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# LATVIJAS VIEDĀS SPECIALIZĀCIJAS STRATĒGIJAS (RIS3) IEVIEŠANA INSTITŪCIJU NODARBINĀTO ANALĪTISKĀS KAPACITĀTES STIPRINĀŠANAI Part II

Kurss: RIS3 īstenošana un uzraudzība

NACIONĀLAIS  
ATTĪSTĪBAS  
PLĀNS 2020













**EIROPAS SAVIENĪBA**  
Eiropas Sociālais  
fonds

I E G U L D Ī J U M S T A V Ā N Ā K O T N Ē



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# MĀCĪBU PLĀNS 04.04.2019

|             |  |   |
|-------------|--|---|
| 9.00-9.20   | <b>Introduction –</b>  |   |
| 9.20-10.00  | 1. RIS3 and Long Range Planning: Scenarios as a Tool           |    |
| 10.00-10.45 | 2. Developing scenarios and assumptions (group work). (45 min) |    |
| 10.45-11.00 | Pārtraukums (a break) (15 min)                                 |    |
| 11.00-11.45 | 3. Group presentation & analysis (45 min)                      |   |
| 11.45-12.00 | Kafijas pauze (a coffee break) (15 min)                        |    |
| 12.00-12.15 | 4. Key drivers for alternative futures (15 min)                |   |
| 12.15-13.15 | 5. Group work and discussion (60 min)                          |    |
| 13.15-14.00 | Summary and Debrief/Lessons Learned                            |    |



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# Purpose of this Segment

*We will address the following:*

- Incorporating **external factors** into long range planning.
- What is **Scenario Development** for public program planning?
  - Imagining different futures, and planning for alternative futures.
- Understanding and **articulating assumptions** regarding the future that you make in Ministry planning, and how these assumptions matter for what you do.
  - **Does program planning take into account future scenarios?**
- Things to consider for building **monitoring frameworks** and approaches **in contexts of uncertainty**.
  - **Are data collection and metrics adequate for different scenarios?**
  - Developing capacity for **reflexive management**.

## Hands-on skill building

- Defining scenarios for your specific programmatic and policy areas
- Defining assumptions for these scenarios
- Considering key drivers of alternate futures



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**Successful program management requires an idea of what the intended goals and impacts are of an initiative, and the pathway it takes to get there.**

What you do as a program



Where you want to be/  
What you want to change

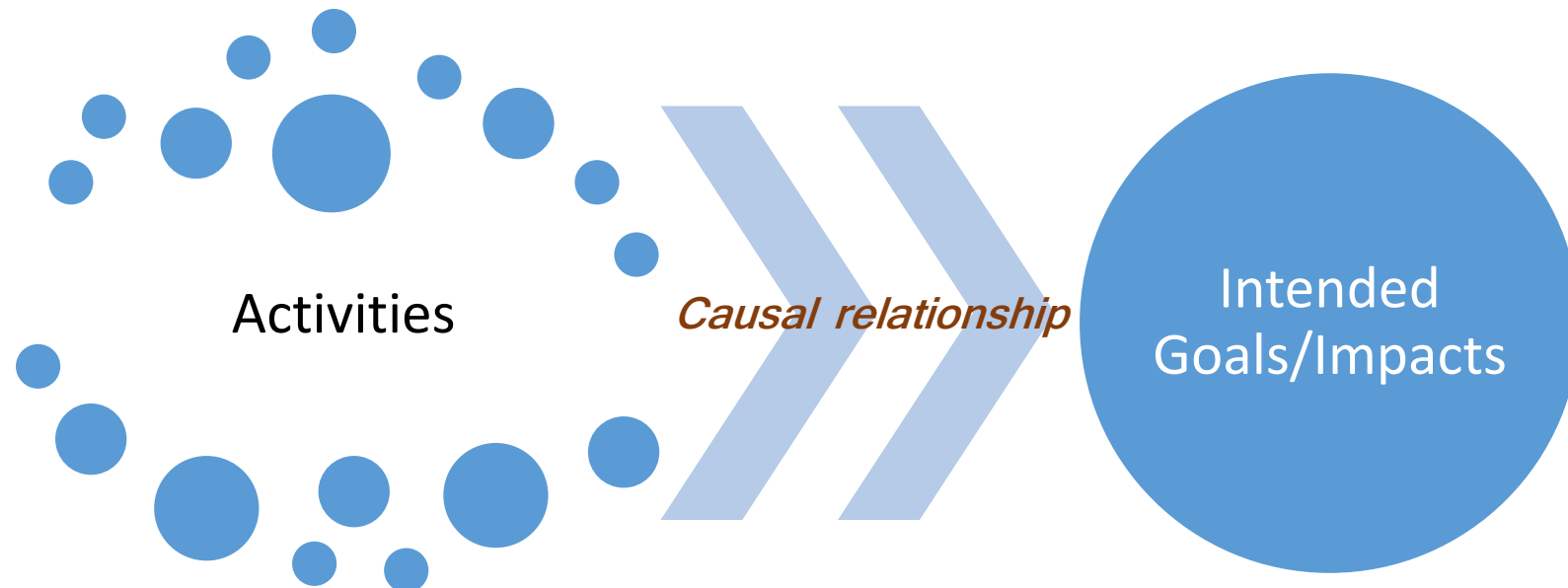


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# (a review) What is a program **Theory of Change**?

