

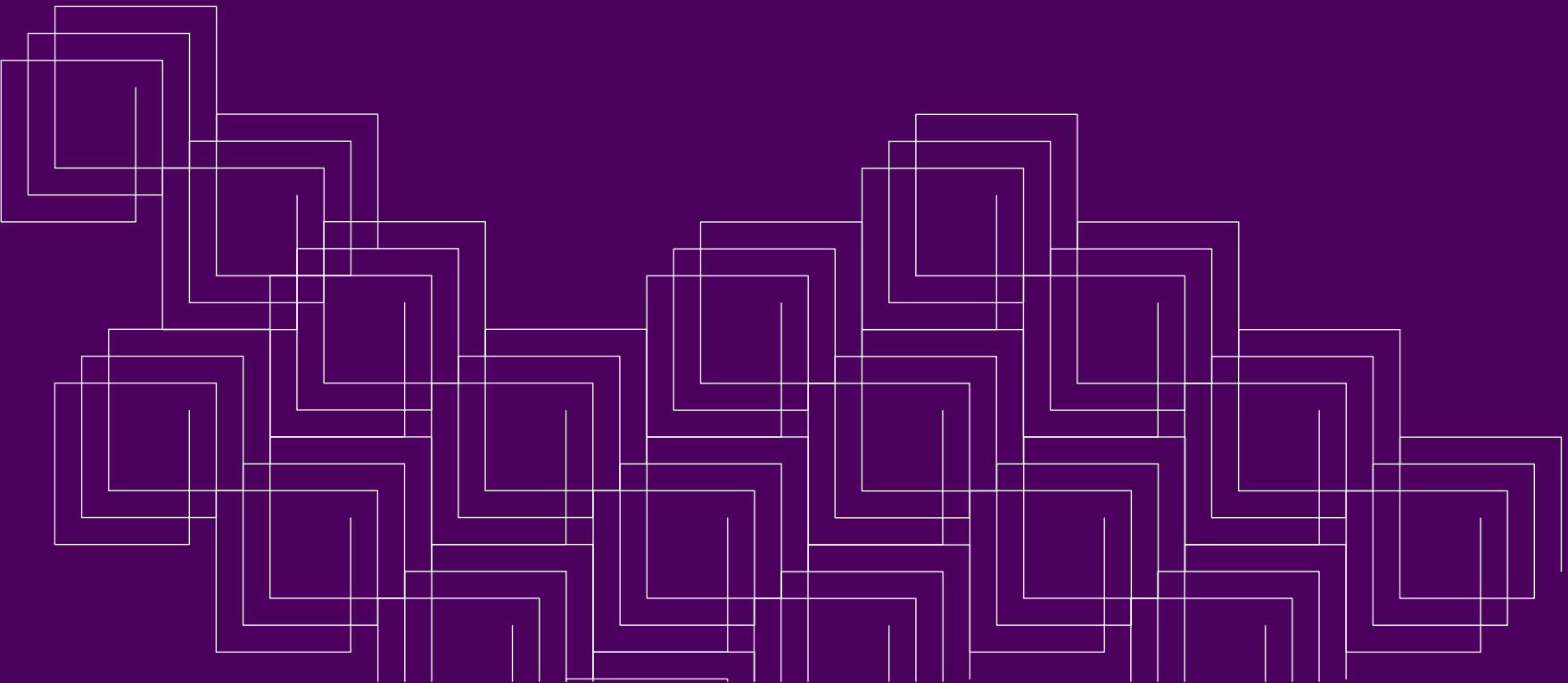
RBAP Strategic Foresight Offer | 2022

Futures-Informed Planning and Design

Strategic Foresight

Strategy, Policy and Partnerships (SPP)

ensure RELEVANCE
navigate UNCERTAINTY *and*
manage FUTURE RISK



Becoming an Anticipatory UNDP RBAP



The violence of climate risks, the crisis of debt post COVID-19, an uneven embrace of technology infrastructure, concerning rise in digital risks, uncertain political unrest—point to development futures that are increasingly uncertain. How can we ensure that the authority in which we make decisions today considers its impact on a future that doesn't yet exist, and yet its impact will resonate in those futures.

To grapple with this uncertainty requires taking both a long-term perspective and being anticipatory in the face of emerging realities. This goes beyond just reliance on one tool or method, but a much more intentional approach to grapple with liminality, push past traditional shackles of short-term programming and planning and challenge our assumptions, mental models and values that have shaped our governance approaches to date.

UNDP in Asia and the Pacific is embracing and embedding both the practice of anticipation and foresight into our internal policies and strategic pathways, as well as in how we support our partners. We do this to 'hedge our bets' on the future—that we cannot any longer rely on static ideas of governance but rather a much more holistic, adaptive, wider metropolis that proactively identifies emerging risks, opportunities and changing tides is the only way in which we can ensure our policies are fit not just for today, but for tomorrow.

We are taking an applied systems approach of foresight to build the processes, knowledge, capabilities, and culture to be anticipatory—both in our internal ways of working, and in what we offer externally.

