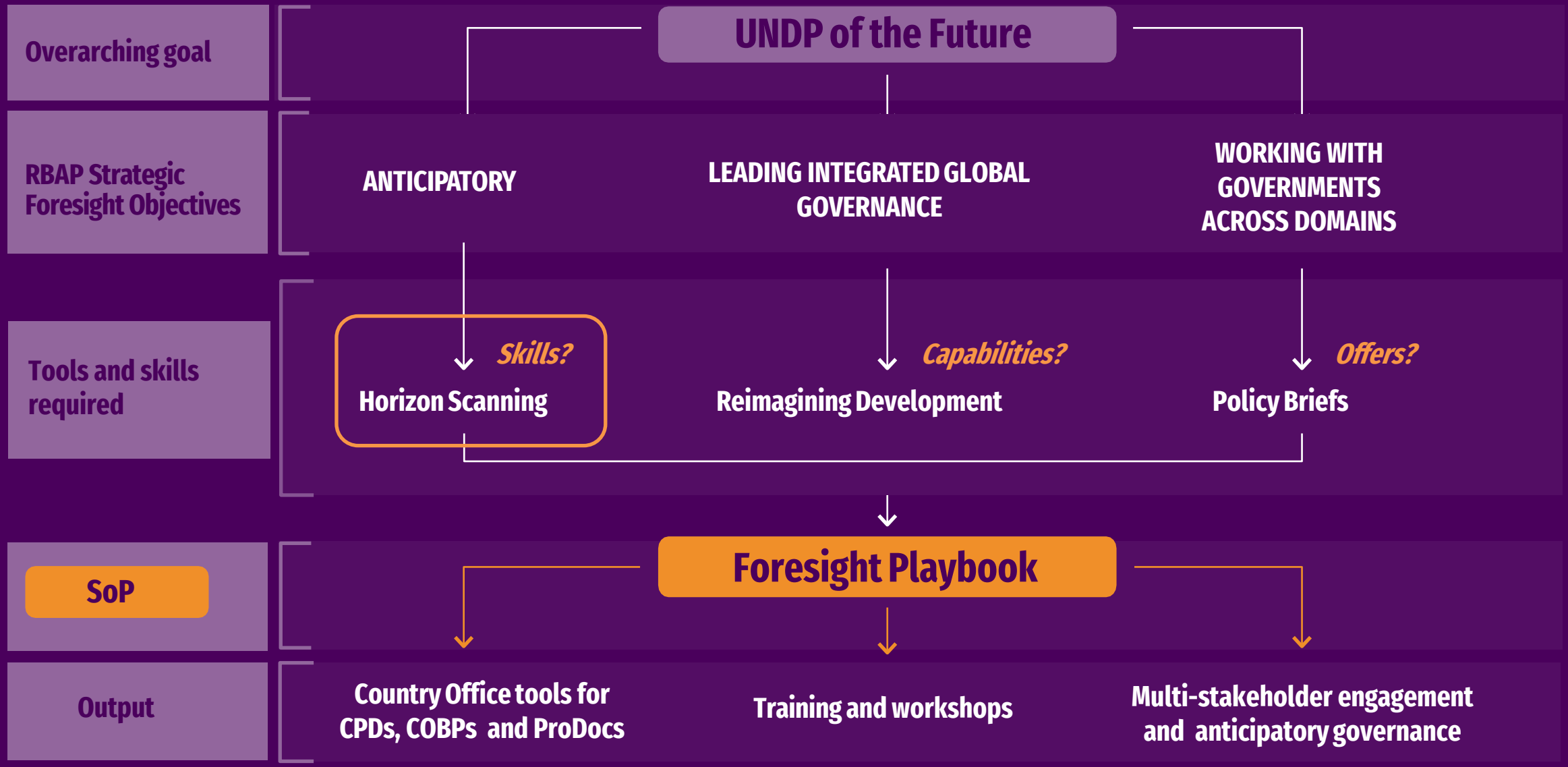
Reimagining ways to Decide, Design, and Deliver

UNDP RBAP Strategic Foresight Week 2022

FORESIGHT WEEK 2022


Overarching goal
UNDP of the Future
RBAP Strategic Foresight Objectives
ANTICIPATORY
LEADING INTEGRATED GLOBAL GOVERNANCE
WORKING WITH GOVERNMENTS ACROSS DOMAINS
Tools and skills required
Skills?
Horizon Scanning
Capabilities?
Reimagining Development
Offers?
Policy Briefs
SoP
Foresight Playbook
Output
Country Office tools for CPDs, COBPs and ProDocs
Training and workshops
Multi-stakeholder engagement and anticipatory governance

Reimagining ways to Decide, Design, and Deliver

UNDP RBAP Strategic Foresight Week 2022

DAY 2

Horizon Scanning

SESSION 4

20 Jan 8PM – 9:30PM
Bangkok

20 Jan 8AM – 9:30AM
New York

Horizon Scanning: CPD, COBP

This event will showcase the Horizon Scanning (HS) as a design element in a strategic foresight driven portfolio or offer. We focus on the application of Horizon Scanning to strategy and decision making.

Trisha Ray

Associate Fellow, Observer Research Foundation – Centre for Security Strategy and Technology

Martins Hildebrants

International Development Consultant, UNDP

Boukje Kistemaker

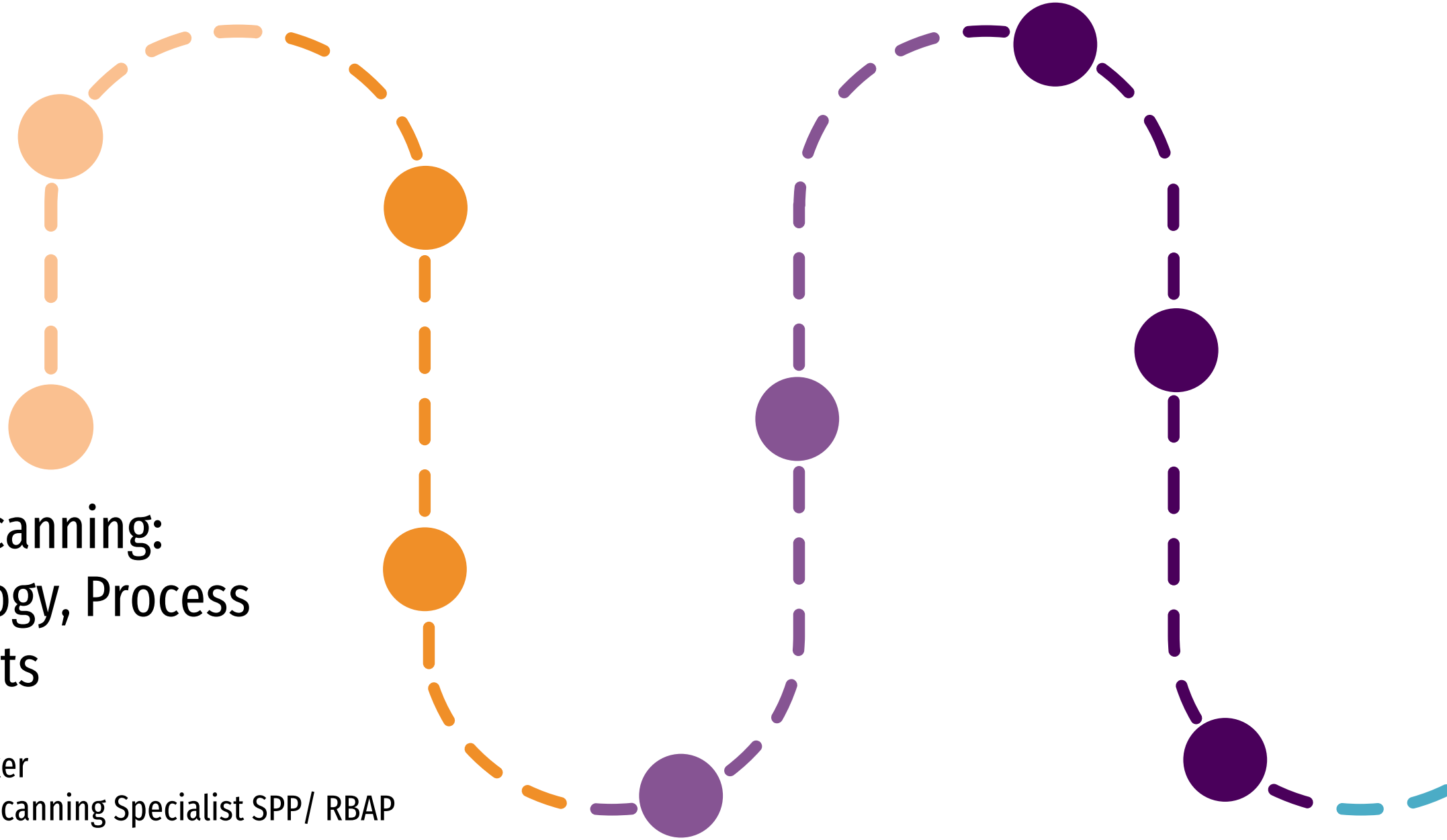
Senior Horizon Scanning Specialist, SPP/ RBAP, UNDP

Agenda

01 **Horizon Scanning: Methodology, Process and Insights**
Boukje Kistemaker | Horizon Scanning Specialist at SPP/ RBAP Foresight Team

02 **Case Study: Climate Change vs. Digital Transformation**
Trisha Ray | Associate Fellow at Observer Research Foundation

03 **Futures-informed CPD: Complementarity Horison Scanning and Theory of Change**
Martins Hildebrants | International Development Consultant
Boukje Kistemaker | Horizon Scanning Specialist at SPP/RBAP Foresight Team



Horizon Scanning: Methodology, Process and Insights

Boukje Kistemaker
Senior Horizon Scanning Specialist SPP/ RBAP

Horizon Scanning

Definition Horizon Scanning is the systematic (early) detection and assessment of risks – and opportunities! – within or across domains.