The **reasoning** or explanation behind the **steps that connect activities** with a program's **intended outcomes** and impact.

How will your program activities lead to what you want to achieve?

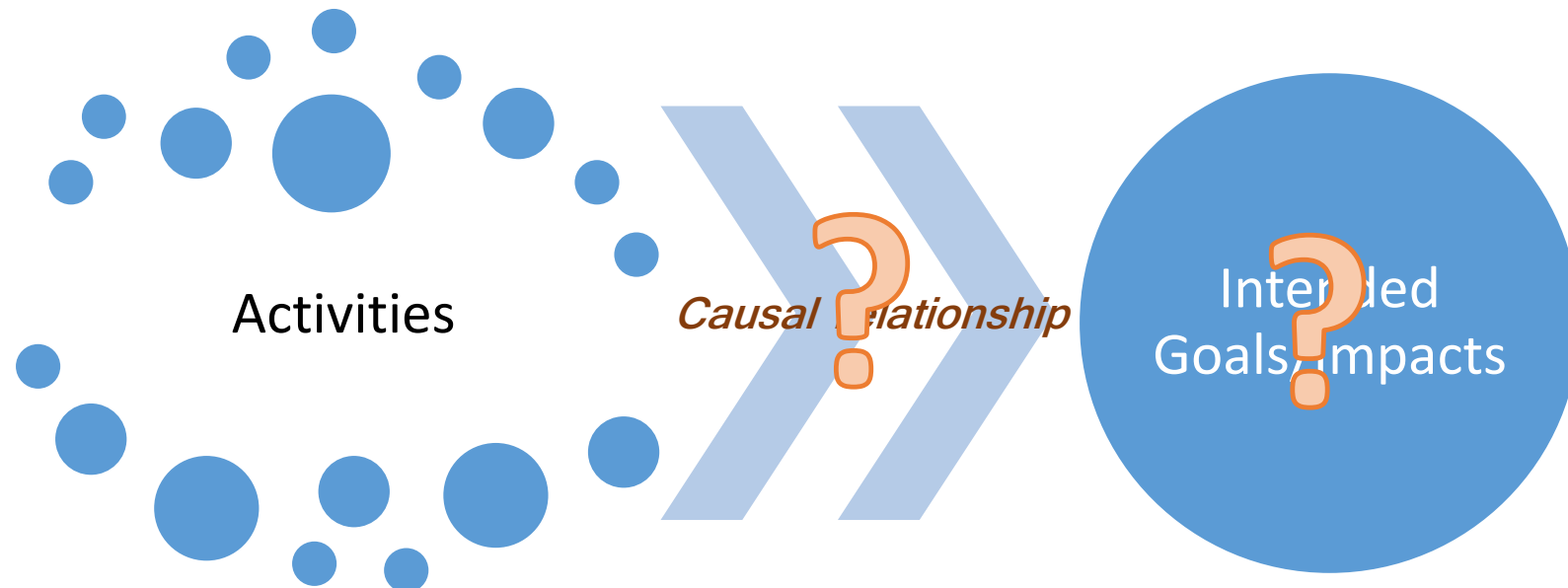




