

Scenario Planning

An Explanation

Professor Darryl Low Choy



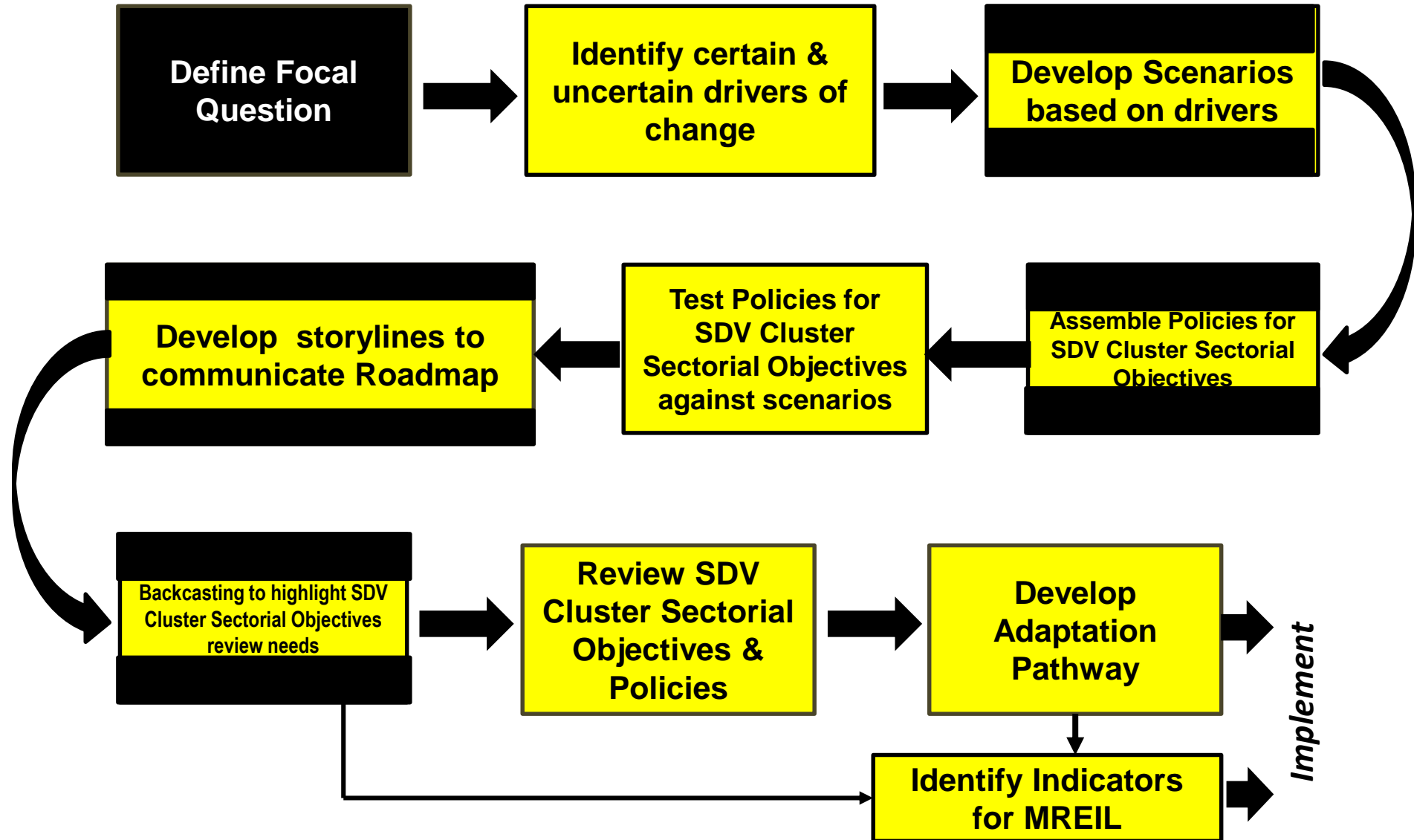
Scenario Planning Steps



Facilitation team task



Stakeholder task



Focal Question

underpinning scenario development

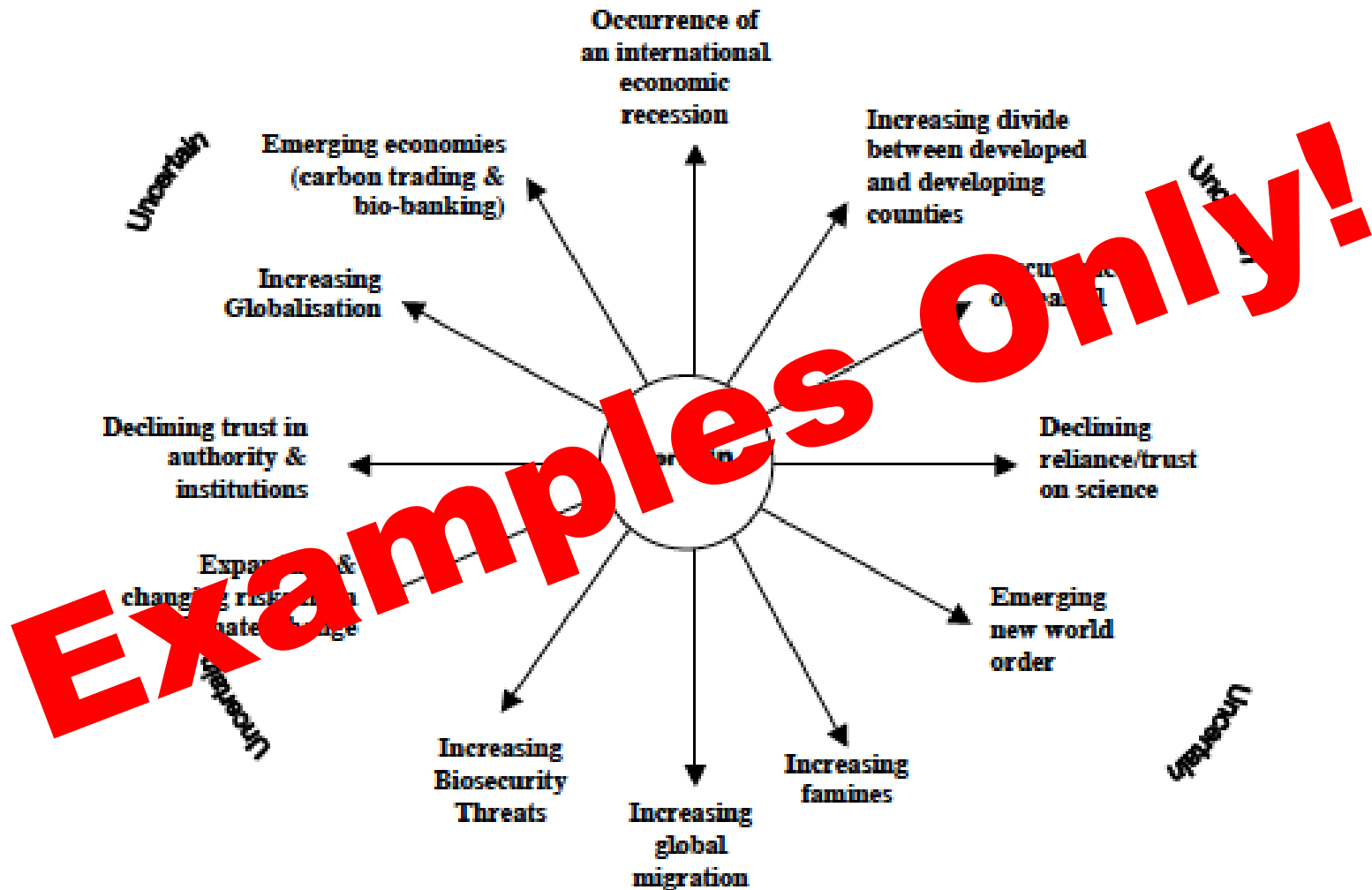
What plausible current and future drivers of change will influence the effective achievement of Mongolia's Sustainable Development Goals by 2030 and beyond?