Starting point Certainty is a myth.

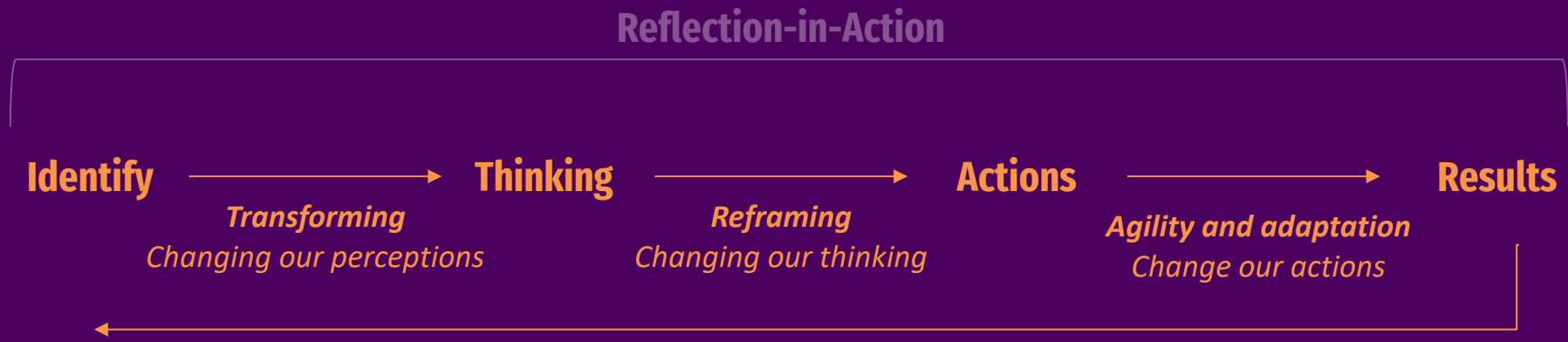
Aim Identify critical uncertainties, driving forces and possible pathways.

Terms

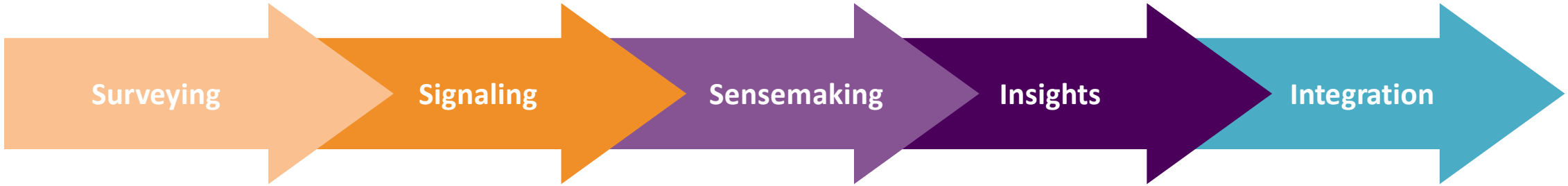
Trend: A general direction in which something is developing or changing.

Signal: first indicator of change or emerging issue that may become significant in the future.

Output and Impact Horizon Scanning is a **process** in itself – an invaluable adjunct when integrated in daily work – and can equally generate valuable **outputs on a structural basis**.



Regional Horizon Scanning Initiative | Phases



01

Remesh and Anticipatory Decision-Making Survey
(July-September 2021)

02

Signal Scanning
(September-October 2021)

03

Analysis and Roadmapping
(October-November 2021)

04

Briefing and Report
(December 2021)

05

Lessons Learned and Integration Horizon Scanning for CPD Design
(ongoing)

Surveying

Remesh (June 2021)

AI-assisted survey among colleagues, identifying the following trends to be important to monitor going forward:

- Influence of special interest groups on government
- Political polarization
- Unemployment
- Increase in hate speech and xenophobia
- Urbanization and migration
- Youth empowerment

Anticipatory Decision-Making Survey (July-August 2021)

Survey among Senior Leadership examining the key organizational and contextual drivers and challenges shaping decision-making and informing the HS architecture.

Findings:

- **Current worldviews** not based on evolving medium- to long-term trends in country or region of concern, complicating anticipatory decision-making and early action.
- Contextual understanding rooted in **assumptions, projections and agenda-setting by external actors**, and less so on measured results of **past** events, **continuously evolving** trends and their **interaction** with interventions.
- Facing uncertainty, there is a **preferred reliance on qualitative insights and situational contexts.**

Signal Scanning

What?

Scanning for future risks and opportunities to impact on development trajectories in Asia Pacific across regional strategic priorities.

Strategic priorities considered

UNDP Strategic Plan 2018-2022

UNDP Strategic Plan 2022-2025

Six Signature Solutions 2017

Regional Policy Document 2022-2025

RBAP Trends Cluster Report

Country Policy Documents

Scope

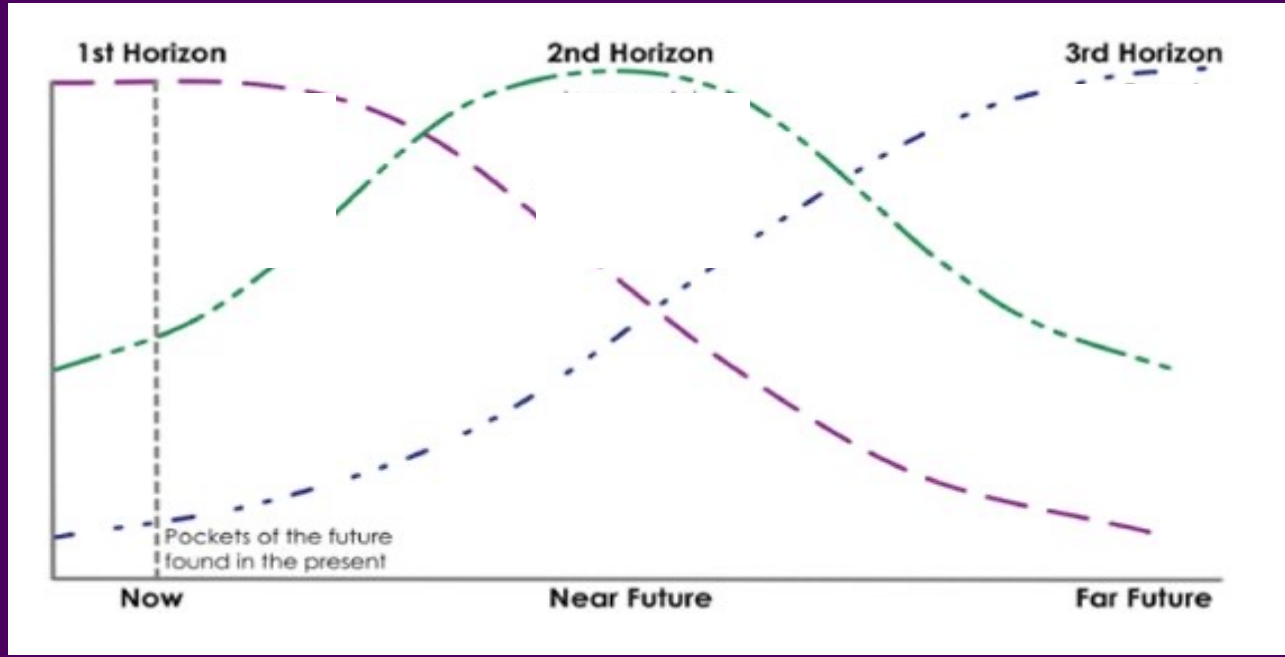
Region-wide and country-level signals.

Participants

+/- 20 scanners and 12 analysts from 9 participating Country Offices: Bhutan, Indonesia, Malaysia, Maldives, Mongolia, Pakistan, Sri Lanka.

Three Horizons

2021-2022	Current issues where we might be taking action already.
2023-2025	Emerging issues for strategic consideration.
2026-2030	Weak signals where planning might be needed.