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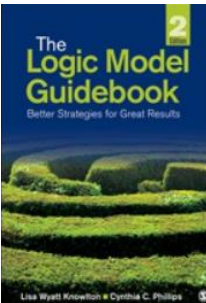
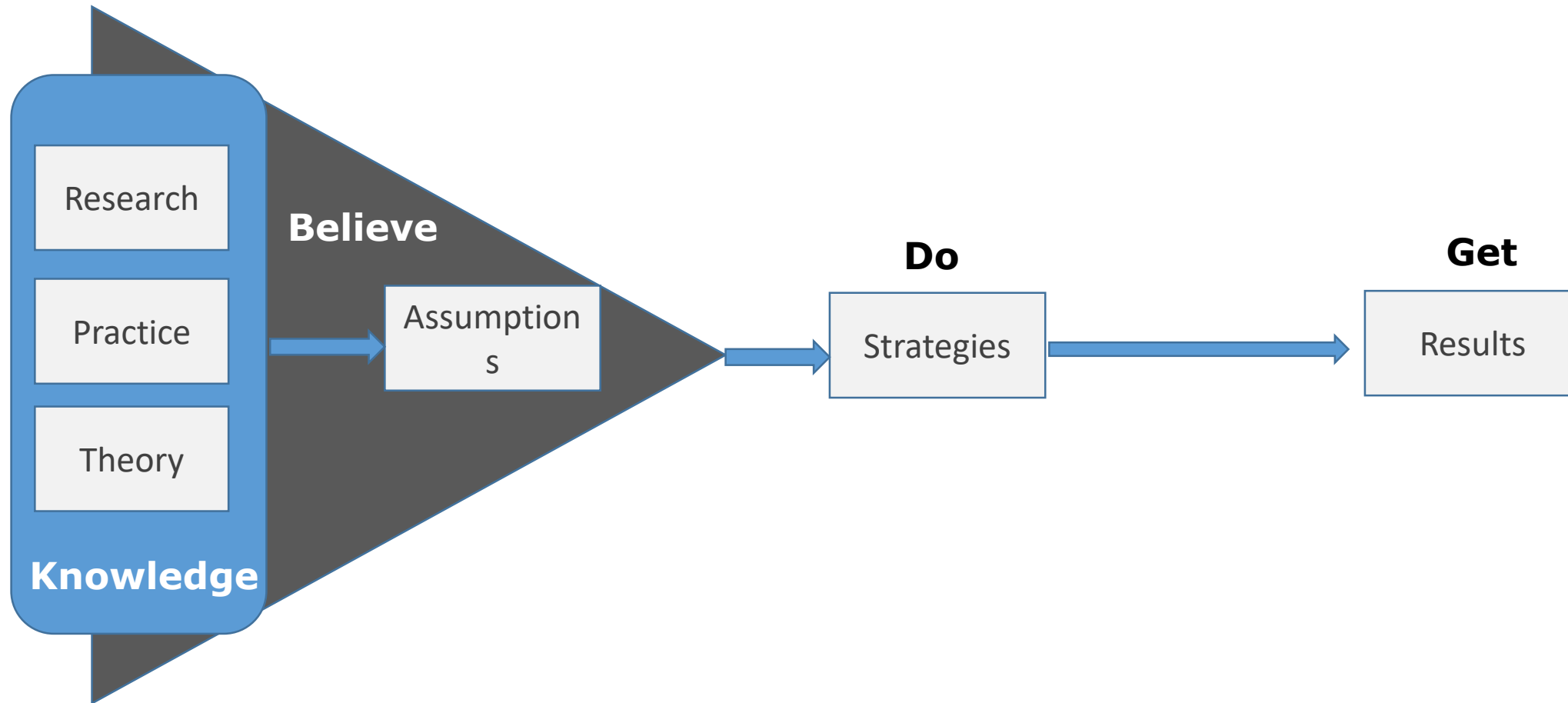
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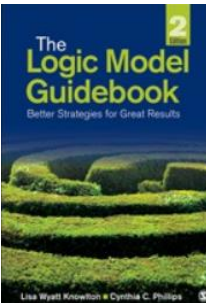
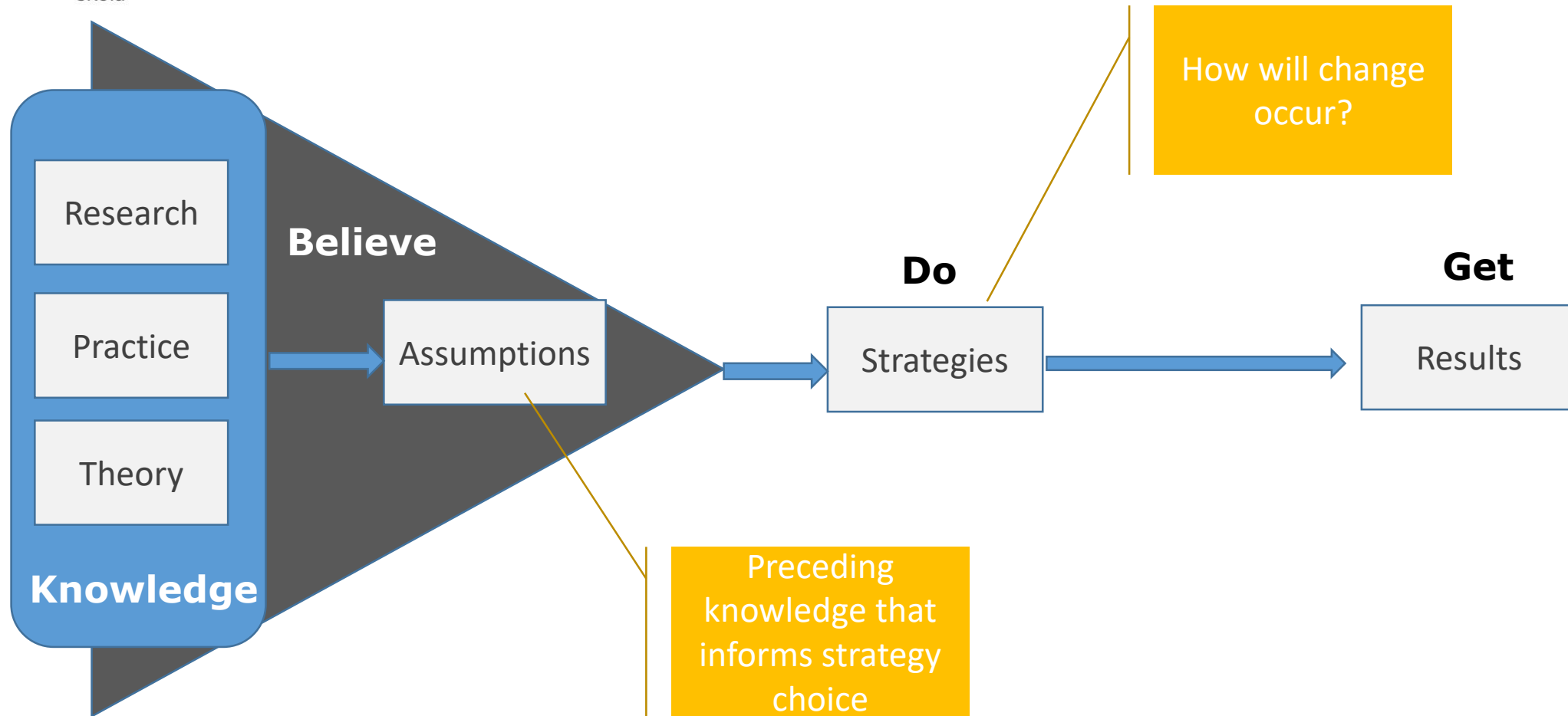
# What is a Program Theory of Change?