Introduction to “Drivers of Change”

Drivers of Change

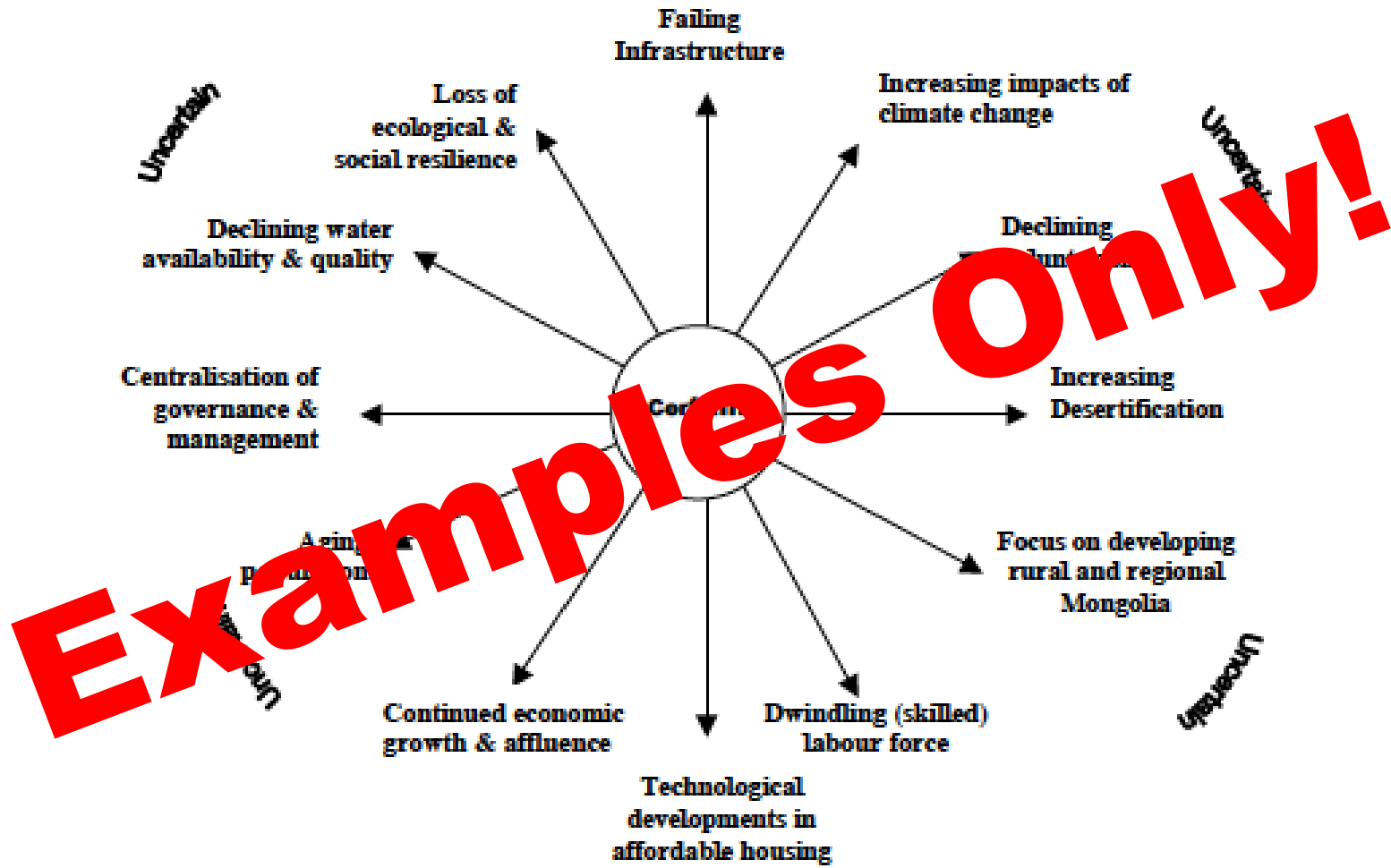
Environmental, social, economic, political and technological factors (natural or human-induced) that directly or indirectly cause a change in a system and affect several temporal and spatial levels, e.g. global, regional, national and local drivers - internal or external to the system.

Examples of Drivers of Change for Scenario Construction



Global (Exogenous) Drivers of Change

Examples of Drivers of Change for Scenario Construction

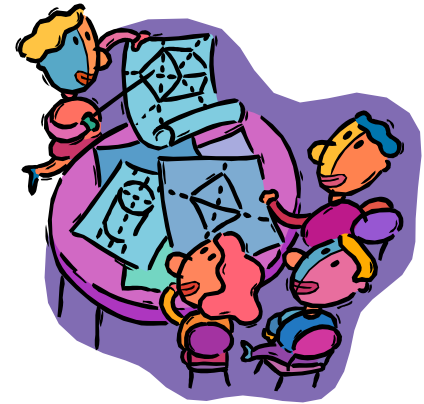


National (Exogenous & Endogenous) Drivers of Change

Composite List of Key Drivers of Change confronting Mongolia

Drivers \ Scale	Global	Regional	National
Environmental			
Social			
Economic			
Political			
Technological			

Plausible current and future drivers of change that will influence the effective achievement of Mongolia's Sustainable Development Goals by 2030 and beyond