Social

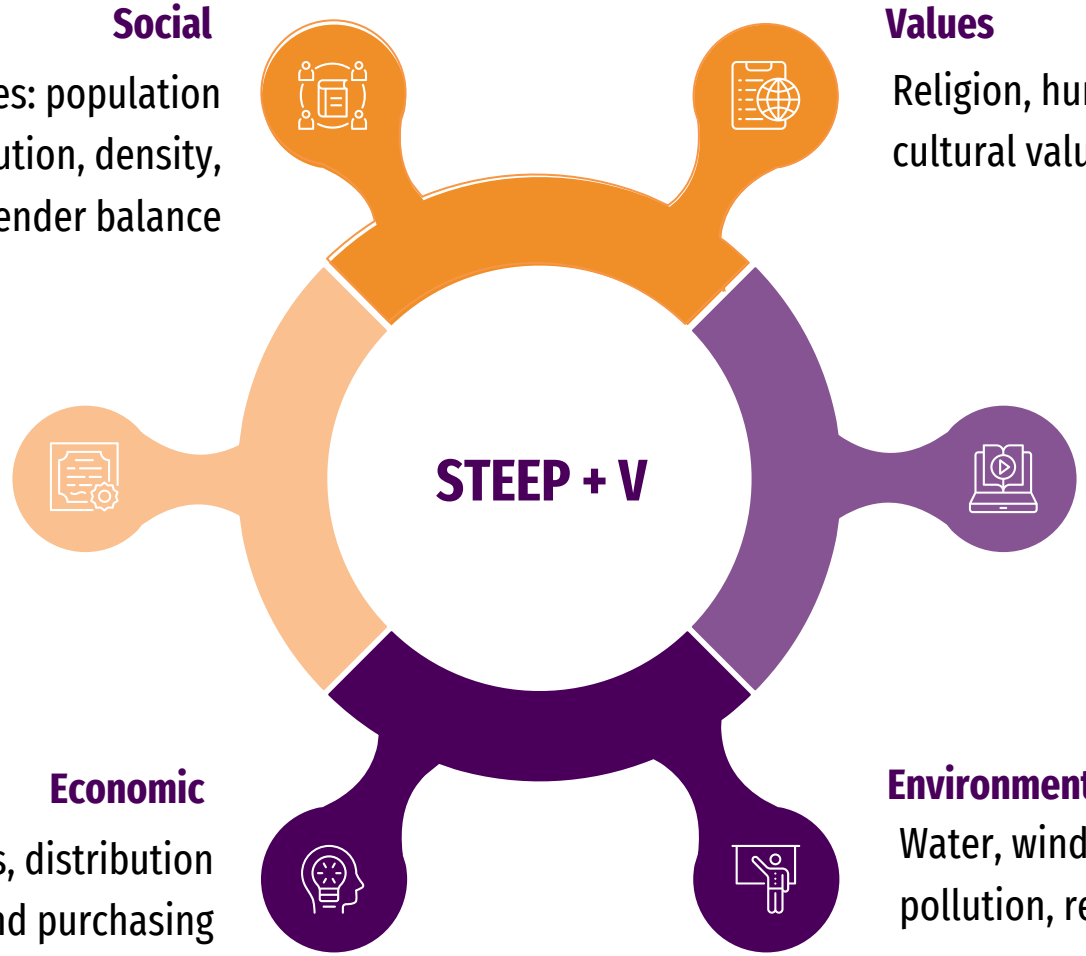
Demographic changes: population growth, age distribution, density, geographic distribution, gender balance

Values

Religion, human rights, cultural values

Technological

Innovations, transport, energy, communication, (change rate of) automation, adoption of technology developments, resources



Political

Stability, regulations, (consumer) protection, jurisdiction, trade unions

Economic

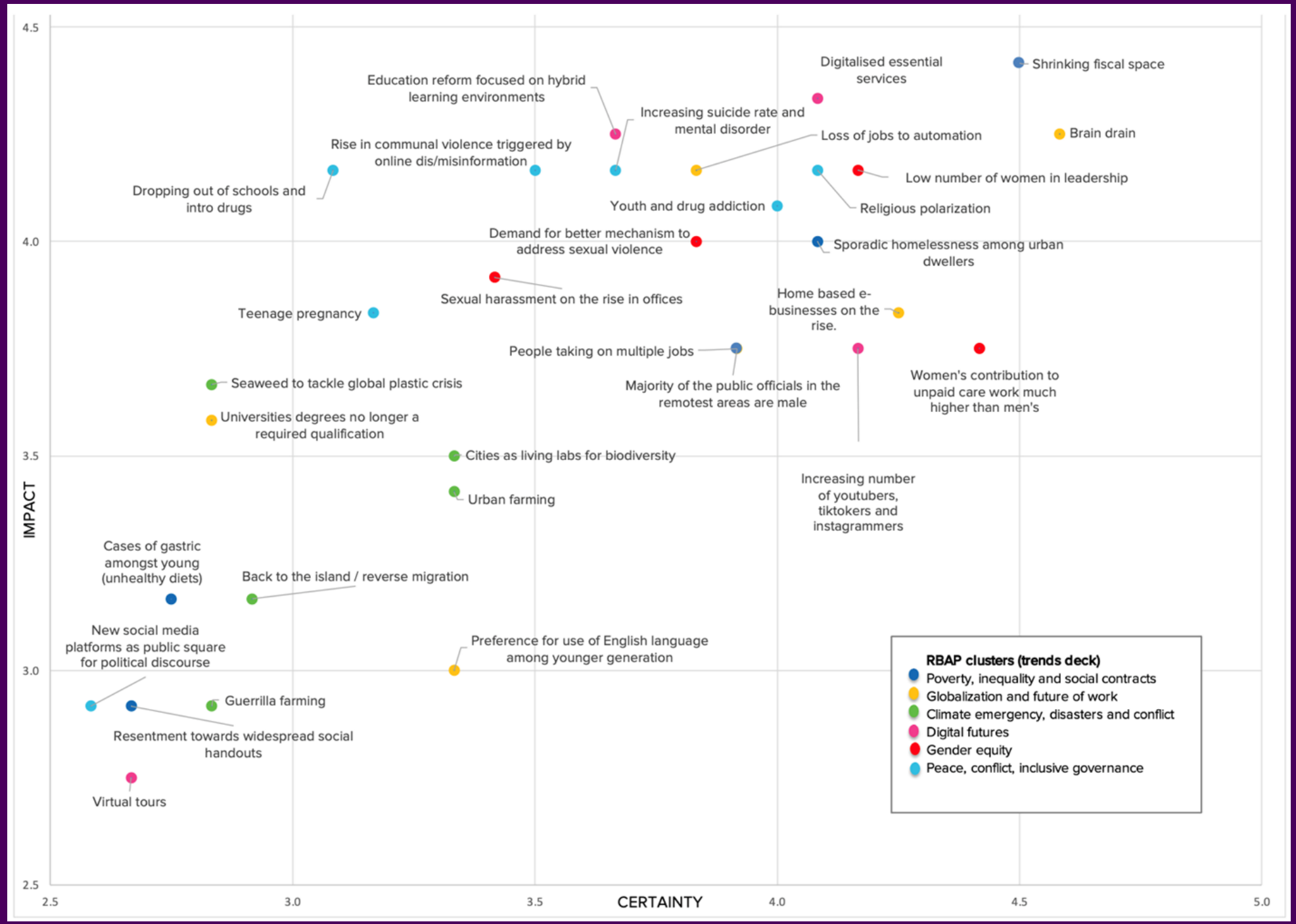
Economic trends and (seasonal) cycles, distribution of wealth, consumer confidence and purchasing power, inflation, import/ export dependencies, employment, international trade, markets

Environmental

Water, wind, soil, food, energy, pollution, regulations, climate change

Signals

Impact
x
Certainty
x
RBAP Clusters



Sensemaking | Deep-dive

Thematic: Digital Transformation
Prompt: How does digital transformation affect S(T)EEP+V, how does S(T)EEP+V affect digital transformation?

