STRATEGIC FORESIGHT FOR RESILIENT PUBLIC POLICY

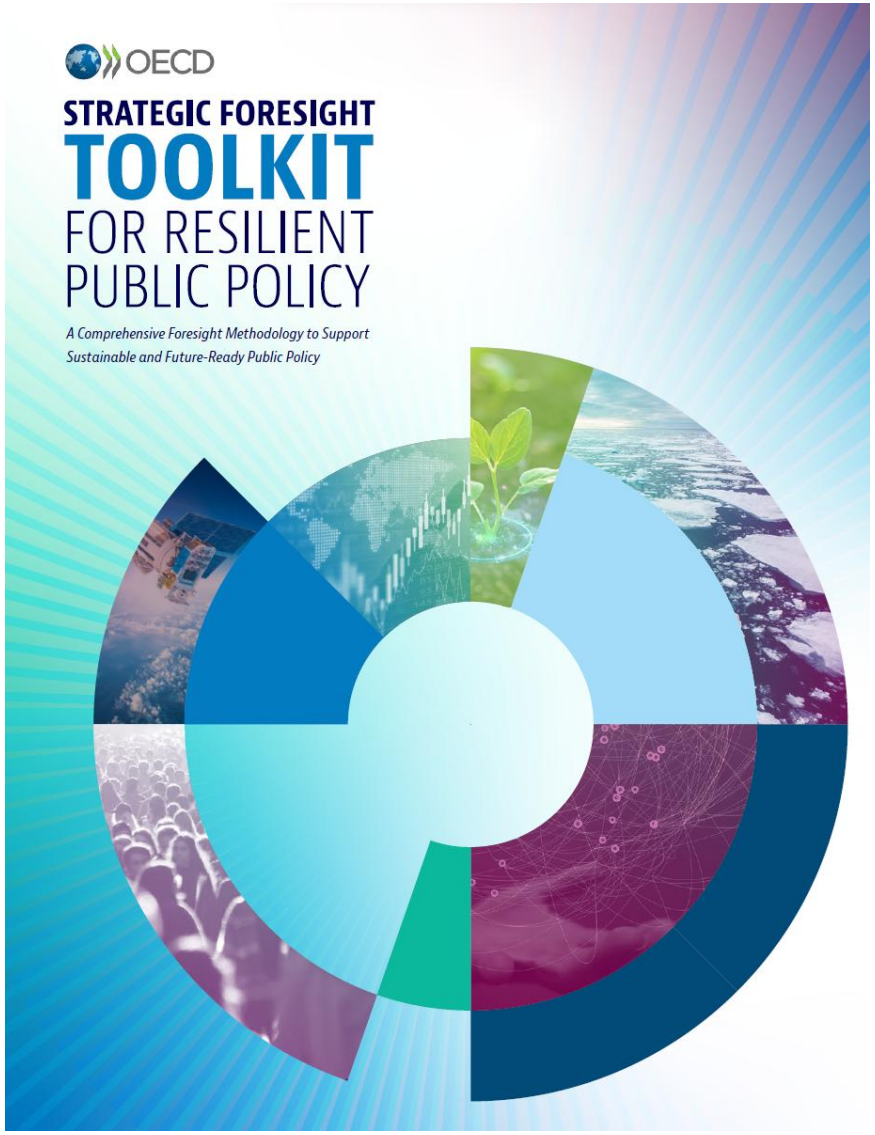
UNECA Expert Group Meeting
Preparing for Future Transformations
Session 2: Strategic Foresight for Resilient Futures: Moving from Policy to Practice

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BETTER POLICIES FOR BETTER LIVES