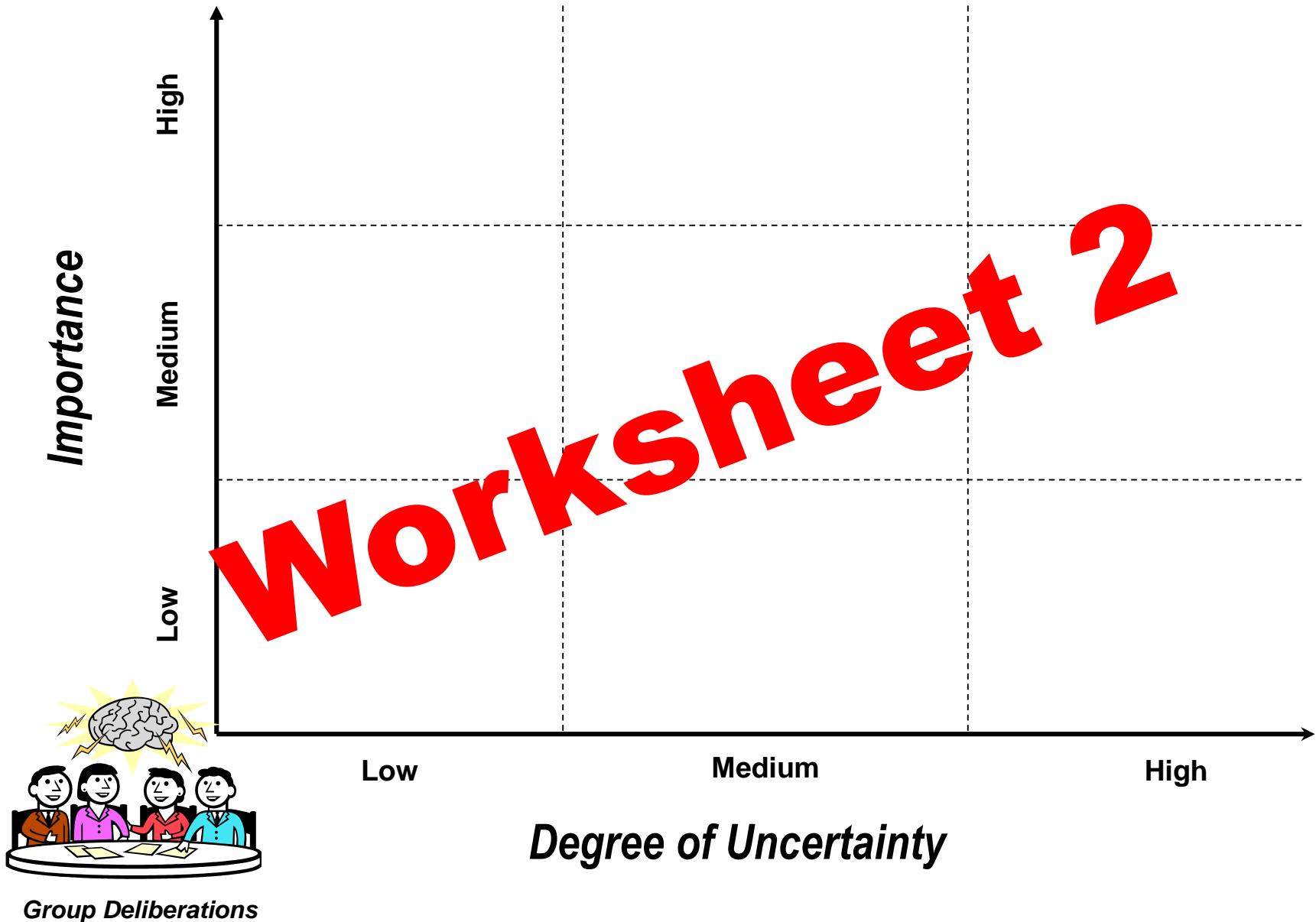
Brief Sample Application of Worksheet



Group Deliberations

Classification of Drivers of Change

Classification of Drivers of Change (drivers could influence the effective achievement of Mongolia's Sustainable Development Goals by 2030 and beyond)



Uncertainty

An expression of the likelihood of a specific driver influencing change now and in the future. Uncertainty can result from lack of information or from disagreement about what is known or even knowable.

Likelihood language

In terms of the Focal Question, the likelihood of a driver occurring:

High (degree of) uncertainty: ie about 2 out of a score of 10 likelihood of occurrence (*Very unlikely*)

Medium (degree of) uncertainty: ie about 5 out of a score of 10 likelihood of occurrence (*More likely than not*)

Low (degree of) uncertainty: ie about 8 out of a score of 10 likelihood of occurrence (*Very likely*)

Importance

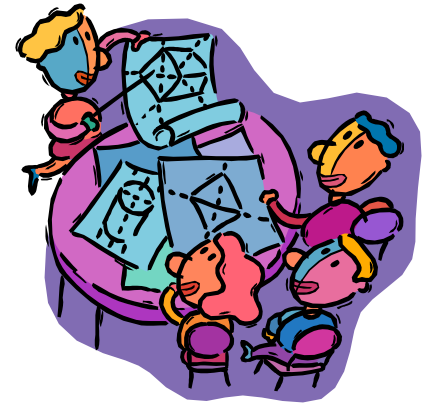
The degree or relative significance to which a particular driver influences or will influence the subject area or a community.

Significance language

In terms of the Focal Question, the significance of a driver has a:

- | | |
|---------------------------------------|--|
| High (degree of) importance: | ie. About 8 out of a score of 10 (<i>High level</i>) |
| Medium (degree of) importance: | ie. About 5 out of a score of 10 (<i>Medium level</i>) |
| Low (degree of) importance: | ie. About 2 out of a score of 10 (<i>Low level</i>) |

Questions?

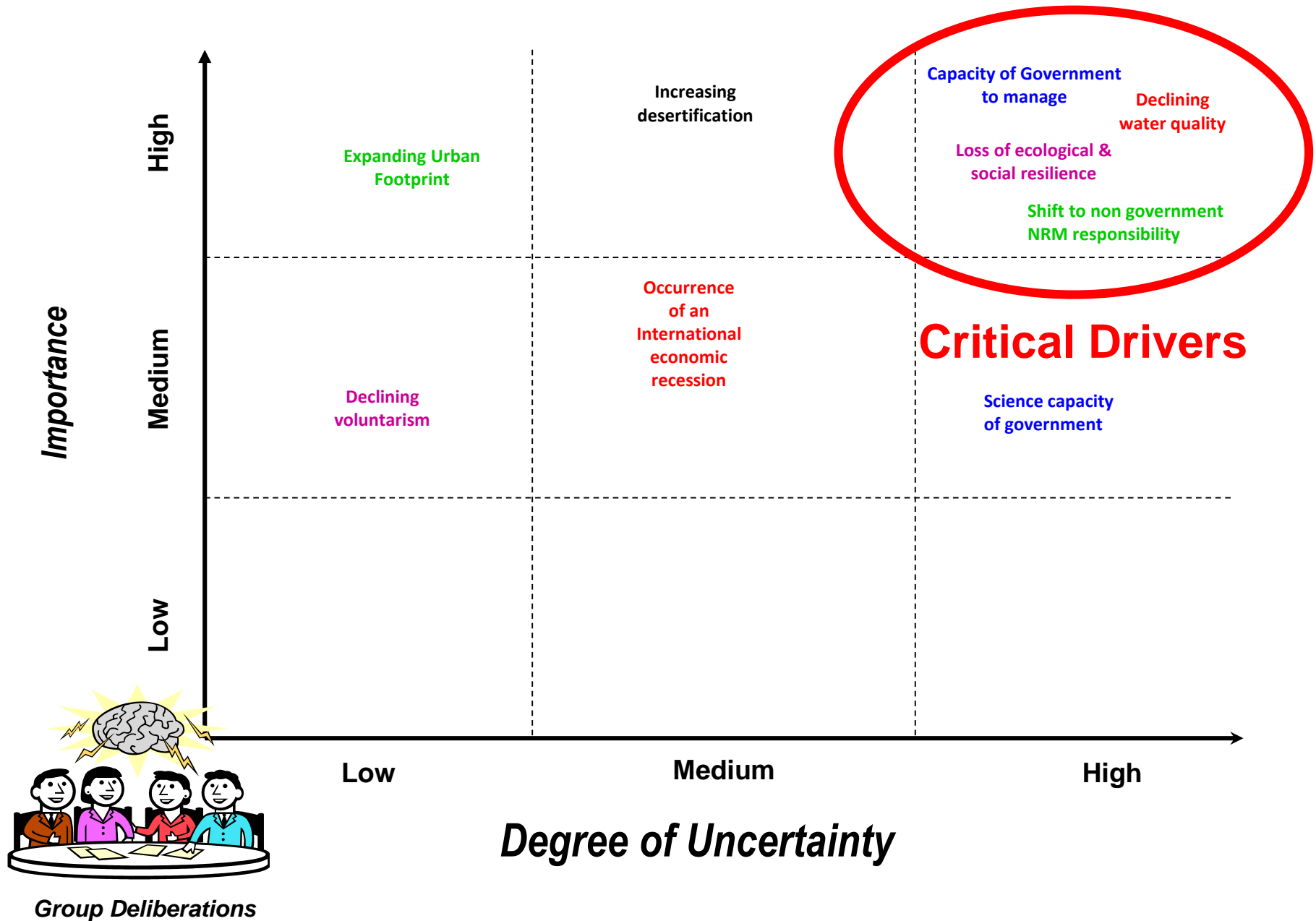


Brief Sample Application of Worksheet



Group Deliberations

Drivers could influence the effective achievement of Mongolia's Sustainable Development Goals by 2030 and beyond