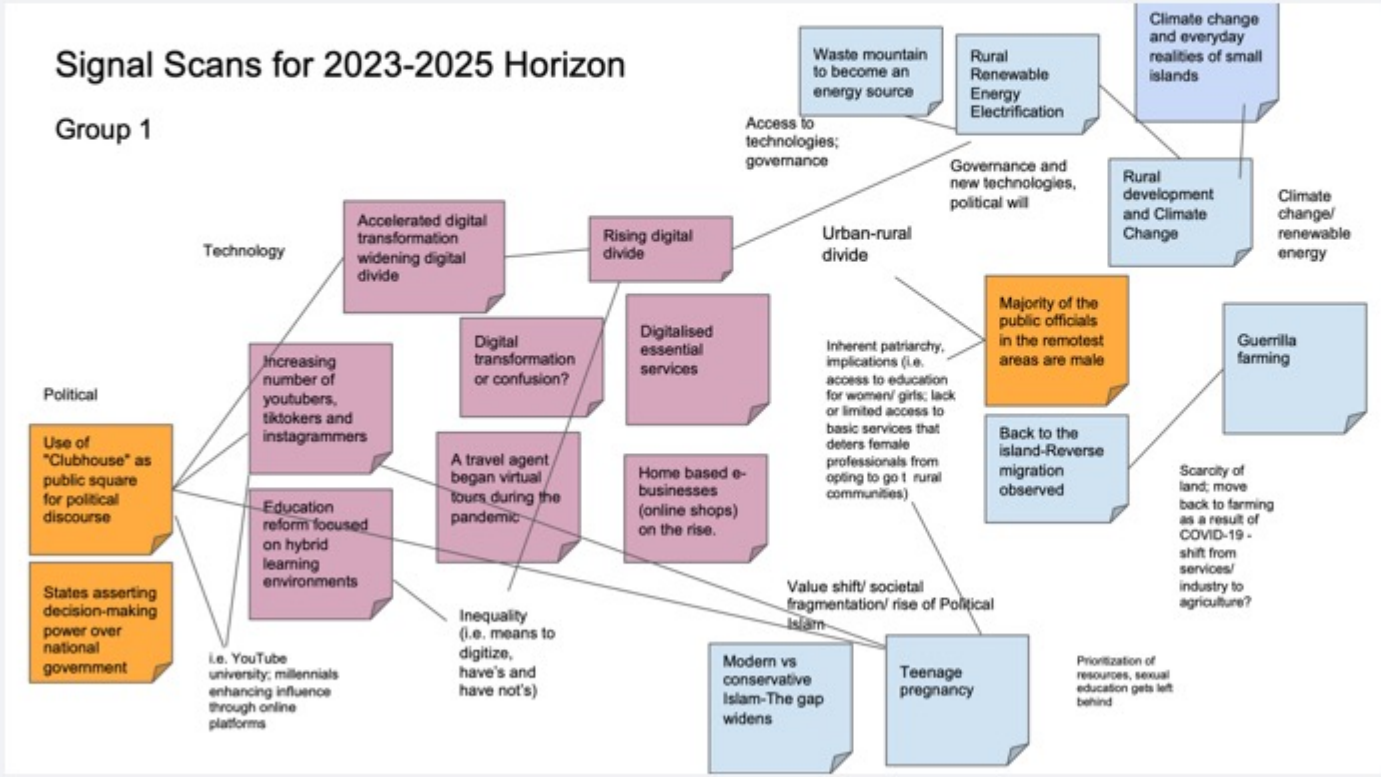
	S	T	E	E	P	V
Social						
Technological						
Economic						
Environmental						
Political						
Values						

	Social	Technological	Economic	Environmental	Political	Values
Social	Intergenerational gaps in utilizing digital technologies; gender-based gaps?	Unequal access to digital infrastructure between rural and urban areas leading to unequal access to services. For example only schools in urban centers have access to digital infrastructure--personal computer, internet access etc whereas rural schools do not. No level playing field.	Financial resources insufficient to ensure equitable access to digital tech		Pressure on government to provide equal and good quality access; [...]	The good and bad of the internet
Technological	Covid-19 led governments to take quick actions without understanding the depth of the divide. The digital divide widens inequality in education for the most vulnerable groups, especially children and youth from rural areas with vulnerable backgrounds. It also widens inequality in access to other public services (health, banking, etc) between the rural and urban areas. Advancement in adoption of technology particularly among the younger generation and lack thereof among older generation leading to widening generation gap.	Tech industry has plenty of money to invest, and test in government and other services.	Resource constraints in providing equal services/infrastructure across the country hence prioritizing areas with large population (scale) and closer to central government. Lack of financial means to afford access?--could invite private sector to invest in provision of digital infrastructure instead of government only approach in a lot of low income countries. The urgency to acquire tools (i.e. smartphone to support learning) has pushed many families further into poverty through loans, etc	CO2 output from internet use goes up as a result of digital transformation/ expansion. Infrastructure expansion disrupts/ harms environment?	Nexus between data protection and privacy; cyber security. Digital access increasingly necessary for political participation: a lot of political discourse and dialogue has moved online or a lot of issues highlighted in the media (social, tv, mass media) are brought to government's attention.	The access to digital tools (or lack thereof) in education sector has overshadowed basic critical thinking skills in students that was prevalent in face-to-face experiences (many students are projected to graduate without actually learning), resulting in lower quality of future working class
Economic	Widening of inequality within societies leading to worsening societal cohesion Elite (or those with access) driving or dominating choices on infrastructure and content - less participation and thus representation of economically marginalized? (relevant if online environment drives political responses/ rhetoric?	Lack of access to basic infrastructure--electricity, internet etc; divergence in income; lack of capacity to utilize the services (low digital literacy).	Disruption in import and export	Alternative economic models (circular economic model) enabled by technology	Increase in populism worldwide threatening multilateral trade/economic arrangements, affecting economic growth	Digital access increasingly necessary for economic participation?--
Environmental	Environmental impact of digital transformation only affects certain social groups? Field visit - herder communities: observed increased demand to use of digital devices for school aged children (e-schooling due to Covid), herders not able to acquire these, digital divide urban-rural division	More developed countries are driven to reduce environmental footprint	Digitization of economic sectors including service, mining, agriculture and energy is an important driver to calculate factors and link these to the environmental protection and sustainable development.		Climate related concerns are driving gov and private sector to utilize digital solutions	Digital being an enabler for rapid citizen science/ environmental monitoring How are indigeneous environmental values incorporated?
Political	Fragmentisation of society resulting in a turbulent political landscape	Misuse of social media to fuel hate speech and disinformation, resulting in a turbulent political landscape; Inability of governments to keep upto technological changes--delay in adoption of digital solutions/tools.	Gov thinks it as a cheap alternative to reach masses without heavy infrastructure investment	Climate change effects increasing migration and competition for natural resources between nations		Prevalence of culture wars in societies worldwide
Values	There is a growing trend considering all things digital as the indicator of social progress. STEM education and gender divide - societal/ behavioural notions employment by gender?.	Infodemic on vaccination	-Increasing use of cryptocurrency leading to a recognition of different forms of currency among population groups, specially younger generation. Value creation related to the gaming and cryptocurrency - Not everyone has access to qualitydigital technologies, especially broadband internet. Related, due to lack of educational opportunities and digital literacy, the value systems also vary	Digital participation over environmental considerations - right to access over implications climate change?	Right to access/ participation/ education; [...]	

Outtake Workshop Analysis Phase, Regional Horizon Scanning Initiative, October 2021

Sensemaking | Connecting

Year 2023-2025 [CPD timeframe]



INTERCONNECTIONS:

- Inherent patriarchy with implications hindering access to education for women/ girls; sexual education tends to get left out
- Rising inequalities from digital divide
- Urban-rural divide affecting access to technologies and basic services
- Healthcare/ values/ policies (affecting teenage pregnancy)

UNCERTAINTIES:

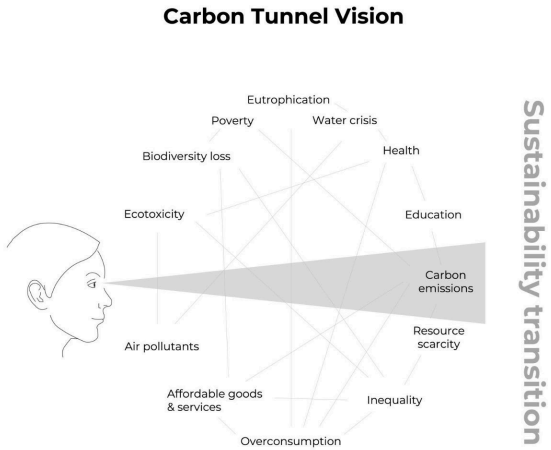
- Will there be a shift from services/ industry to agriculture?
- Will there be a value shift and rise of political Islam?
- Is there a lack of awareness in sex-ed?
- How might reverse migration be impacted by digital divide?

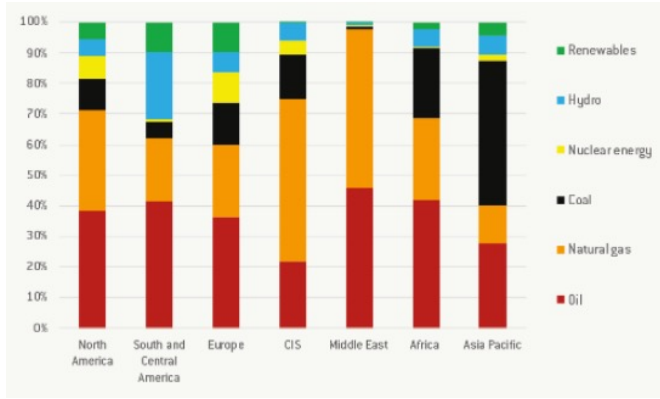
Sensemaking | Pathways to Scenarios

Outtake Workshop Analysis Phase, Regional Horizon Scanning Initiative, October 2021

Insights: case study Energy Transition

- Complexities in balancing energy transition: the radical change from high- to low-emission at historically unprecedented rate and scale is also expected to create many losers among winners
- Ongoing reliance on coal for energy production still
- **Transition to clean energy embedded in complex socioeconomic systems**, hence an effective response requires a holistic consideration of interconnected factors including necessary political transformation and behavioural shifts
- Deep technological uncertainty related to decarbonization: Diversification of energy as well as electricity generation requires **clean technology** – for instance the storage of intermittent generated electricity – cost and performance improvements.
- **Possibility of several plausible futures**. To account for the complexity of this transition, it is thus required to consider several plausible futures and corresponding strategies starting with the phasing out of fossil fuel subsidies. The continuous monitoring of these pathways then allows for adaptation in decision-making.





