RISKS AND OPPORTUNITIES TO FINANCING THE UNIVERSAL DEVELOPMENT AGENDA

Angela Wilkinson, Strategic Foresight Councillor
OECD to develop a **strategic roadmap** to support governments’ efforts to implement and monitor the achievement of the Sustainable Development Goals (SDGs).

– MCM 2015
The Forward Looking Bigger Picture

‘The Star’—
Our aspirations

‘The Mountain’—
What we hope to achieve

‘The Chessboard’—
Issues and challenges we are likely to face

‘The Self’—
Our values and attributes as a strategic player

Vision and Strategic Direction

Strategic Objectives
- BHAG—Big Hairy Audacious Goals:
  - concrete, specific and challenging
  - measurable

Shifting policy contexts
- Scenario planning: what might happen rather than will or should
- Engaging TUNA

Identity & Core Capabilities
- Self-knowledge of strengths and weaknesses: capabilities
- Values & Preferences
- Pivotal past experiences

Adapted from ‘Star, mountain, chessboard, self’ image © Hardin Tibbs 1999
Translating vision to action
Example - WBCSD Vision 2050

Global companies plus wider stakeholder engagement

Combining visioning and bio-capacity footprint modelling

Delivering:
• 9 key pathways
• 40 must-haves
• 350 milestones
• Cross-sector solution space

Ref: Wilkinson and Mangalagiu: Learning with futures to realise progress towards sustainability: The WBCSD Vision 2050 Initiative, Futures, 2011
A world on track to sustainable, inclusive wellbeing by 2050
Scenario planning is not the same as forecasting

‘The Present’
- a model

baseline projection

‘The Future’

Conditional projection

“wicked” situation

multiple pathways

alternative futures

Plausible, alternative scenarios

Adapted from source: Oxford Scenarios Programme
Where does finance fit into this bigger picture?

Example: MCM 2015 Global Scenarios
## New risks and opportunities

<table>
<thead>
<tr>
<th>Scenario Name</th>
<th>“Quick Fixes”</th>
<th>“Multipolar”</th>
<th>“City Power”</th>
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<td>Global Leadership</td>
<td>Markets and empowered citizens</td>
<td>States and non-geographical regions</td>
<td>Cities, corporations and global coalitions</td>
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<td>New investment opportunities</td>
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<td>Investment challenges</td>
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<td>Unlocking social norms that inhibit investment in innovation</td>
<td>Unlocking collaboration for sustainable infrastructures</td>
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<td>Unlocking private wealth for public goods</td>
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PCSD can help policy makers use scenario planning to:

1) Translate the vision into future-proofed policy action

2) Identify new risks and opportunities to financing the SDG by look at the bigger picture

3) Consider policy trade-offs and synergies from new and different future perspectives