Listing Important & Uncertain Drivers of Change that will influence the effective achievement of Mongolia's Sustainable Development Goals by 2030 and beyond

Step1: Compile Composite List

Capacity of governments
to manage

Loss of ecological & social
resilience

Shift to non government NRM
/community services responsibility

Declining water quality

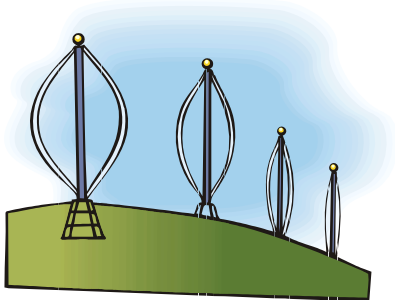
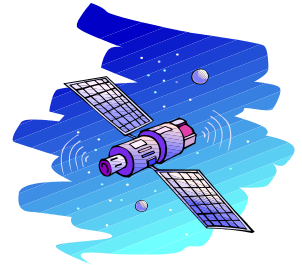
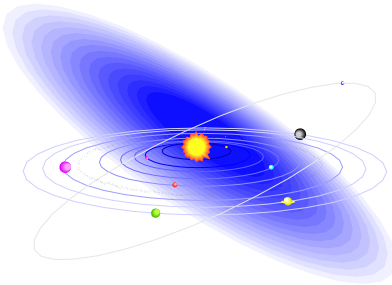
etc



Unpacking of key drivers of change

Shocks & Surprises

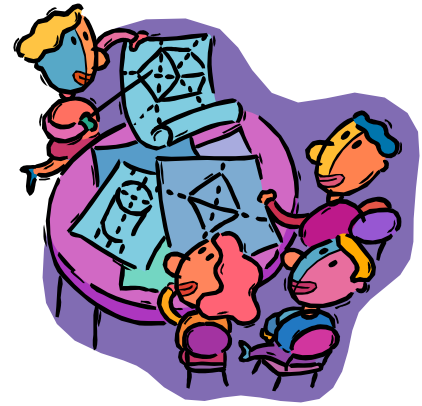
Events or situations that are possible yet improbable and that can have a profound impact. Shocks and surprises have the capacity to alter key trajectories affecting the way we do things now, and can generate challenges and opportunities never before encountered



A colorful illustration of four children sitting around a round table, engaged in a board game. The children are depicted with stylized, rounded features and bright clothing. One child is standing and holding a card, while the others are seated, looking at the game board. The game board is a large, light-colored circle with various symbols and numbers. There are also several dice and cards scattered on the table. The background is a solid light blue color.

<p>Ecological resilience</p>	<p>Increasing extinction of native species</p> <p>Loss of “sense of community”</p>	<p>Scientific breakthroughs in edge effects</p>
<p>Increasing recognition of ecosystem services</p> <p>Imposition of a national tax</p>	<p>Mongolia experiences years of consecutive floods</p>	

Questions?



Brief Sample Application of Worksheet



Group Deliberations

Synthesis: Identify critical drivers

(highly uncertain and highly
important drivers)

Ranking Important & Uncertain Drivers of Change that will influence the effective achievement of Mongolia's Sustainable Development Goals by 2030 and beyond

Step1: Compile Composite List

Capacity of governments to manage

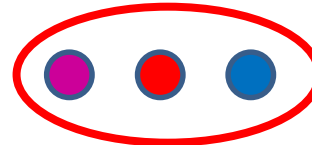
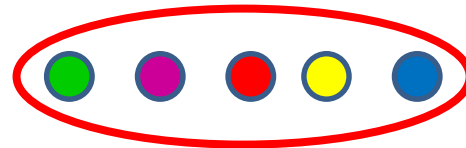
Loss of ecological & social resilience

Shift to non government NRM /community services responsibility

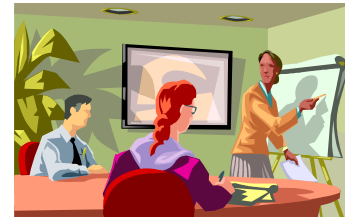
Declining water quality

etc

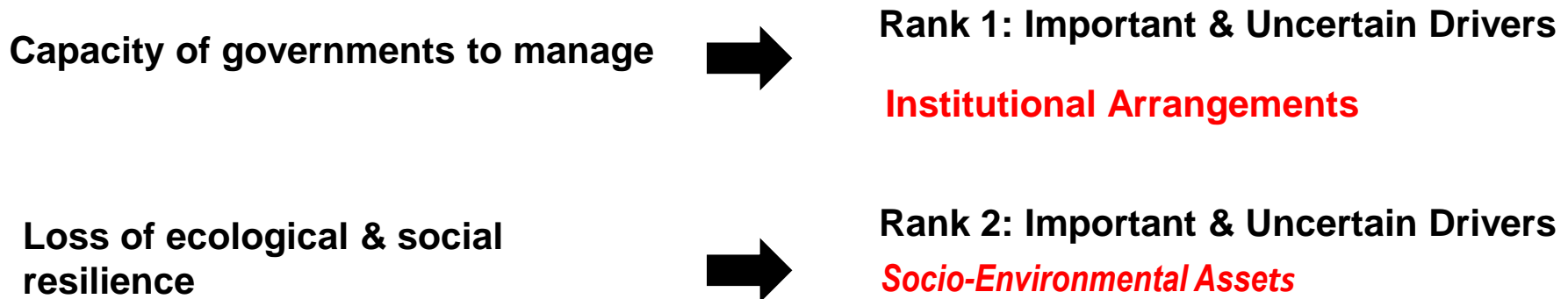
Step2: Ranking (vote)