Source: Energy mixes of different world regions, 2019 (BP Statistical Review of World Energy (2021)

TABLE 1
Utopia-Dystopia Matrix for Notional Decarbonization Pathways to 2050

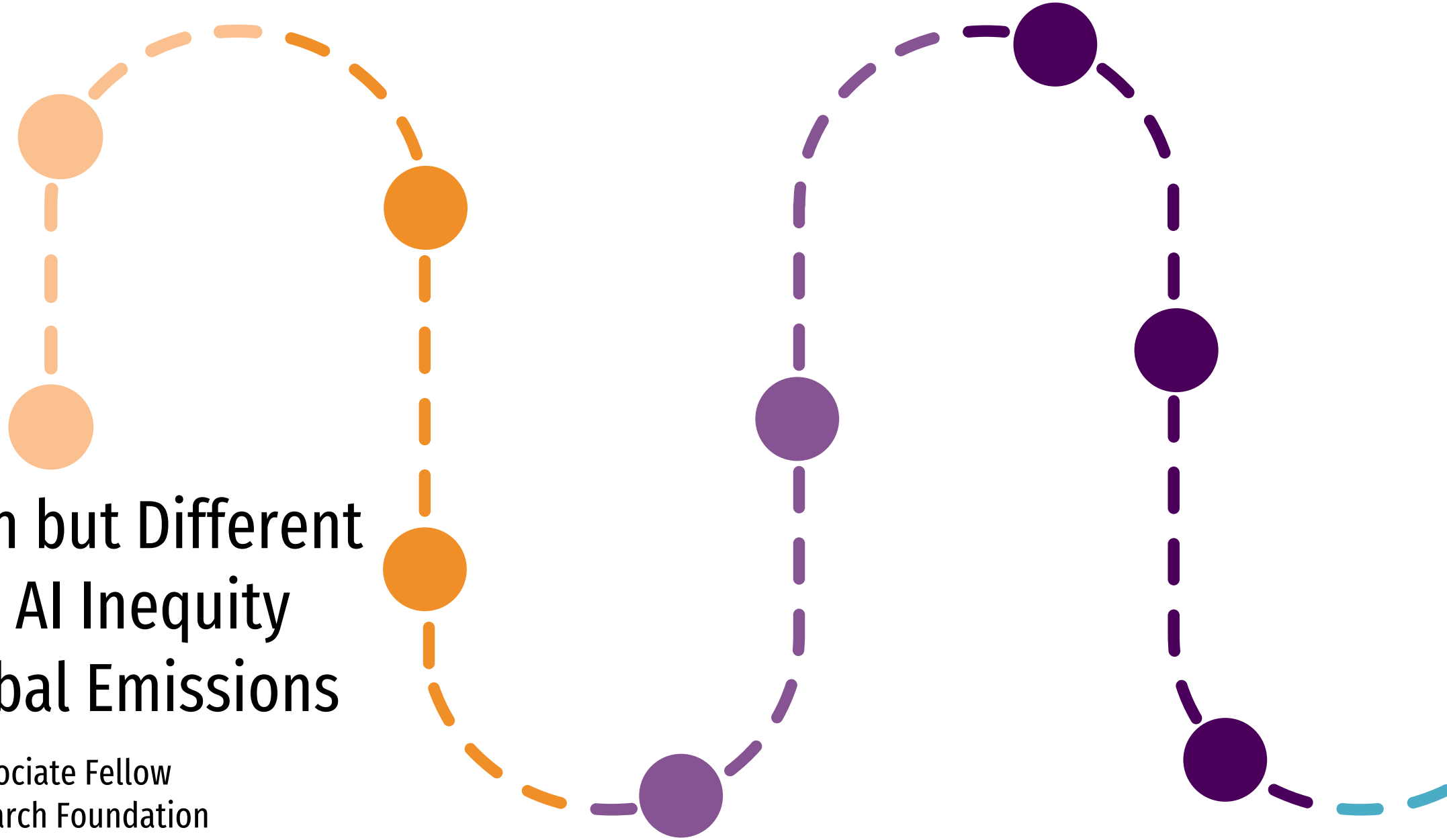
Strategy	Renewables Transformation Possible	Renewables Transformation Not Possible
Predict, then act		
All Renewables	Achieve deep decarbonization (+) Renewables transformation	Fail to achieve deep decarbonization
Diverse Technologies (Predicted diversity)	Achieve deep decarbonization (—) Higher than necessary cost (—) Fewer renewables than possible	Achieve deep decarbonization
Robust		
Renewables First (Flexibility with signposts)	Achieve deep decarbonization (+) Renewables transformation (–) Slightly higher cost	Achieve deep decarbonization (–) Slightly higher cost

NOTE: This matrix shows outcomes of alternative decarbonization strategies in futures consistent and not consistent with the strategies' assumptions. Green, yellow, and red cells indicate low, medium, and high regret, respectively. (+) indicates achievement of a goal important to many stakeholders. (—) indicates failure to achieve a goal important to many stakeholders. (–) indicates slightly missing a goal important to many stakeholders.

Source: Deep Decarbonization as a Risk Management Challenge (October 2018

Lessons learned

Avoid jargon and simplify	Use **accessible language** and clearly communicate foresight methods and outcomes.
Learning-by-doing	Trial tools and methodologies within Horizon Scanning and exercise often to increase **individual confidence** and comfort working in and on uncertainty.
Actionable insights	Survey and assess to ground insights in stakeholders' realities. Address the '**now what**?' for optimal integration in workstreams.
Anticipation	**Increase value of prevention** and institutionalize a habit of reflection and anticipatory decision making, also beyond leadership.
Institutionalization	Build **institutional confidence** through phased approach, identifying quick-win's pairing long-term insights with short-term indicators.
	Develop case studies collating and sharing experiences from other countries, regions, institutions and programmes to **inspire and encourage continuity**, sustainability and institutionalization of investments towards futures-informed work