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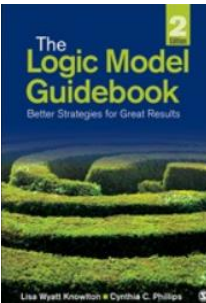
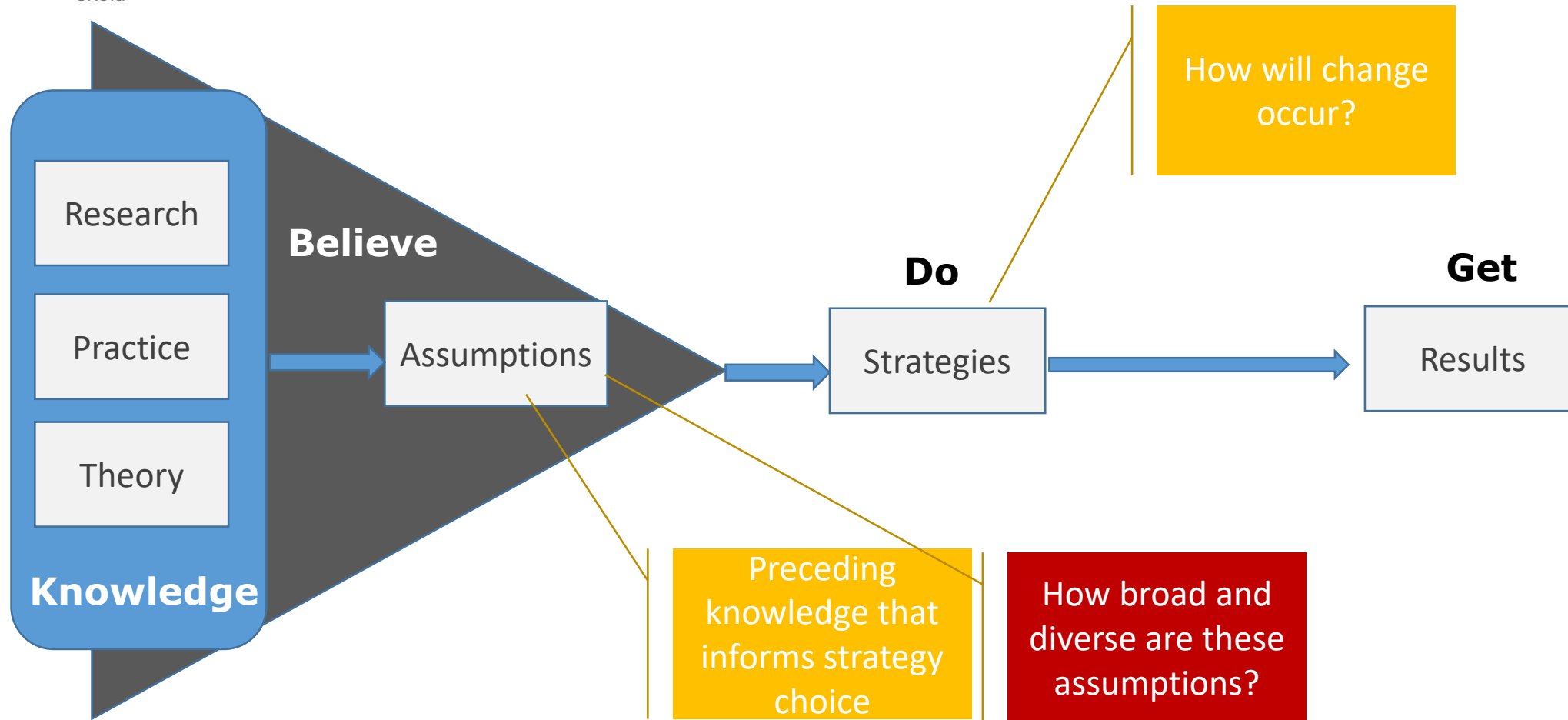
# What is a Program Theory of Change?