etc

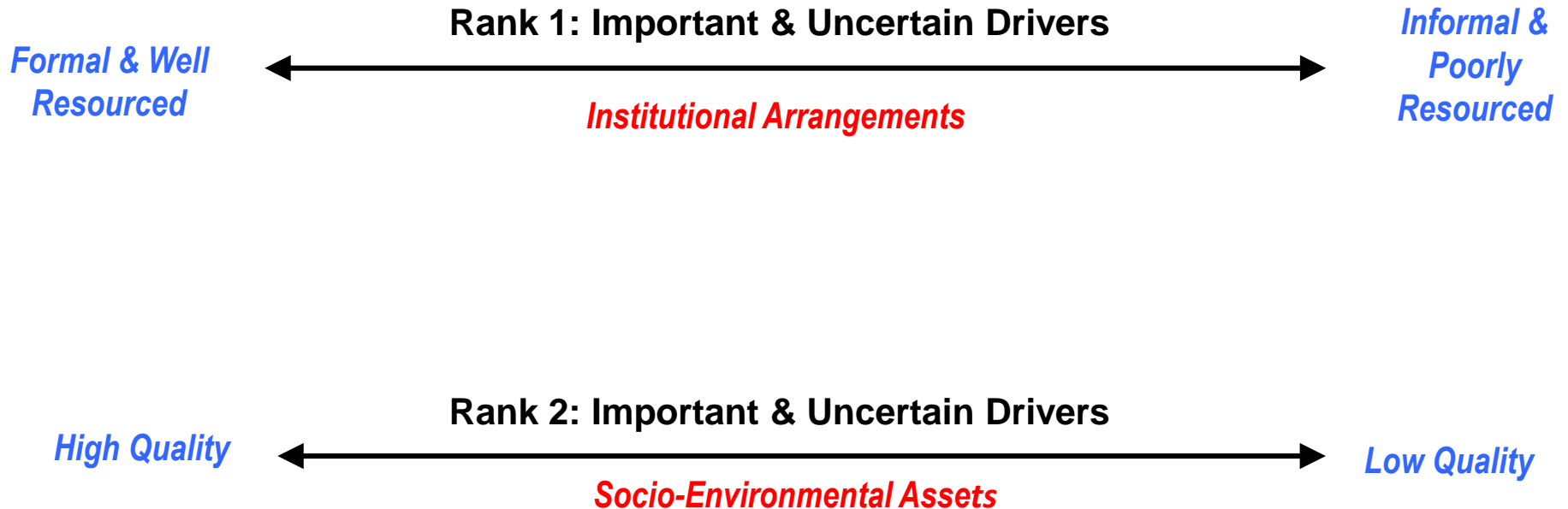


Synthesis: regroup & reword drivers

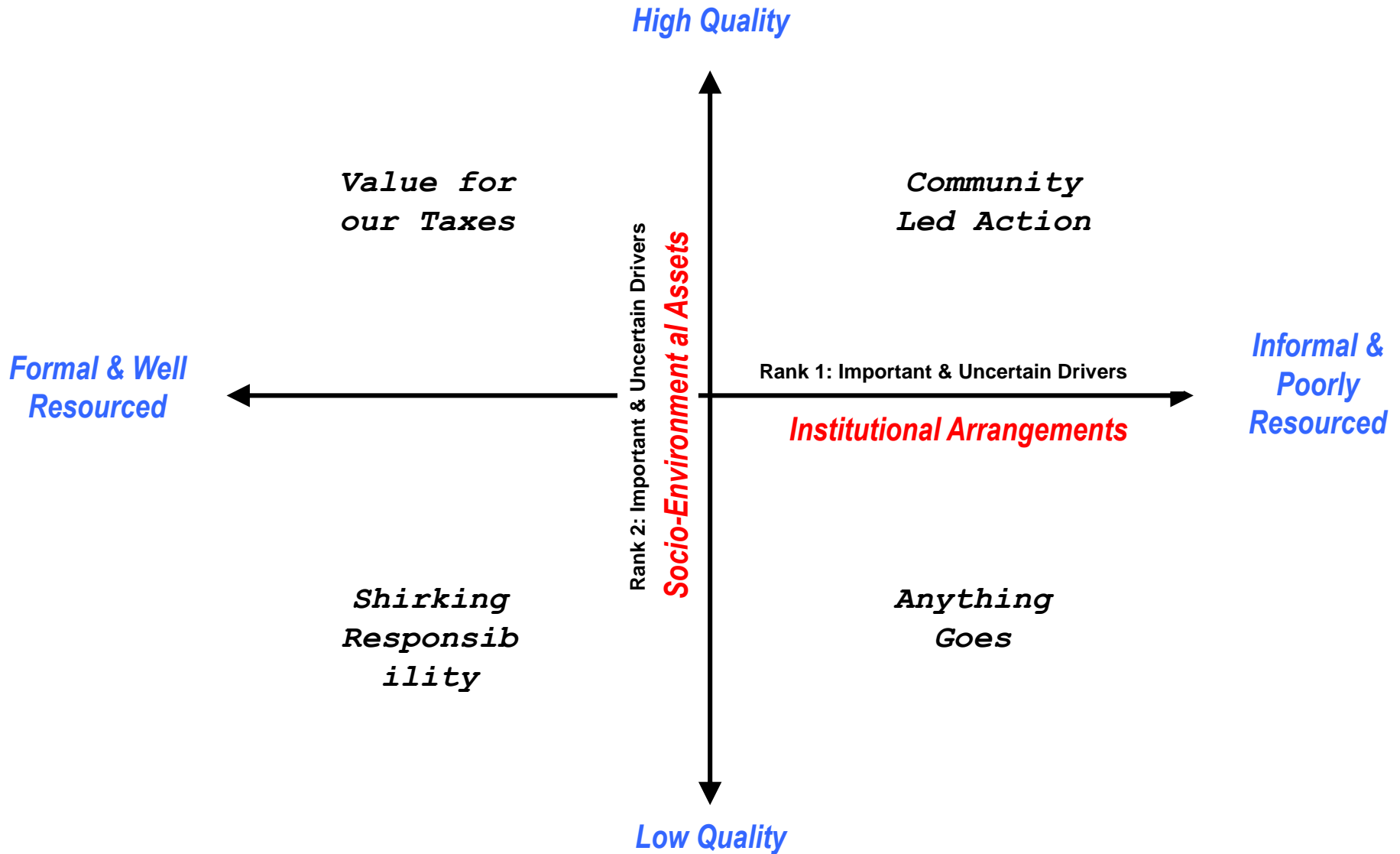


Creation of Scenario Framework

Defining the axes from the regrouped Drivers

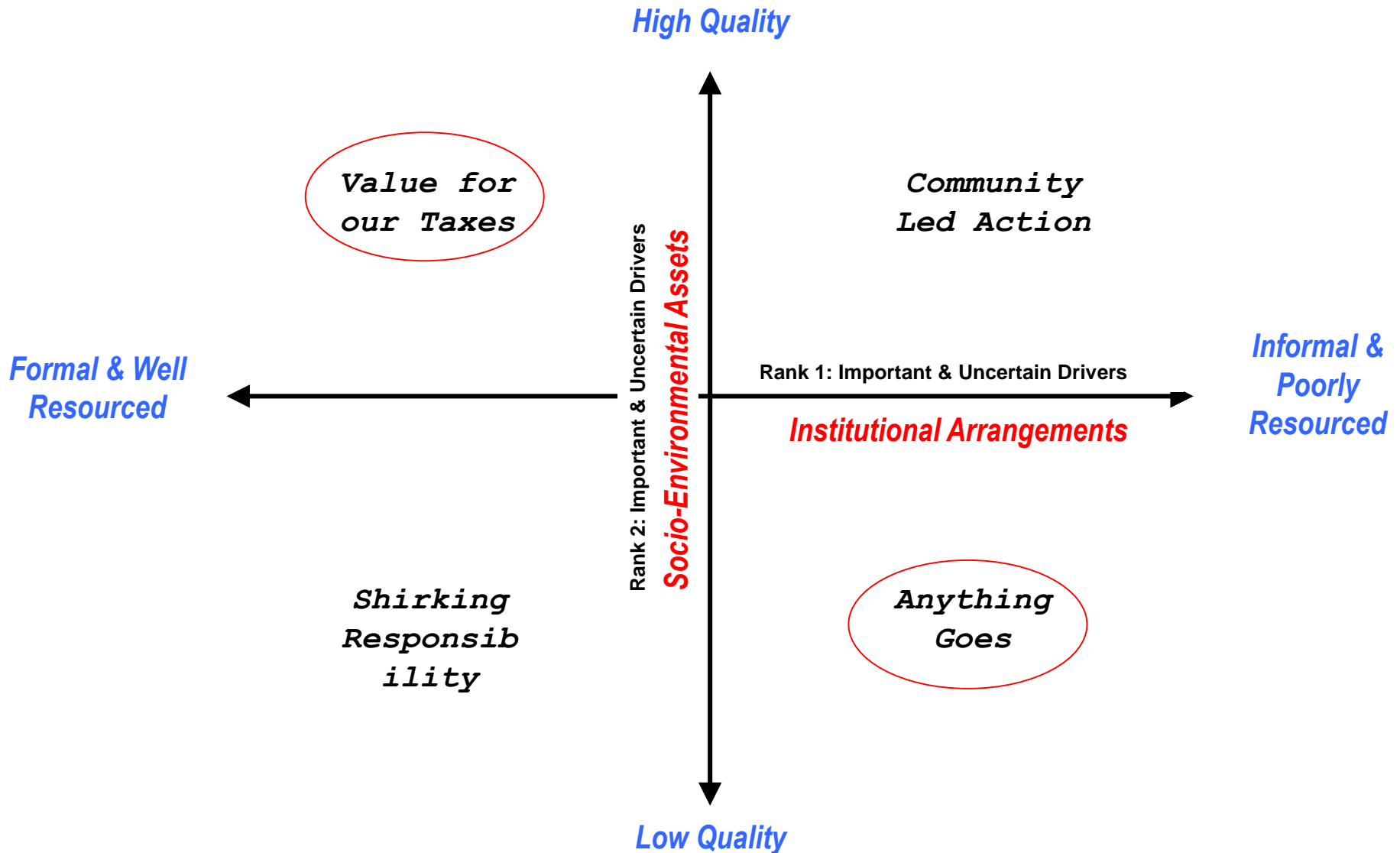


Creating the Framework



Selecting Scenarios & Developing Storylines

Identifying the Scenarios



Signposts

Indicators that signal the emergence or divergence of characteristics of possible futures (eg events, occurrences or observations that can be scanned from the real world)



**Changing direction
(opportunities?)**

*These indicators
should prompt the
establishment or
cessation of
particular actions*



**Dangerous direction
(threats?)**

Narrative & Roadmap: Anything Goes

(Going from the PRESENT to this possible FUTURE)

Key & distinguishing Attributes	Global Scale	East Asian Scale	National Scale (Mongolia)
Changing attitudes & values			
Changing economic circumstances			
Changing governance, (geo) politics & institutional arrangements			
Changing role of technology			
Environmental change and changing use of natural resources			
Changing vulnerabilities of the community			

Key Signposts (ie indicating a promising direction - opportunities)