Common but Different Futures: AI Inequity and Global Emissions

Trisha Ray, Associate Fellow
Observer Research Foundation

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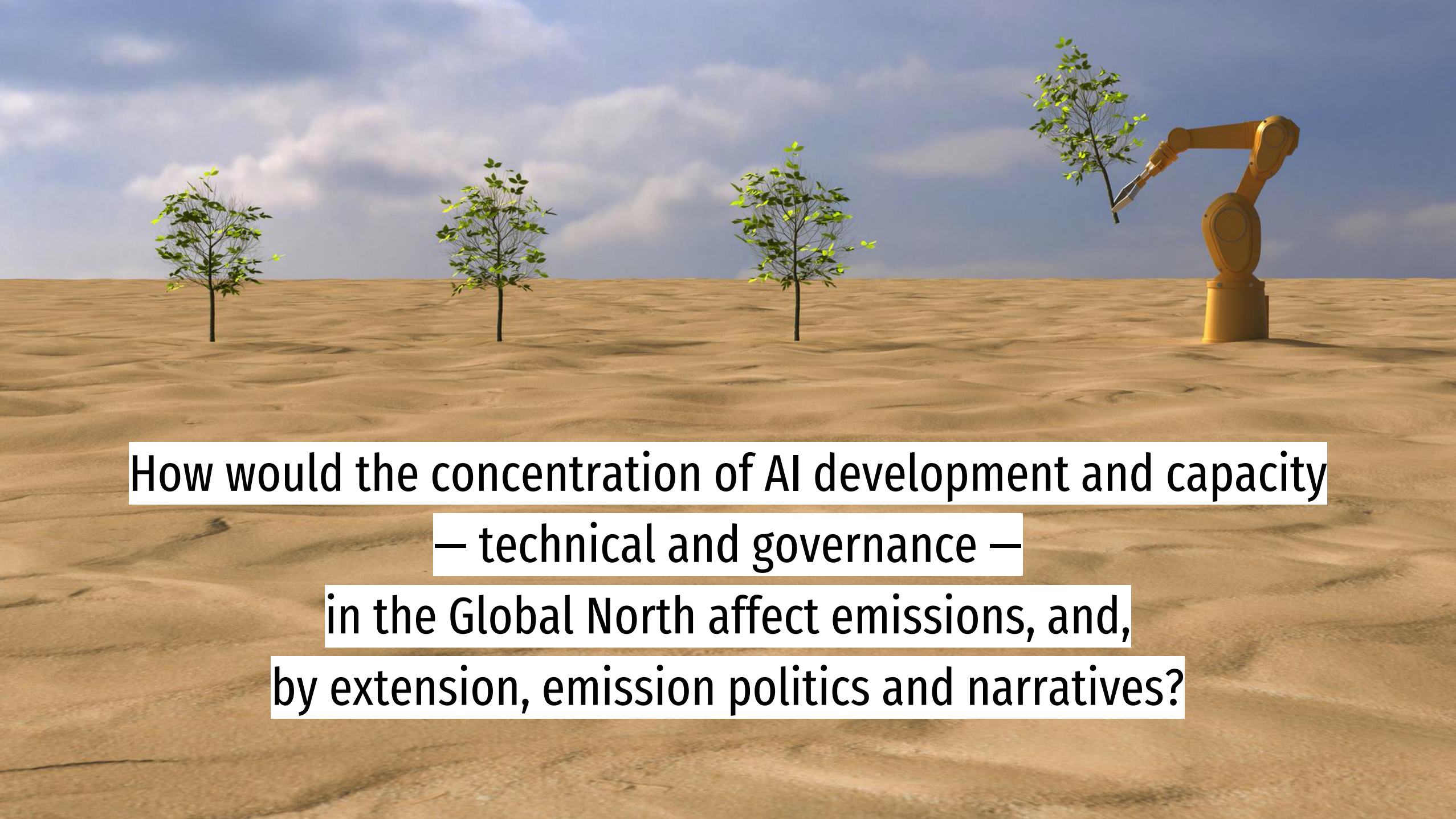
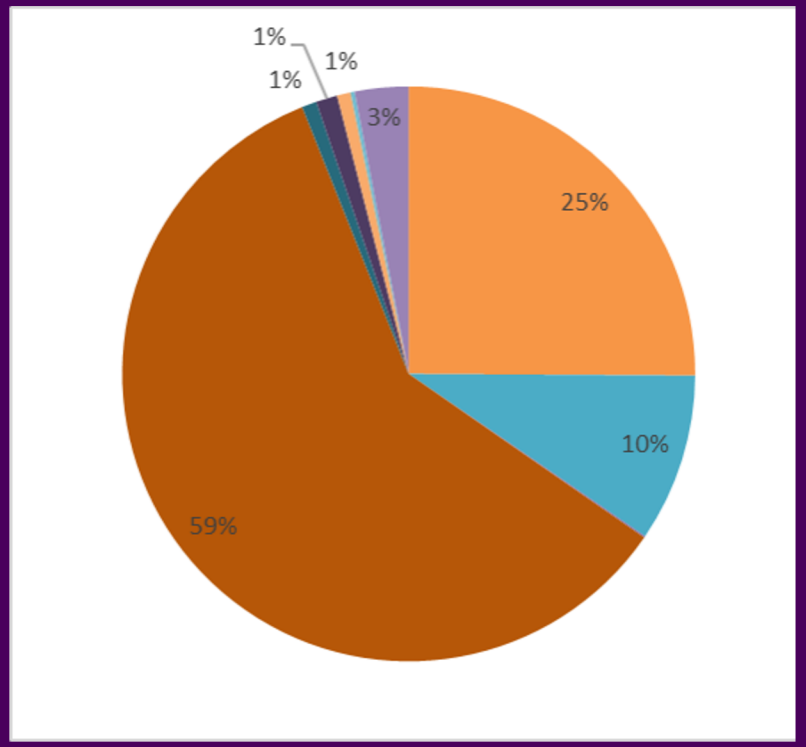
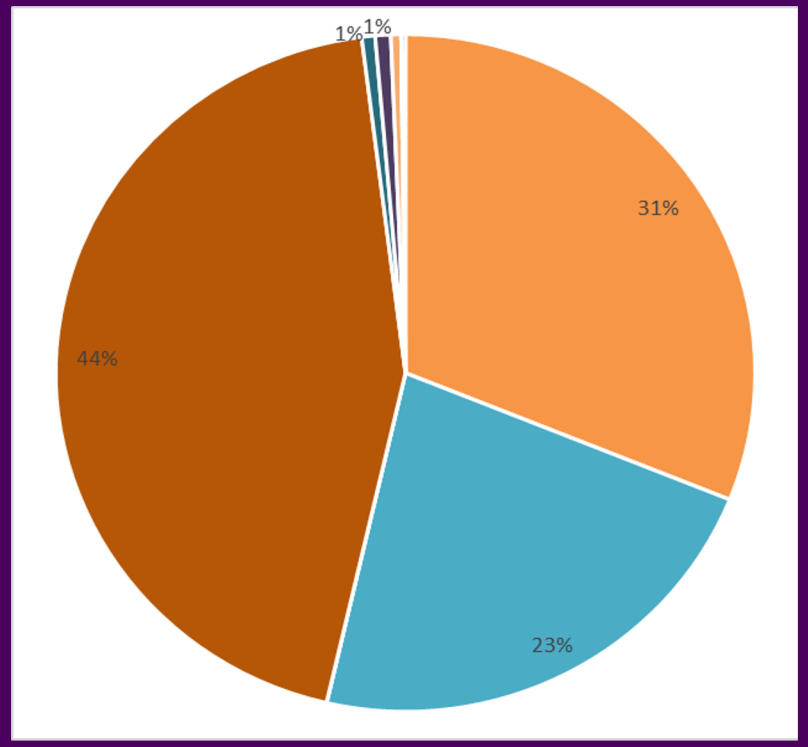
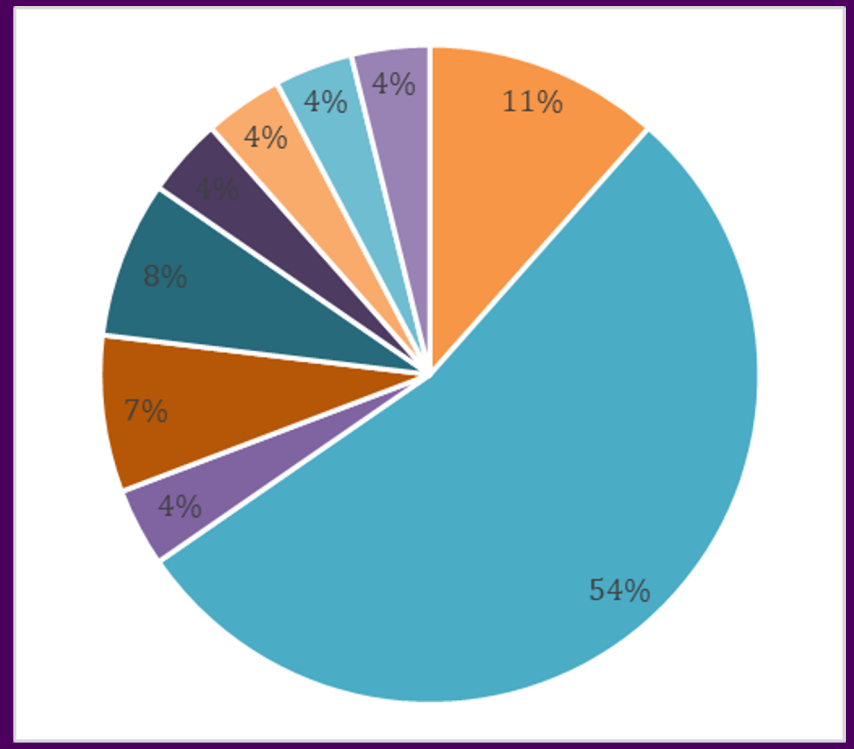

How would the concentration of AI development and capacity
— technical and governance —
in the Global North affect emissions, and,
by extension, emission politics and narratives?