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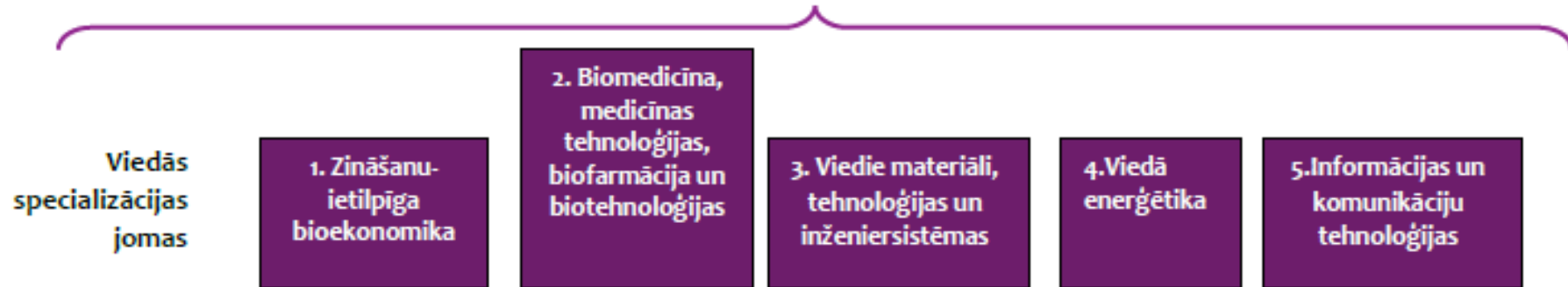
# What is a Program Theory of Change?



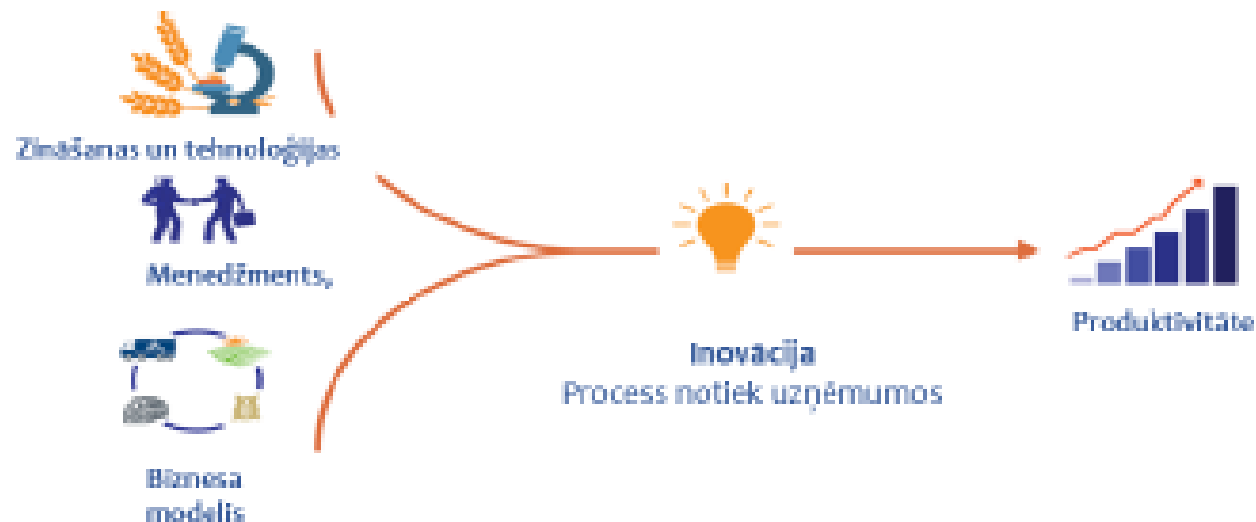
# Scenario Development as Program/Project Planning

- Scenario Development
  - A process of considering **different possible futures**.
- *“consistent and coherent descriptions of alternative hypothetical futures that reflect different perspectives on past, present, and future developments, which can serve as a basis for action”. (Van Notten)*
- Why scenarios?
  - Considering different possible futures challenges current thinking and enables **readiness** to address threats and take advantage of opportunities.
  - **Reflexive thinking** about our own assumptions- do they stand up to the assumptions of other stakeholders?
    - Complementary?
    - In conflict?

# Scenarios for Smart Specialization..... and More



IZMunEMZino\_19122017\_RIS3progress; Informatīvais ziņojums "Viedās specializācijas stratēģijas monitorings"