(ie indicators of possible futures being realised such as events, occurrences or observations that can be scanned from the real world):

1.

2.

Key Signposts (ie indicating a dangerous direction - threats)

(ie indicators of possible futures being realised such as events, occurrences or observations that can be scanned from the real world):

1.

2.

Narrative & Roadmap: Value for our Taxes

(Going from the PRESENT to this possible FUTURE)

Key & distinguishing Attributes	Global Scale	East Asian Scale	National Scale (Mongolia)
Changing attitudes & values			
Changing economic circumstances			
Changing governance, (geo) politics & institutional arrangements			
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Key Signposts (ie indicating a promising direction - opportunities)

(ie indicators of possible futures being realised such as events, occurrences or observations that can be scanned from the real world):

1.

2.

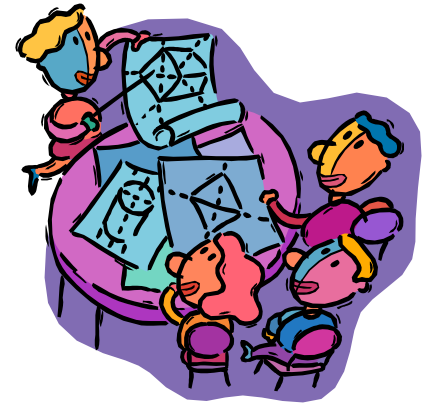
Key Signposts (ie indicating a dangerous direction - threats)

(ie indicators of possible futures being realised such as events, occurrences or observations that can be scanned from the real world):

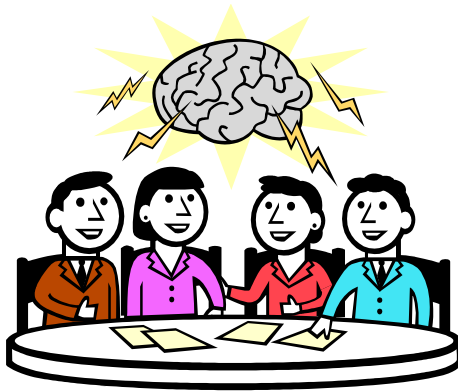
1.

2.

Questions?