Private Investment in AI



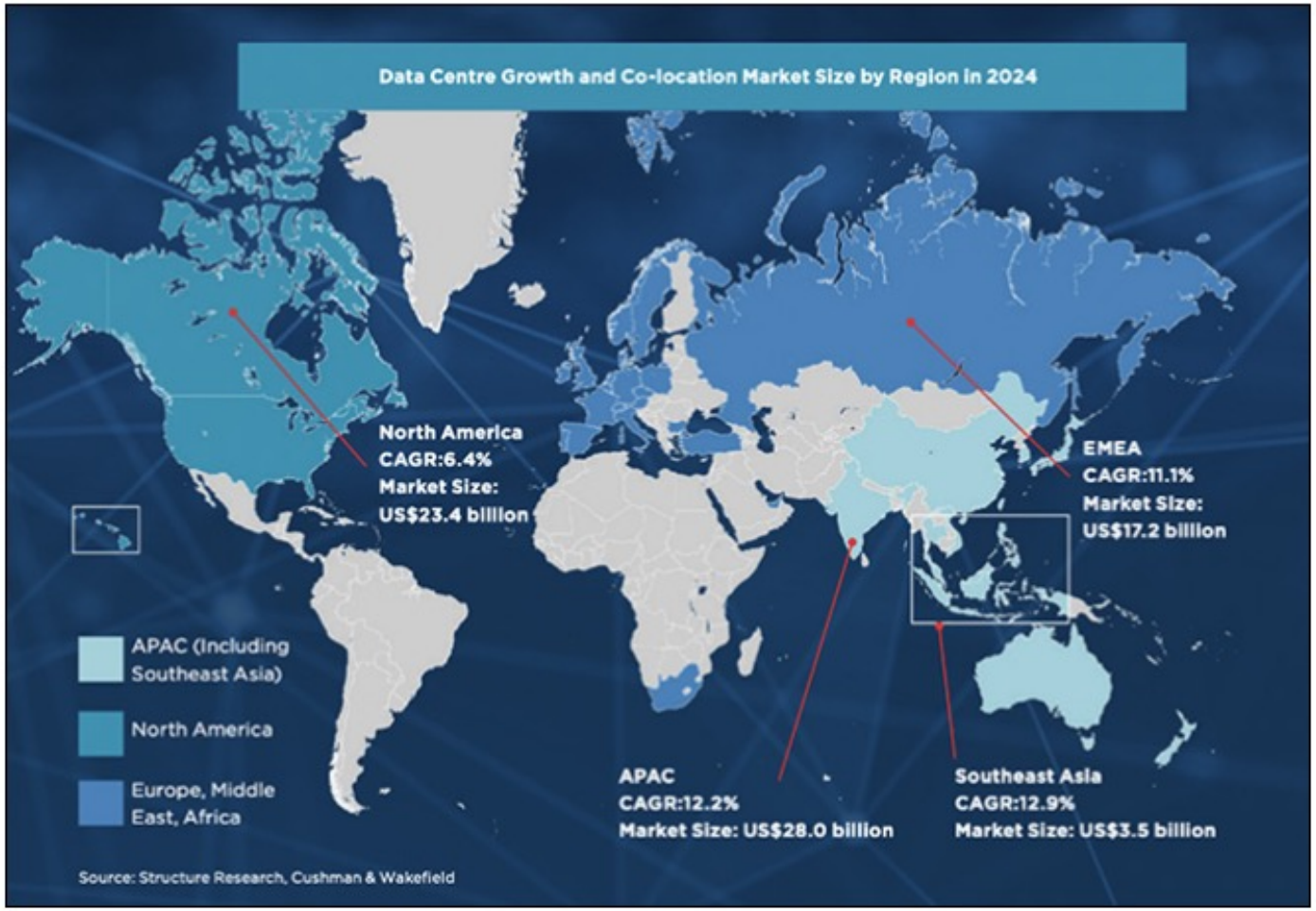
AI Patents



AI Hiring

East Asia
Europe & Central Asia
Latin America
North America
Oceania
South Asia

Data Centre Market Trends as Proxy

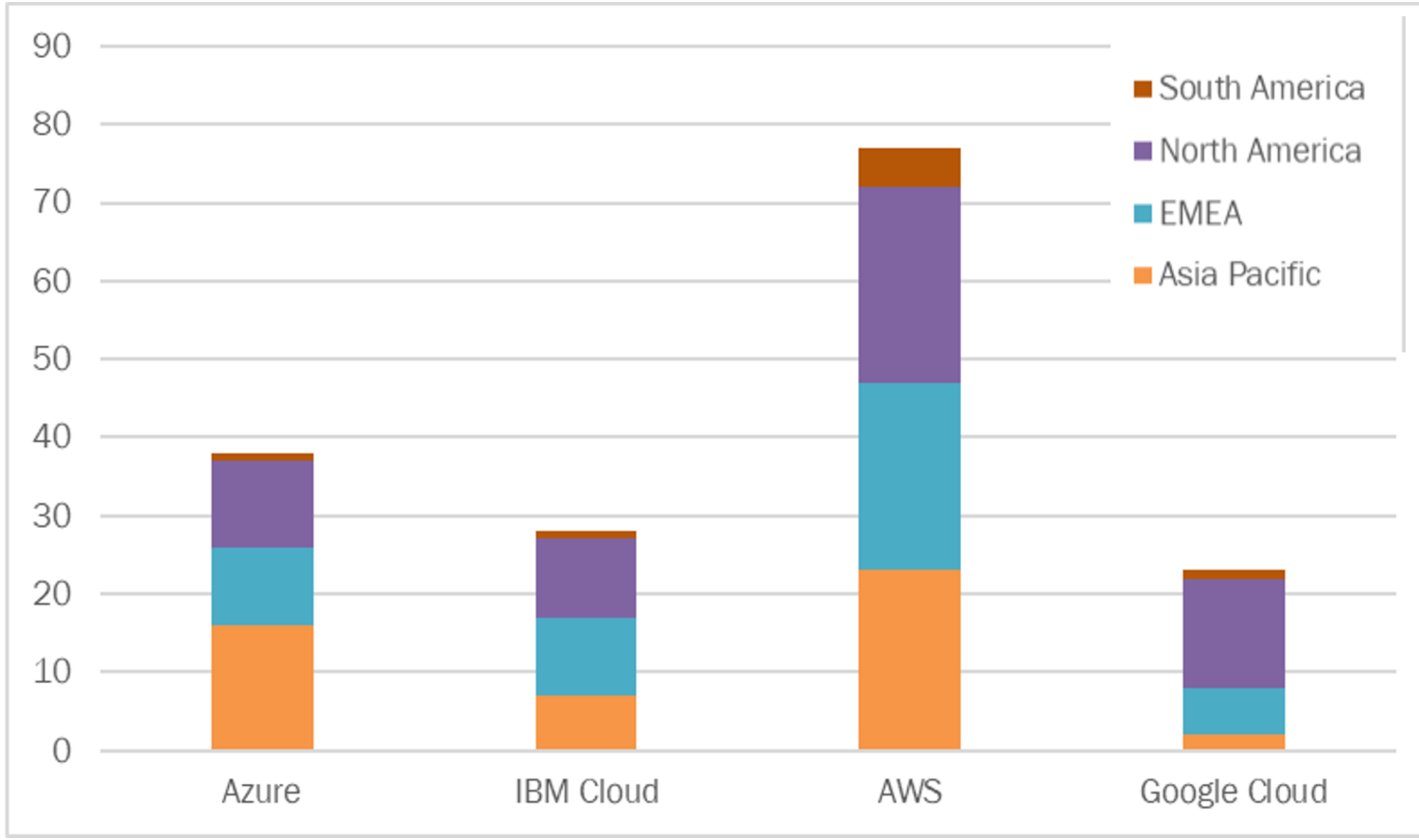


Regional Data Centre Growth (2020-2024). **Source:** *Cushman and Wakefield (2021)*[33]

- The compute demand of large AI models has been **doubling** every 3.4 months. Since 2012, compute has grown by 300,000 times.
- In 2018, global data centre energy use accounted for 1 percent of global electricity consumption, with **double digit growth** in SEA, EMEA and APAC.

Insights

- **Regional insights**: SSA and South America are underserved
- **Granular insights**: US alone accounts for nearly 40% of availability zones worldwide; zones in APAC are limited to a few advanced economies like Japan, Singapore, South Korea.



Key takeaways

01 Limits of Net Zero Pledges

02 Compute efficiency is not a silver bullet

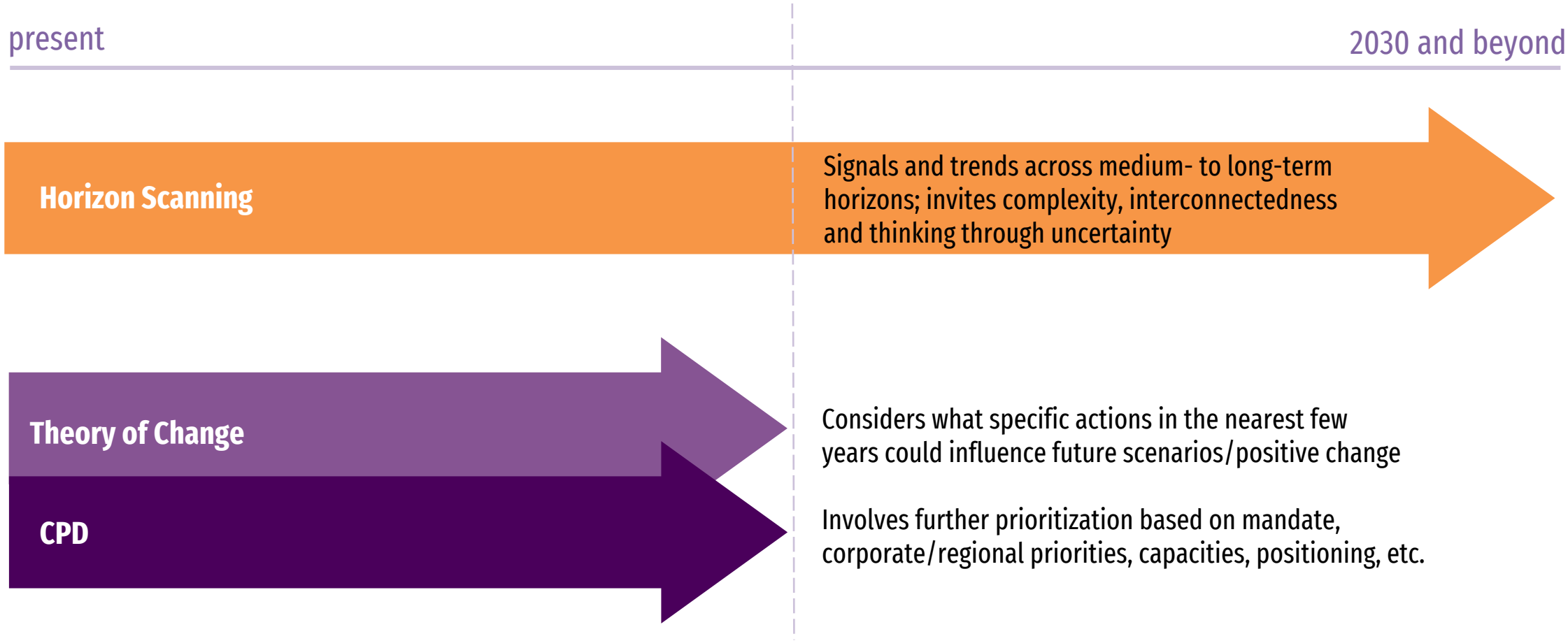
03 Need for complementary standards to avoid the creation of new carbon havens

