

# Foresight in Action: UNDP Kosovo's Strategic Approach to Programme Development



## Context

UNDP Kosovo challenged the perception that strategic foresight is only helpful in stable environments by integrating it into their program planning strategy when the team faced severe uncertainties. They successfully used foresight to develop a strategic direction for the next five years, proving its value in decision-making even in complex, unstable settings.

## Process

### 1 Foresight Onboarding & Signals Sprint

Build foundational understanding of foresight and identify relevant signals of change through a targeted scanning sprint.

**3 weeks**

Signal Sprint

**150+**

Signals of Change

### 2 Driver Mapping & Prioritising Uncertainties

Analyse and prioritize critical drivers of change to focus on key uncertainties impacting future planning.

**36**

Trends identified

**2**

Uncertainties prioritised

### 3 Scenario Building & Analysis

Develop future scenarios and analyse strategic options to ensure program relevance and resilience across multiple potential futures.

**4**

Scenarios

**3**

New Opportunity areas

## Outcomes & Impact

- Identified **new programmatic areas** such as *Prosperous Aging*, *Brain Gain*, and *Green Technologies*.
- Directly influenced and informed **strategic decisions** for program planning.
- Boosted **team motivation and purpose**, aligning their work with what felt impactful for UNDP Kosovo.
- Enhanced **team collaboration and understanding**, leveraging diverse expertise during the foresight discussions.

## Learnings and Advice

- **Shift mindsets** from problem-solving to future-oriented thinking, emphasizing exploration over quick solutions.
- **Incorporate reflection periods** between stages, wherever possible, to enable the internalisation of insights and findings.
- **Set realistic expectations** that foresight yields insights through collective reflection rather than instant solutions.
- Facilitate the process by encouraging the team to **think beyond the “usual”** and remain open to unconventional ideas.