Strategic Foresight Toolkit for Resilient Public Policy



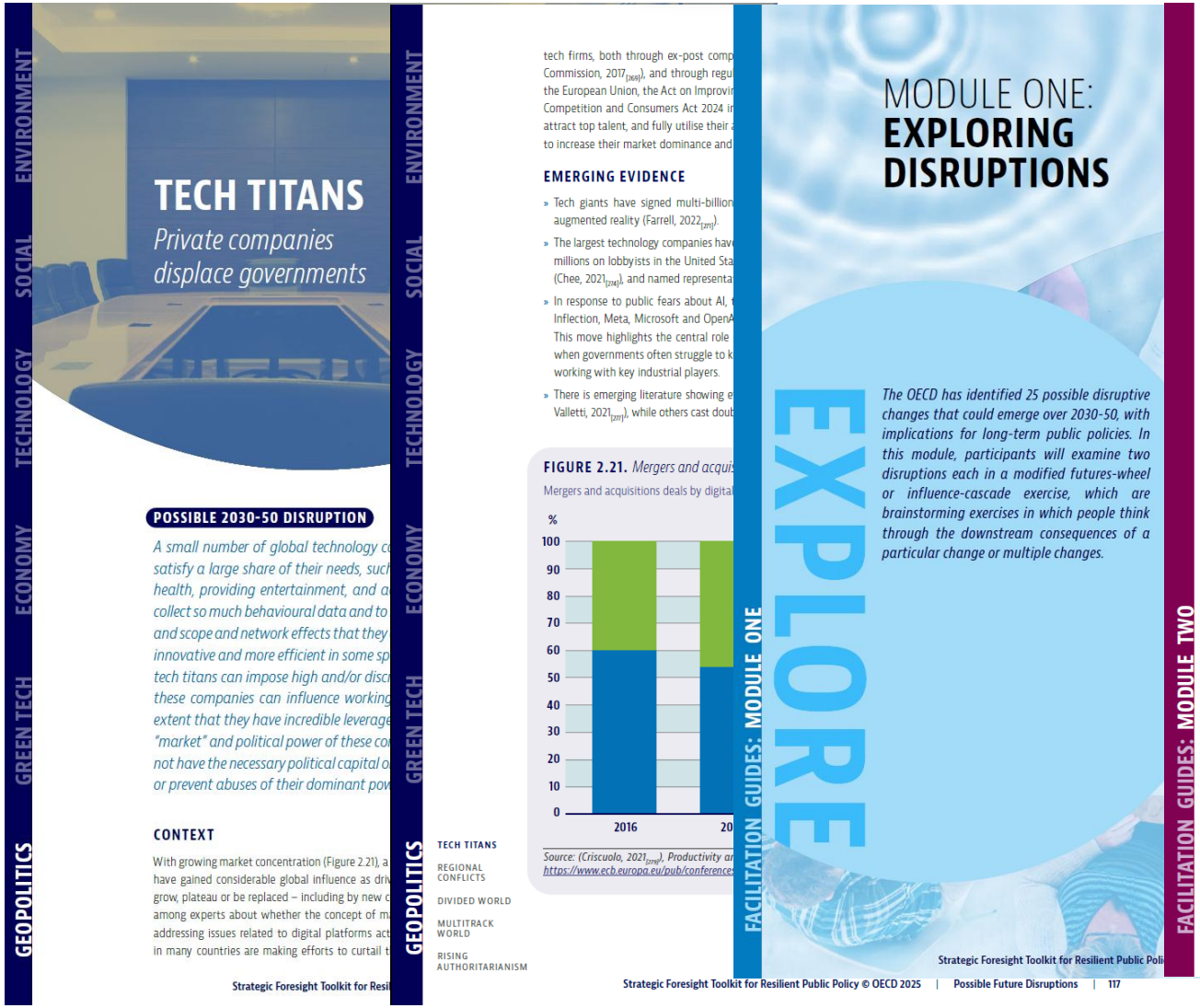
- ✓ A practical method for testing policies against different futures
- ✓ 25 evidence-informed disruptions for 2030–2050
- ✓ Five modules to explore interactions, build scenarios and test strategies
- ✓ Facilitation guides and case studies for policy teams
- ✓ Adaptable to national, regional and sector strategies

25 potential future disruptions, 2030–2050



- ✓ Context
- ✓ Emerging evidence
- ✓ Possible future and its implications
- ✓ Future policy options to explore
- ✓ Actions available today, grounded in OECD research

25 disruption briefings and facilitation guides



Agenda item	*Contents and discussion questions*	*Time*
ASSUMPTIONS EXERCISE (IN PLENARY)	» **Present the preliminary list of assumption to all participants.** • Give them each 3-5 minutes to read the list and propose amendments to it. • Is there a better way to phrase these assumptions? • What else should be added to this list? Are there any important core assumptions missing?	*30 mins*
CLUSTERING EXERCISE (IN PLENARY)	» **Place the list of disruptions and the final agreed upon list of assumptions side by side.** • Go through the list of assumptions one by one and have participants identify which of the disruptions could undermine it. • These will be the story elements in a scenarios exercise in module 3.	*40 mins*
WRAP-UP	» **Conclusions, reflections and next steps (including logistics about where to be and when).**	*15 mins*

MILESTONES

The purpose of this module is to introduce participants to building skills in systems thinking and taking a futures-oriented approach. Participants will explore prevailing indicators of change that have the potential to reshape the policy landscape, some of which may have eluded their attention. Through a structured exercise, participants are prompted to seek corroborative evidence of these transformative shifts and envision their future implications on the broader socio-economic fabric. This process stimulates participants' creativity and prompts them to critically examine key policy assumptions that have been ingrained consciously or unconsciously. While capturing noteworthy insights on policy implications for future deliberations is encouraged, extensive notetaking during this module is not necessary for final reporting purposes.