04 Need for local impact assessment

Futures-informed CPD: Complementarity Horizon Scanning and Theory of Change

Martins Hildebrants, International Development Consultant
Boukje Kistemaker, Horizon Scanning Specialist

Complementarity



Contributions Horizon Scanning to Theory of Change/ CPD

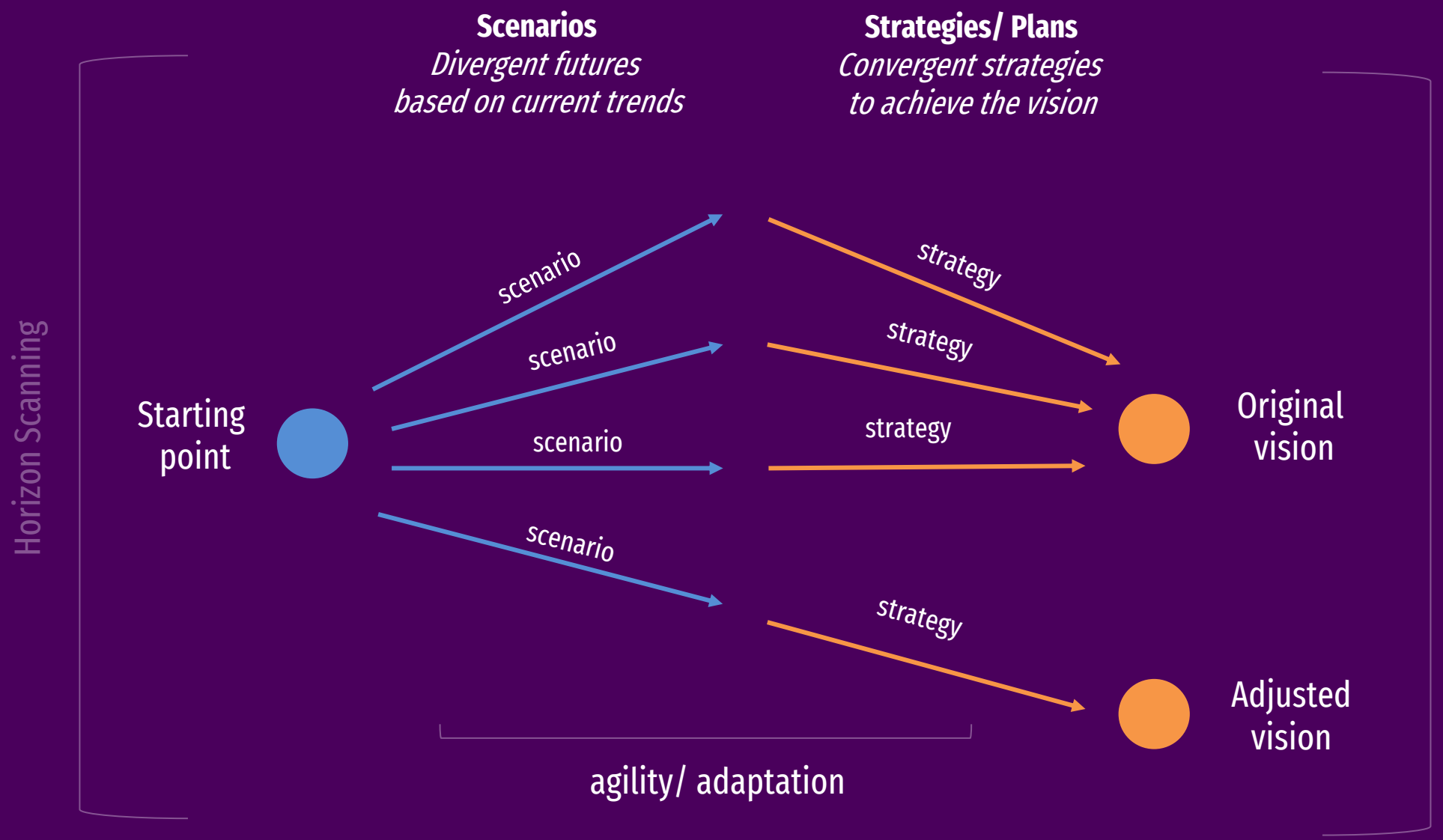
01 Provide opportunity to analyze development challenges in a more **integrated way reflective of complexity**. Adds value to UNDP contribution to CF development.

02 This can help frame the desired future change (outcome) – in a more **integrated** (or inter-connected) way, which in turn can help TOC explore more integrated approaches to solutions.

03 Longer time horizon prompts potentially **deeper consideration of assumptions and risks** associated with trends/future scenarios – to be refined in TOC.

04 Can also provide an opportunity to begin considering how trends/scenarios **impact different communities/target groups**, to be further explored in the TOC.

05 If the TOC is revisited during programme implementation (adaptive approach), and HS techniques are internalized, then the TOC can potentially inform subsequent horizon scans (**loop**).


Scenarios
Divergent futures
based on current trends
Strategies/ Plans
Convergent strategies
to achieve the vision
Horizon Scanning
Theory of Change
Starting point
scenario
scenario
scenario
scenario
strategy
strategy
strategy
strategy
Original vision
Adjusted vision
agility/ adaptation

Q&A

Follow up

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https://www.sparkblue.org/strategic-foresight-week-2022

THANK YOU!

Foresight Applications informing CPD Design

CPD Sections (and provisional contents)	**Foresight applications**
UNDP within the UNSDCF • What are the 3-4 critical development issues? • What were the 2-3 major outcome-level results/changes to which UNDP made a significant contribution? • What key issues in the Cooperation Framework will UNDP support, such as economic transformation, eradication of multidimensional poverty, conflict prevention, SDG financing and the humanitarian-development-peace nexus? • How UNDP will contribute to an integrated UN response, and the role of other partnerships connected directly to the achievement of results.	Horizon scanning of emerging risks, opportunities, and uncertainties to understand external environment and help identifying UNDP's contribution to the joint UN results. Aims to make the programme's strategy and the TOC more plausible and articulate a stronger strategic positioning and ability to mobilize funding. Horizon Scanning for emerging trends of government institutions and other UN Agencies. Strategic analysis of UNDP current engagement and gaps.
Programme priorities and partnership • What are the 2-3 programme priorities that UNDP will focus on within the Cooperation Framework? • Key components of UNDP's proposed programme? • How do these priorities align with, or mutually complement, regional and global efforts by UNDP to support national priorities? • Who are the main partners? Eg. SSTC; UN Agencies; Private Sector; CSO; (Description of who we want to work with, on what, and to what end).	Implication analysis to elaborate risks and opportunities that will impact/promote the ability of the programme to achieve results and priorities in a more detailed level. This analysis will be broken down by priority (outcomes and outputs), i.e. how will a risk/opportunity impact our ability to reach beneficiaries or how would they impact the ability of our partners to deliver in the pursuit of that specific result?

Foresight Applications informing CPD Design *(continued)*

CPD Sections (and provisional contents)	**Foresight applications**
Programme and risk management • How will local, national and international partners participate to ensure mutual accountability? • Most significant political, financial, operational, programmatic risks and how programme and project design and management will ensure these risks are avoided and /or mitigated and managed? • What early warning and risk management arrangement are in place to anticipate any significant change in circumstances (e.g. grievance mechanism)?	Analysis to develop a risk matrix, prioritizing levels of impact and uncertainty. Analysis for contextual and programmatic risks as well as flexible mitigation measures to ensure program flexibility towards emerging challenges.
Monitoring and evaluation • What globally available and/or nationally owned sources of data, analysis and evidence will be used to track UNDP contributions to national results? (eg. Measured through national M&E/ Statistical system) • If there are issues with globally available or national data (availability, quality, periodicity of update, reliability), how will this be addressed? (Including through national capacity development for monitoring, assurance and evaluation) • What traditional and innovative methods will be used to make monitoring and assurance more inclusive, and to obtain data at useful intervals? • How will UNDP work with other UN agencies, multilateral and bilateral partners to strengthen national M&E and, more broadly, statistical, systems so that *country capacities* for analysis, reflection and learning with regard to monitoring sustainable development progress can be built-up over time?	**Horizon Scanning** to identify multiple and alternative data sources, indicators. Annual **Horizon Scanning** to monitor and update information repository. **Horizon Scanning** outputs may be used to inform other knowledge products and processes including COBP.