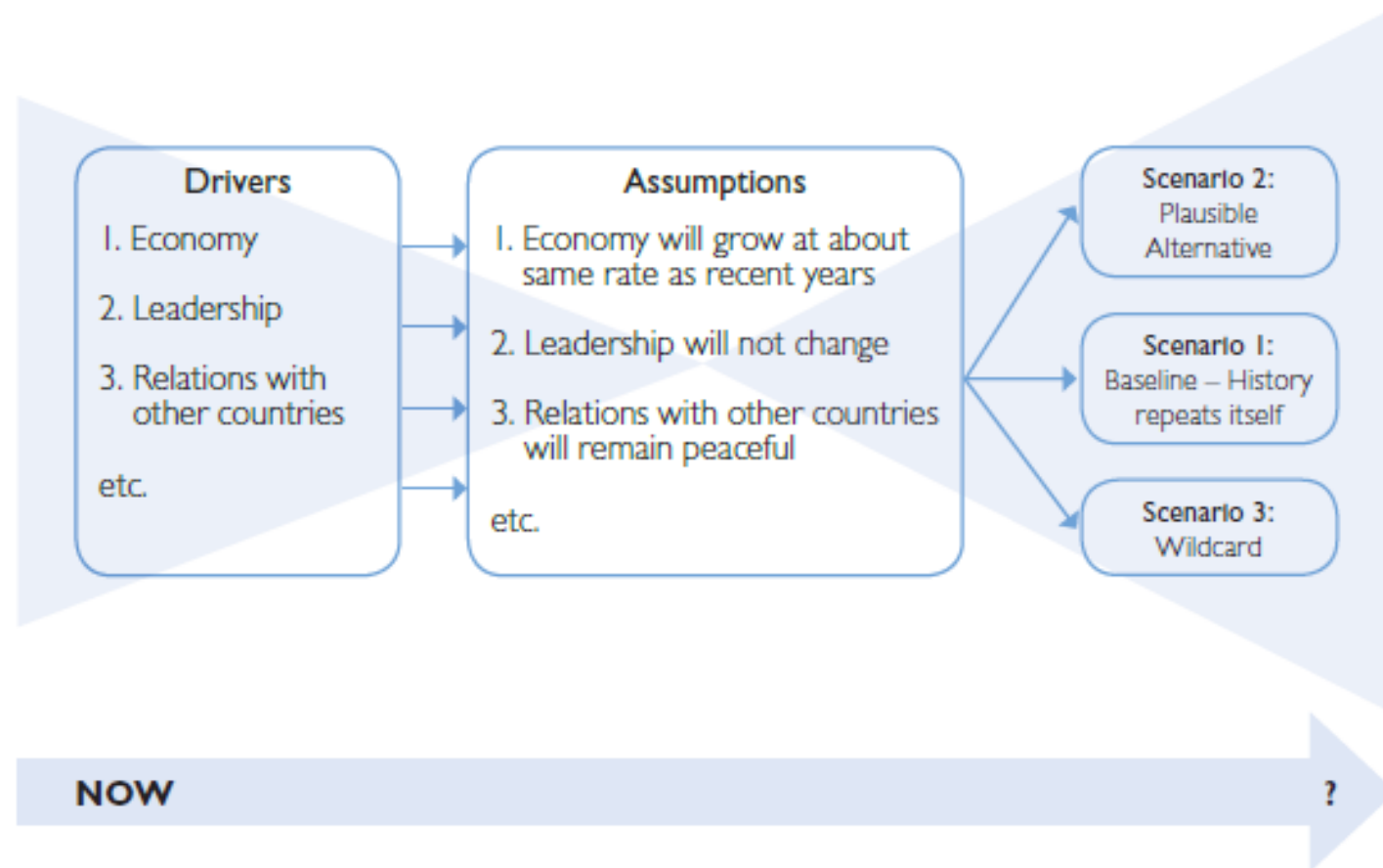


[https://www.izm.gov.lv/images/zinatne/IZMunEMZino\\_19122017\\_RIS3progress.pdf](https://www.izm.gov.lv/images/zinatne/IZMunEMZino_19122017_RIS3progress.pdf)

# Questions to Consider

- What will the future of Latvia look like in 5 years? 10 years? 20 years?
- What risks does Latvia face in the next 5 years? 10 years? 20 years?
  - What types of risks?
- What risks does your Ministry face in the next 5 years? 10 years? 20 years?
  - What types of risks?
- Now, considering both, what should your program and policy strategies take into account?
- How sensitive are your programs to:
  - risks in your policy environment?
  - country overall?
  - global trends/issues?