1. FACILITATION SCRIPT IN PLENARY

» **GIVE A BRIEF SUMMARY OF THE FIRST SESSION** and a reminder about the purpose of the exercise.

» **REMIND PARTICIPANTS THERE ARE (ALMOST) NO WRONG ANSWERS IN THESE TYPES OF EXERCISES.** Foresight is inherently speculative. All forms of contribution are welcome, from traditional expertise to personal or anecdotal data. Getting everyone comfortable with engaging in the exercise is a top priority.

» **REMIND PARTICIPANTS THAT THE SESSION IS FULLY EXPECTED TO RAISE CONFLICTING IDEAS.** This is a subjective exercise, in which opposite implications may be imagined from the same disruption. All are possible, even if only one – or none – ever comes to pass. Highlighting this uncertainty and the diversity of possible implications is an important part of the exercise.

» **REMIND PARTICIPANTS THEY ARE FREE TO ANSWER FROM A PROFESSIONAL OR PERSONAL PERSPECTIVE.** If the immediate thought that enters their mind about a given disruption pair is how it could impact their children's lives or their social circle, that should be encouraged. Including emotions and personal experience provides valuable context in foresight processes.

» **BRIEFLY INTRODUCE EACH OF THE SELECTED DISRUPTIONS** at the beginning of the session.

» **ASK INDIVIDUAL PARTICIPANTS TO SELECT THE DISRUPTION PAIR THEY ARE MOST INTERESTED IN DISCUSSING** and join a breakout group based on that.

- *This helps ensure active participation among participants.*
- *If groups are imbalanced, ask some participants in the largest group(s) to switch to one of the smaller ones.*