Brief Sample Application of Worksheet

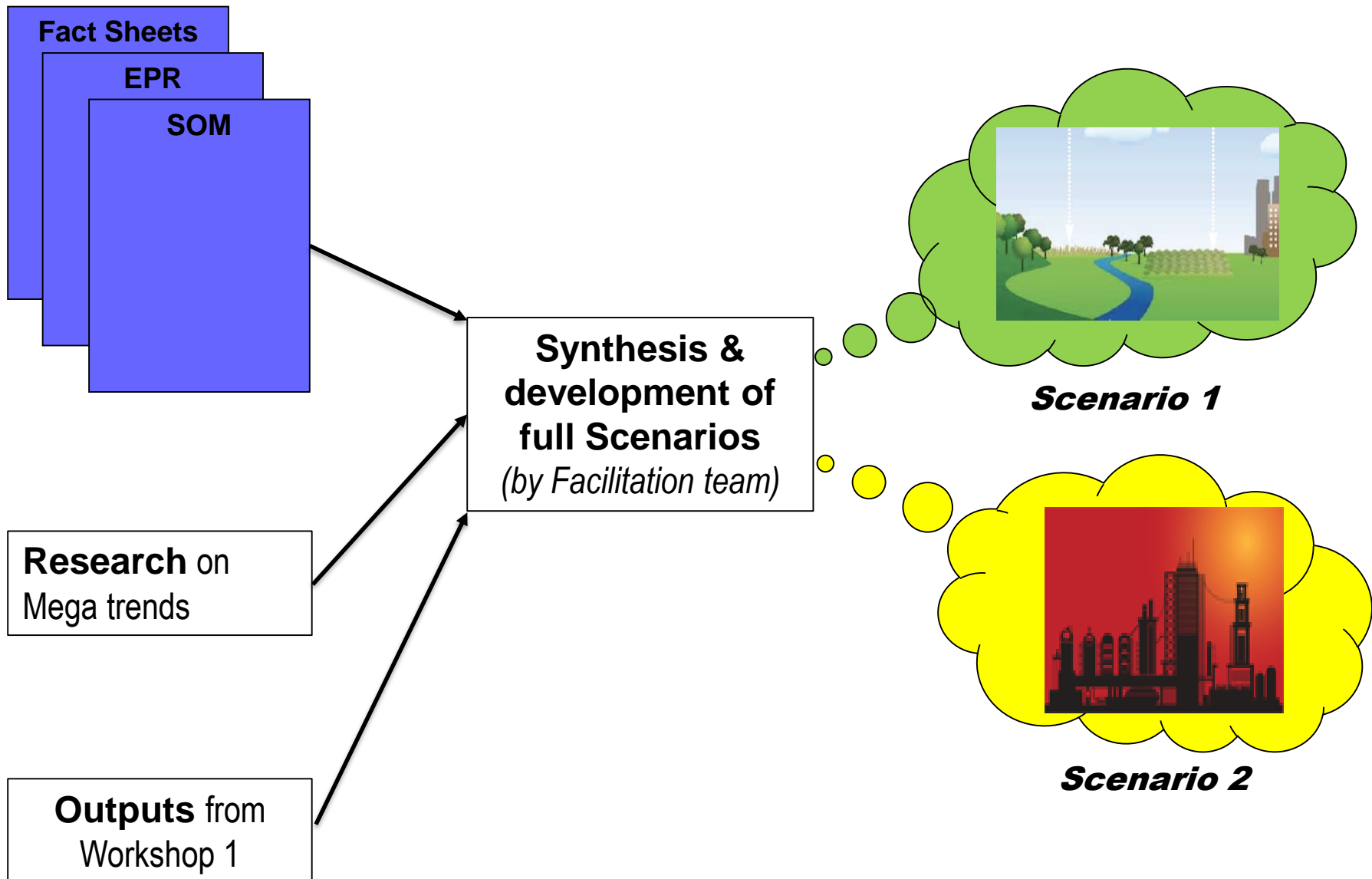


Group Deliberations

‘Wind tunnel’ test of Future Options

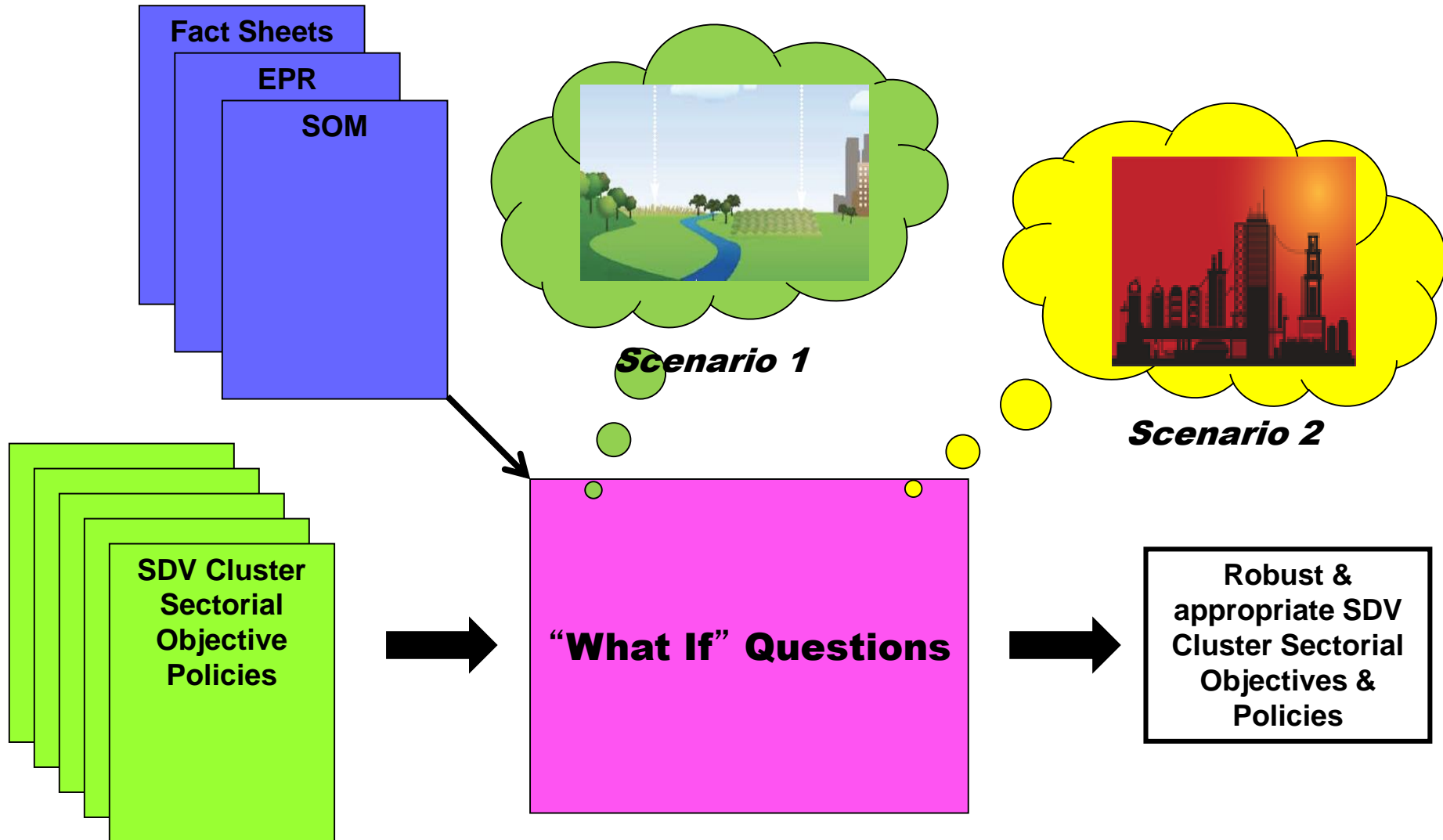
(undertake for each scenario)

Full Development of Scenarios



The 'Wind Tunnel' Test

(Each Scenario)



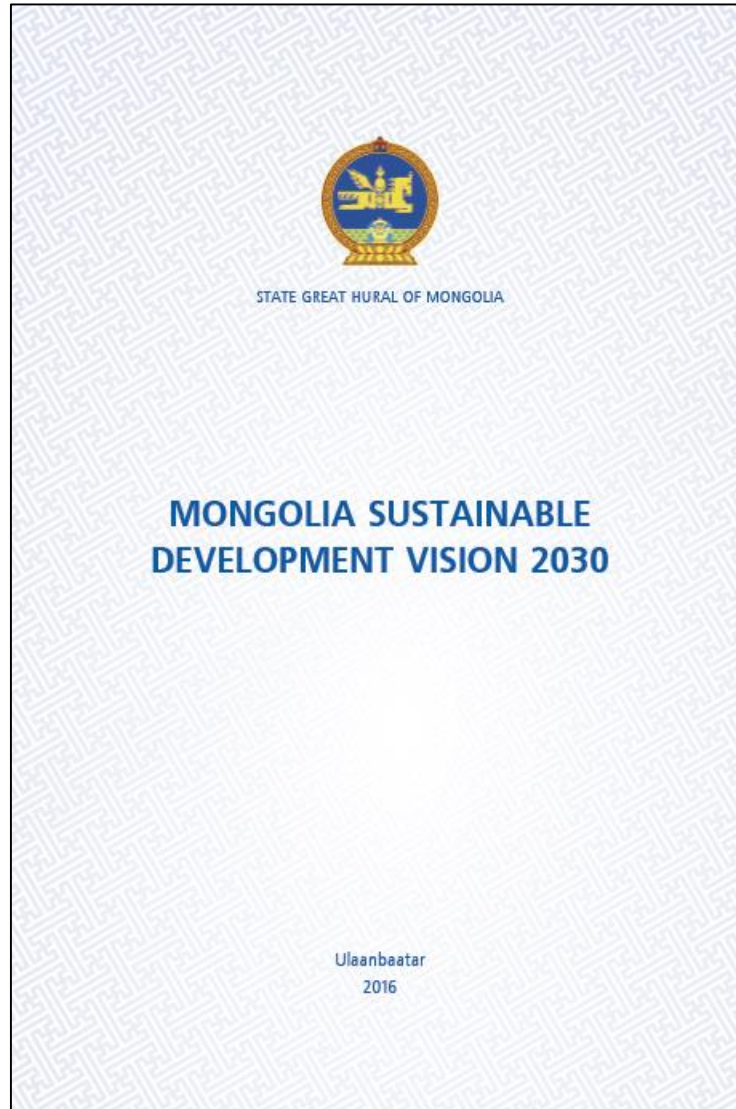
Testing the Policies for SDV Cluster Sectorial Objectives