What is **FORESIGHT?**

The role of foresight is **not to predict the future**, but to **anticipate what could happen** (both what we want and is in our control, and others that are not) to ensure that our strategies are robust across **multiple scenarios**.

It pushes us to move beyond thinking in linear ways, but rather to think **long-term** and **systematically** about disruptions.



Strategic Foresight is a multi-dimensional arc that encompasses **futures, strategy, innovation and systems approaches** to drive transformation and greater anticipatory action.

EXTERNAL
redesigning our
services for citizens,
for emerging
possibilities
and risks



INTERNAL
redesigning our
internal systems so
that they support our
effort to deliver agility
and not **hinder** it

VISION

Embedding foresight to improve anticipatory decision making is fundamentally a risk-and-opportunity management approach, so that we can effectively see, manage, and respond to short and long-term risk signals. By doing so effectively, UNDP will be able to:

Navigate uncertainty, and mitigate current and future strategic risks

Use this data and understanding to inform current and future decision making

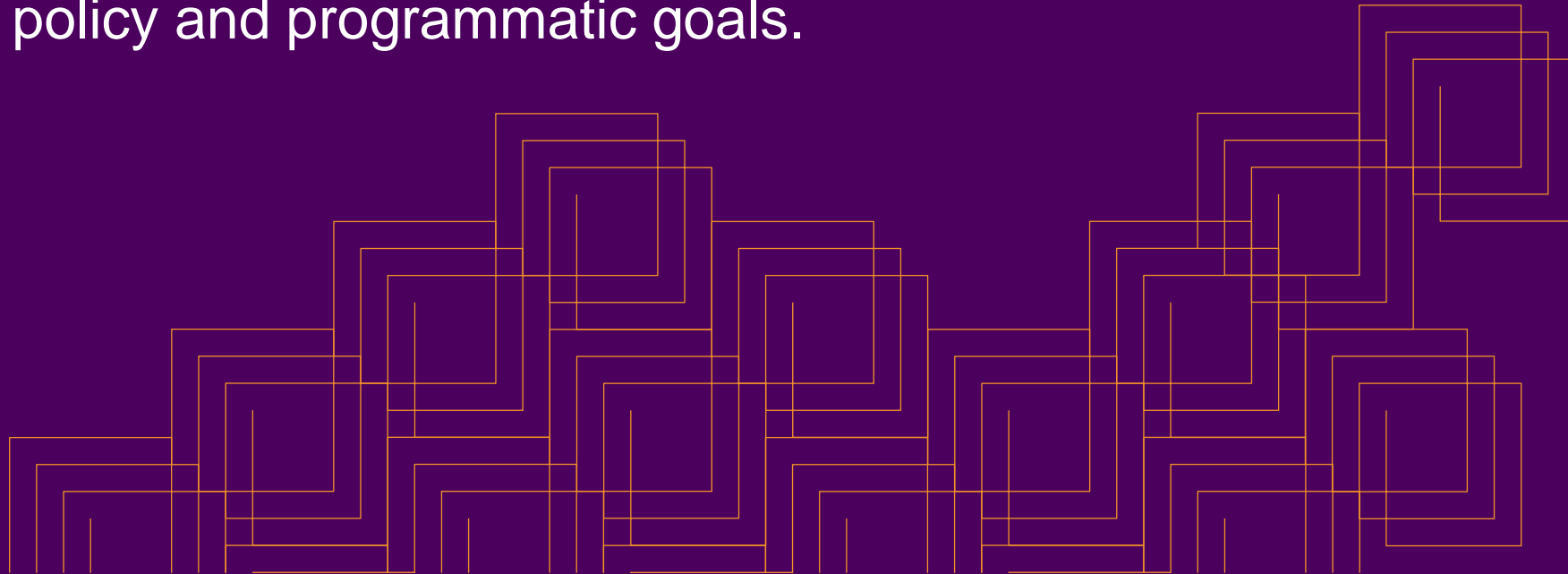
Clarify what UNDP positions and relevance would be in the event of the escalation or mutation of certain trends, signals or shocks.



UN
DP

Why **FORESIGHT?**

The complexities that we are facing are not short-term; they are multi-generational. If we commit to long-termism and set appropriate benchmarks, not as an aspiration, but rather as a commitment to start changing the set of incentives that allow SDG acceleration, this will then allow us to back-cast more ambitious policy and programmatic goals.



RBAP STRATEGIC FORESIGHT OBJECTIVES

STRATEGY & PLANNING



1. Foresight as Part of Strategic Planning

RESEARCH & KNOWLEDGE



2. Reimagining Development in Asia Pacific

HORIZON SCANNING & CAPABILITY BUILDING



3. Institutionalizing Horizon Scanning as a Key Process

CULTURE



4. Culture, Community and Communications

DELIVERABLES



Regional Programme



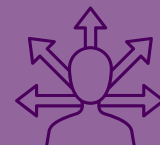
Foresight Briefs



Inclusive Imaginaries



Country-specific Deep Futures



Foresight Workshops & Train the Trainer



Horizon Scanning



UNDP RBAP Strategic Foresight Network



High-level Dialogue & Influence

Applying Strategic Foresight for anticipatory processes & strategic planning

HORIZON SCANNING INITIATIVE

The Horizon Scanning (HS) initiative helps senior leadership better manage potential risks and opportunities and make strategic decisions on new programming areas. We asked our senior leaders a series of questions to understand how they make decisions, in order to build a model of HS unique to UNDP contexts.