Foresight process to stress-test public policy

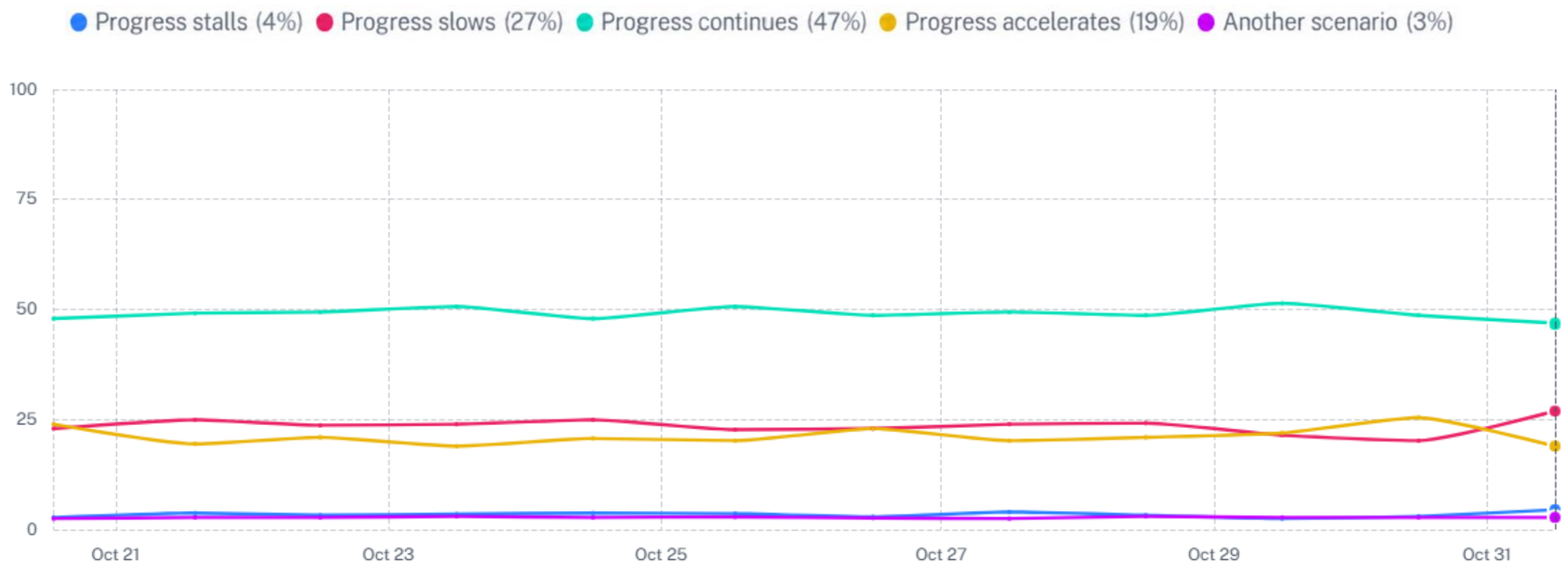


Potential technological disruption: AI Leap



- Dramatic improvements in AI capabilities
- Technology brings new tools that transform society
- AI incidents increase with greater diffusion

What is the most likely scenario for AI progress through 2030?



Sources: Scenarios: OECD (2026), Exploring possible AI trajectories through 2030. Probabilities: The Forecasting Machine, last estimate: 31 October 2026. Illustrative assessment, not an OECD projection.

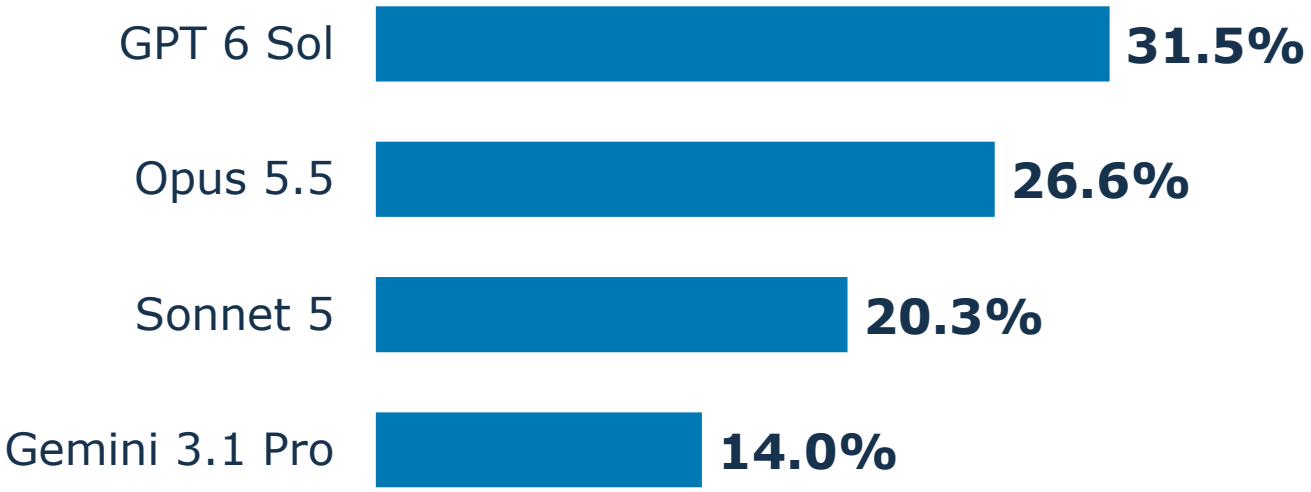
Potential economic disruption: Accelerated Convergence



- Some African countries achieve high-income status
- Poverty falls sharply and the middle class expands
- Greater influence of African states on the global stage

Will at least five African countries reach the OECD bottom-five average GDP per capita (PPP) in 2100?

Four AI model estimates



Simple mean of four models

23%

Egypt: illustrative growth requirement

About 2.2% average annual real GDP per capita growth, 2025–2100

Source: The Forecasting Machine, 31 October 2026. OECD membership fixed at 31 October 2026. Illustrative assessment, not an OECD projection.

Applications relevant to UNECA

Application	Uncertainty to explore	Policy choice
AI, productivity and jobs	Uneven adoption, changing tasks and concentration of gains	SME capabilities, workforce skills and workers' transitions
Green industrialisation	Power and water constraints with tighter financing	Investment timing, location and ecological limits
Regional integration	Access to markets and shared exposure to shocks	Common standards and alternative supply routes

THE POLICY FORESIGHT TRAINING PROGRAMME

OECD Policy Foresight Training Programme application form

THANK YOU!

Contact us: foresight@oecd.org

https://www.oecd.org/en/about/programmes/strategic-foresight.html

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