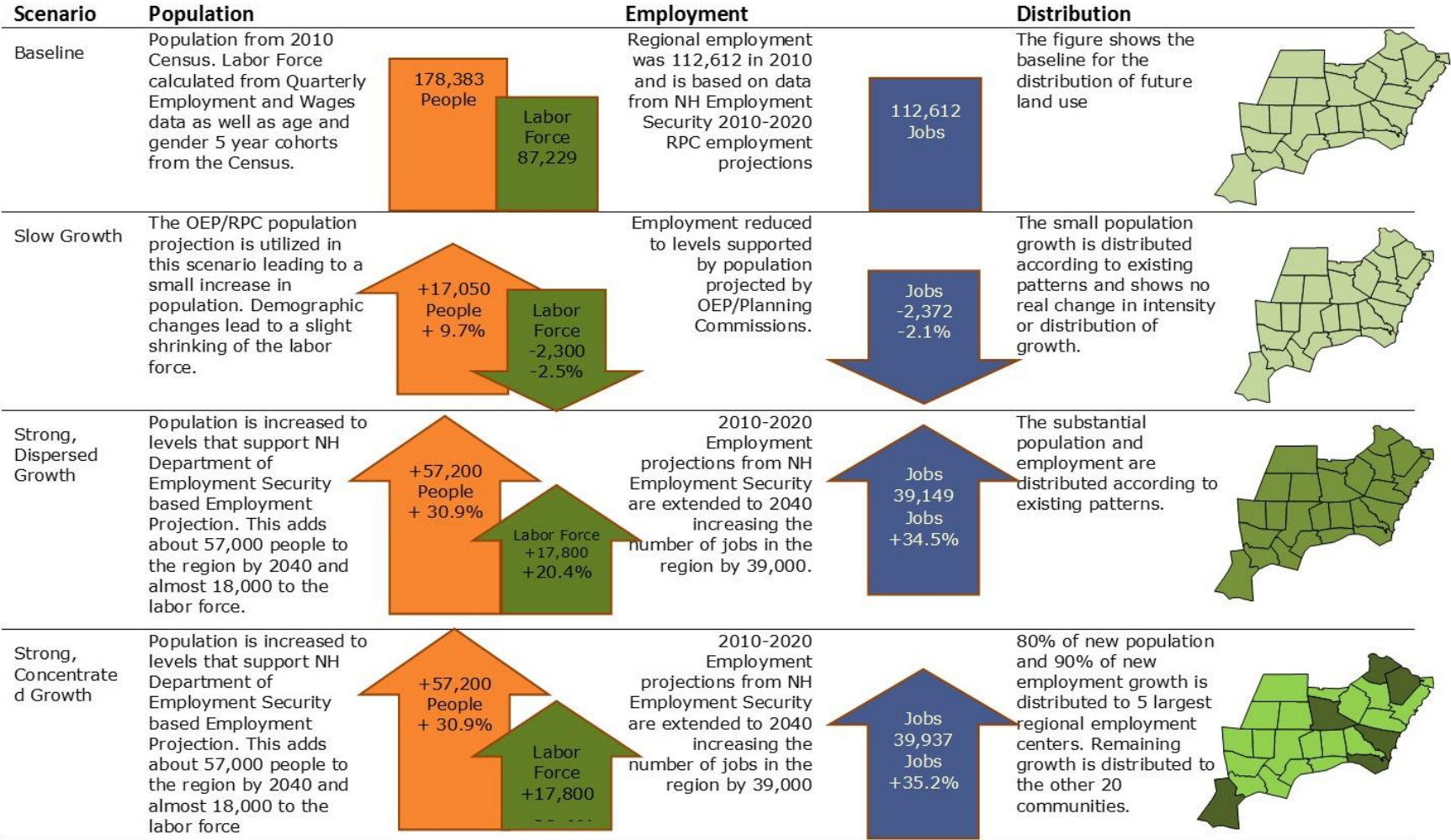
# Considering Alternative Futures: Example