The HS method blends collective intelligence, artificial intelligence, and quantitative and qualitative data.

We have generated insights from a Horizon Scan of key trends across Asia-Pacific in partnership with our Country Offices to inform regional planning.

- Phase 1 COs involved: Bhutan, Indonesia, Malaysia, Maldives, Mongolia, Sri Lanka; Pakistan

VALUE FOR COs

- Informs pipeline programme planning
- Informs CO Business Plans
- Supports the design of future-fit CPDs for COs
- Supports leadership decisions on strategic and policy risks



Investing and training our Country Offices to create a culture for anticipatory governance

We focus on learning by doing because directly applying a new methodology to a live project is the most effective learning mechanism.

FORESIGHT PLAYBOOK

AND LEARNING PROGRAMME

- Building collective foresight capabilities to feed into policy and programme cycles
- The Foresight Playbook will help personnel not just experiment and test different foresight methodologies but to know how and where to apply it for programme planning and pipeline development

VALUE FOR COs

- COs will have their very own trained foresight capabilities to apply foresight into their planning and strategy



Building a CO Anticipatory Governance Offer

WHAT IS ANTICIPATORY GOVERNANCE?

This ability to be anticipatory—to act in preparation of ‘what could happen’—is the learned skill and application of foresight.

It is the architecture by which an institution systematizes the links between foresight, planning, and continuous shifts in action and policy. Or alternatively, a form of governance that utilizes foresight to design and execute plans / enables governments to deal with complex risks.

LIVE-TESTING ANTICIPATORY GOVERNANCE

IN THE PACIFIC AND LEARNING PROGRAMME

We are building multiple test cases of anticipatory governance in the region. We are first partnering with UNDP’s Pacific Multi-Country Office on a year-long action research journey to define entry points and key pillars for foresight and anticipatory governance specific to different contexts. We will test the appetite for various strategic foresight methods and outcomes with partners in government and civil society. The learning from these small-scale prototypes of applied foresight to support existing planning and governance strengthening processes will inform our iterative development of a Pacific-specific anticipatory governance offer.

VALUE FOR COs

- Developing an external AG offer for governments and partners
- Generation of transferable insights and examples from different COs in Asia and the Pacific

COs involved: Pacific Multi-Country Office in Fiji, and Malaysia



Research and thought leadership on a long-term view of development trajectories and tipping points

REIMAGINING DEVELOPMENT

Our ambition is to bring to life possible realities of an intangible faraway future. In 2022 under our Reimagining Development initiative, we will release a range of Foresight Briefs written by leading academics that blend futures analysis on ‘development nudges’ or emerging policy issues.

- Publishing Foresight briefs in 2022: Exploratory written products from thought leaders and academics
- To grapple with potential policy and programming implications of new topics that are challenging traditional development practice, and point towards new perspectives and approaches

INCLUSIVE IMAGINARIES

We are complementing the rigour of academic futures analysis with a collaborative Inclusive Imaginaries initiative to support the creation of more just, equitable and inclusive futures. Here, we explore tensions and synergies between academic analysis and contextual imaginations emerging from lived experience.

- Co-creative and collaborative, starting with AccLabs and Youth Co:Labs that work closely with youth and local communities, to explore how they envision what flourishing means in their futures
- To cultivate culturally driven, locally contextualized imaginations of the futures of Asia-Pacific to amplify ways more participatory visions might shape how we live
- COs involved in the 2021 pilot: Lao PDR, Malaysia, Nepal, Pacific MCO in Fiji, Philippines, Samoa



Connect to our Leading Experts

HIGH-LEVEL EXPERT ADVISORY GROUP FOR FUTURES-INFORMED DEVELOPMENT

- The members of this group are at the forefront of policy, research and design on emerging frontier issues for more future-fit governance and development
- The members of the Expert Advisory Group will share reflections, experiences and provocations to deepen the conversation on how UNDP and our partner governments can reimagine the future of development policies through the application of anticipatory decision-making and foresight
- The Group will support UNDP leadership and partner governments with leading expertise in futures-fit development strategy and policy

ROSTER OF STRATEGIC FORESIGHT EXPERTS

Country Offices can connect with our roster of experts in the areas below:

1. Foresight and anticipatory governance advisory and strategy
2. Foresight data, research, analysis and knowledge
3. Futures and foresight capability building
4. Speculative design





***Join our* STRATEGIC FORESIGHT NETWORK**

Join us on Sparkblue!

Write to us to join our Strategic Foresight Network **mailing list**

You will get access to regular webinars, training, newsletters and resources to apply foresight in your work

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