Overall assessment of each SDV Cluster Sectorial Objective Policy (within the scenario)
[Assess on a threefold scale (ie 1= low; 2=medium; and 3=high)]

Answer five “What If” Questions:

- 1. What is its likelihood of achieving its aims?**
- 2. What is its likelihood of having negative impact on society?**
- 3. To what extent will it assist to fulfil the Mongolian Sustainable Development Vision?**
- 4. To what extent does it represent “value for money” - the best use of public money (i.e. cost effectiveness)?**
- 5. To what extent will it enable communities to deal with future shocks and surprises?**

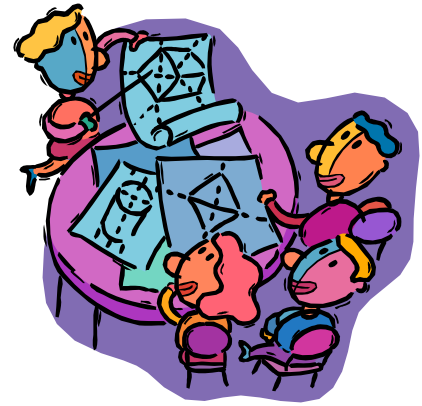
Mongolian Sustainable Development Vision 2030



SDV Cluster Sectorial Objective Policy Vs “What If” Questions

[illegible]

Questions?



Brief Sample Application of Worksheet



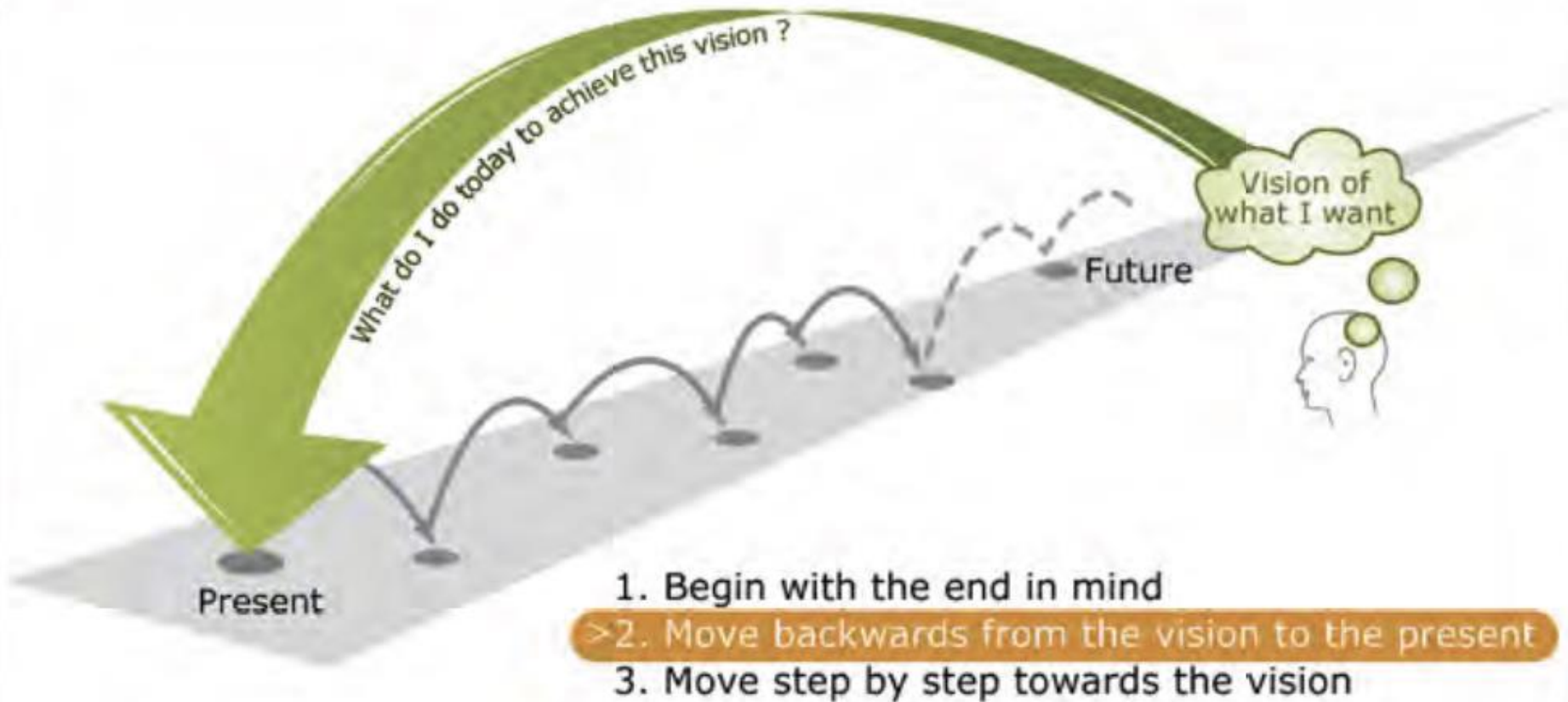
Group Deliberations

Backcasting

(Complete for each Scenario)

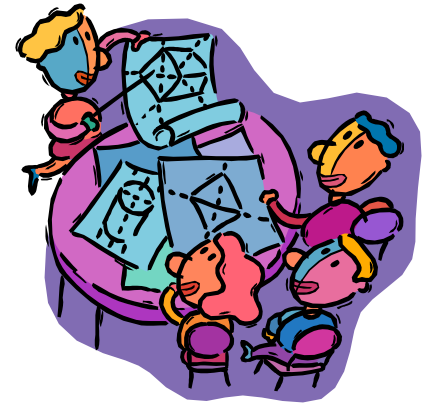
Scenario Planning Backcasting

(<http://www.naturalstep.ca/backcasting>)



Backcasting

Pathways of change	Timeline – from now to 2040		
	Short term - by 2020	Mid term – 2020-30	Long term – 2030-40 and beyond
Opportunities to realise vision			
Obstacles to realise vision			
Key milestones – interim objectives to realise vision			
Key actions and strategies needed that help develop or take advantage of opportunities and help to overcome or neutralize obstacles Based on tested policies, we should specify aspects related to: - actors/ agencies/ partnerships/ communities - data/ information/ knowledge - resources - rules and regulations - others			



Brief Sample Application of Worksheet



Group Deliberations

Assembling the Adaptation Pathways

- 1. Develop the overall potential Adaptation Pathways roadmap**
- 2. Identify potential strong / weak “Leverage Points” (including policy intervention/s)**
- 3. Select the pathway(s)**
- 4. Identify turning, tipping & trigger points**
- 5. Determine contingency actions**
- 6. Identify milestones (and “achieve-by dates)**
- 7. Establish a preferred Adaptation Pathways Plan and Map**
(addressing: actions and decisions that need to be made now and those that can be postponed; summarised targets, problems and potential and preferred pathways)
- 8. Confirm MERIL arrangements**

A detailed illustration of a futuristic city at sunset. In the foreground, a large, modern stadium with a curved roof and tiered seating is visible. The stadium is surrounded by various futuristic buildings, including domes and structures with glowing lights. In the background, a dense city skyline with tall, futuristic skyscrapers is silhouetted against a bright, orange and yellow sunset sky. The sun is low on the horizon, creating a warm, golden glow over the entire scene.

Thank You!

Questions & Comments?