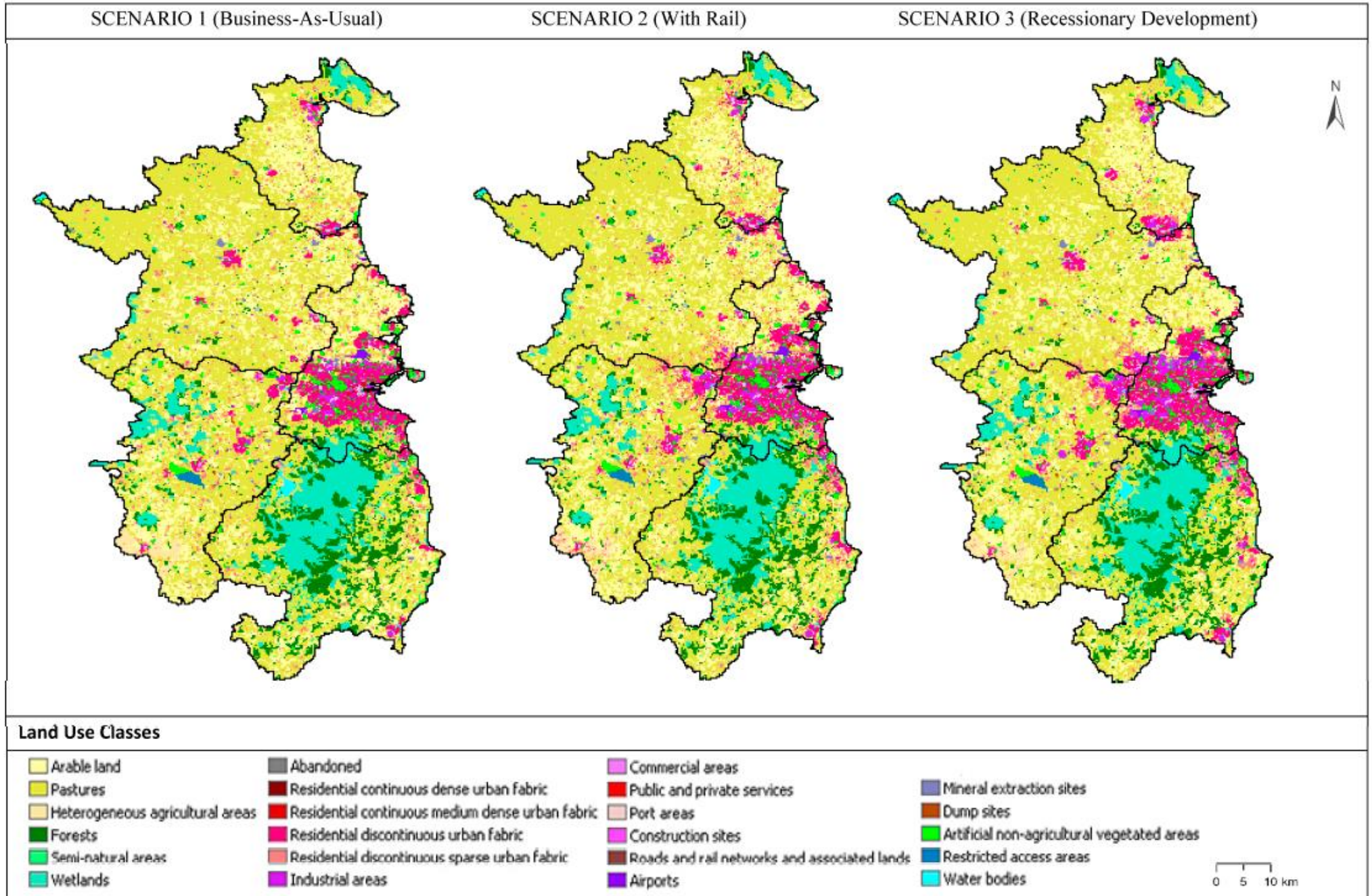
# Example: Transportation

“...the slow growth scenario produces the smallest impacts on the transportation system with the lowest delay and amounts of congestion. However, the economic implications of that scenario would also indicate that it is not a desired future for the region.”

**Figure SP3: Summary of 2040 Scenario Attributes**



# Example: Land Use



[https://www.google.com/url?sa=i&source=images&cd=&cad=rja&uact=8&ved=2ahUKEwiloO\\_fg6\\_hAhWBo4sKH W-bCK8Q5TV6BAgBEAg&url=https%3A%2F%2Fwww.mdpi.com%2F2071-1050%2F10%2F1%2F61%2Fpdf&psig=AOvVaw3X4bRsrwzXellomyD-cpgY&ust=1554212729905646](https://www.google.com/url?sa=i&source=images&cd=&cad=rja&uact=8&ved=2ahUKEwiloO_fg6_hAhWBo4sKH W-bCK8Q5TV6BAgBEAg&url=https%3A%2F%2Fwww.mdpi.com%2F2071-1050%2F10%2F1%2F61%2Fpdf&psig=AOvVaw3X4bRsrwzXellomyD-cpgY&ust=1554212729905646)

# Example: Scenario Details

Table 1. Characteristics of the Urban Development Scenarios in the GDR.

|                                      | <b>Business-As-Usual Scenario:</b>   | <b>Compact Development with Rail Scenario:</b>  | <b>Recessionary Development Scenario:</b>  |
|--------------------------------------|--|---|--|
|                                      | <b>Continuous Economic Growth</b>  | <b>Continuous Economic Growth</b>   | <b>Prolonged Recession</b>   |
| <b>Population</b>                    | Steady population growth:<br>- In migration of young<br>- Increased fertility rates  | Steady population growth:<br>- In migration<br>- Increased fertility rates  | Moderate population growth:<br>- No immigration<br>- Increased fertility rates   |
| <b>Economic Trends</b>               | - Steady increase in GDP<br>- Investments in manufacturing, human capital, high tech sectors, agriculture<br>- Increase in exports<br>- Local products are being more promoted<br>- Tourism, agro-tourism and service sectors (health care, public transport, accessibility to public green space, accommodation, food and beverage, entertainment etc.) are strongly encouraged | - Steady increase in GDP<br>- Invest more in: manufacturing and human capital<br>- More people employed in science and research<br>- Continued investment in high-tech sectors which concentrated in existing urban environment<br>- Exports are highly encouraged<br>- Reinforcement of agro-tourism | - A decline in GDP followed by economic stagnation or a modest increase by the end of crisis<br>- Either no new investment or very few developments in manufacturing, human capital, high-tech sectors and agriculture following the economic stabilisation<br>- During a recession, there is an increase in imports and decrease in exports and the balance can be stabilised at the end of the recession<br>- Tourism, agro-tourism and service sectors are in decline |
| <b>Spatial Development/ Planning</b> | - New constructions occur in rural hinterland<br>- Improvement of urban infrastructure (roads, information networks, sports/recreation, stores)  | - Polycentric urban agglomeration associated with the conservation/restoration of existing buildings<br>- New residential development inside the city–increased density by multi-stories buildings  | - Decline in demand for new development<br>- New residential development in the country side but in very limited numbers<br>- Increase in vacancy rates with many constructions left unfinished  |
| <b>Transport</b>                     | - Improvement of regional and local roads<br>- Better links to the motorways and airport extensions  | - Public transport is encouraged<br>- Investment in Metro North in 2014<br>- Investment in other Transport 21 railways in post-2020   | - Investment in Metro North potentially in 2014<br>- No investment in other Transport 21 railways  |
| <b>Overall Trends</b>                | - Economic growth<br>- Low environmental protection<br>- Dispersed single-dwelling housing growth in the country side  | - Economic growth<br>- High environmental protection<br>- Self-sufficient towns limiting commuting to Dublin Area   | - Economic stagnation<br>- Low environmental protection<br>- Small-scale housing growth in the country side  |



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## Exercise #1: Articulate Scenarios

- **Select** a core *program* from your ministry that has a goal of demonstrated impacts in society/economy/specific sector.
  - Or, if possible, identify an area related to **Smart Specialization**
- List out the **factors that matter** for how, and how well, this program performs.
- **Identify:**
  - A likely future
  - A highly desirable future
  - A wildcard future
- **What assumptions do you make for each?**
  - What is within your sphere of CONTROL
  - What is within your sphere of INFLUENCE?



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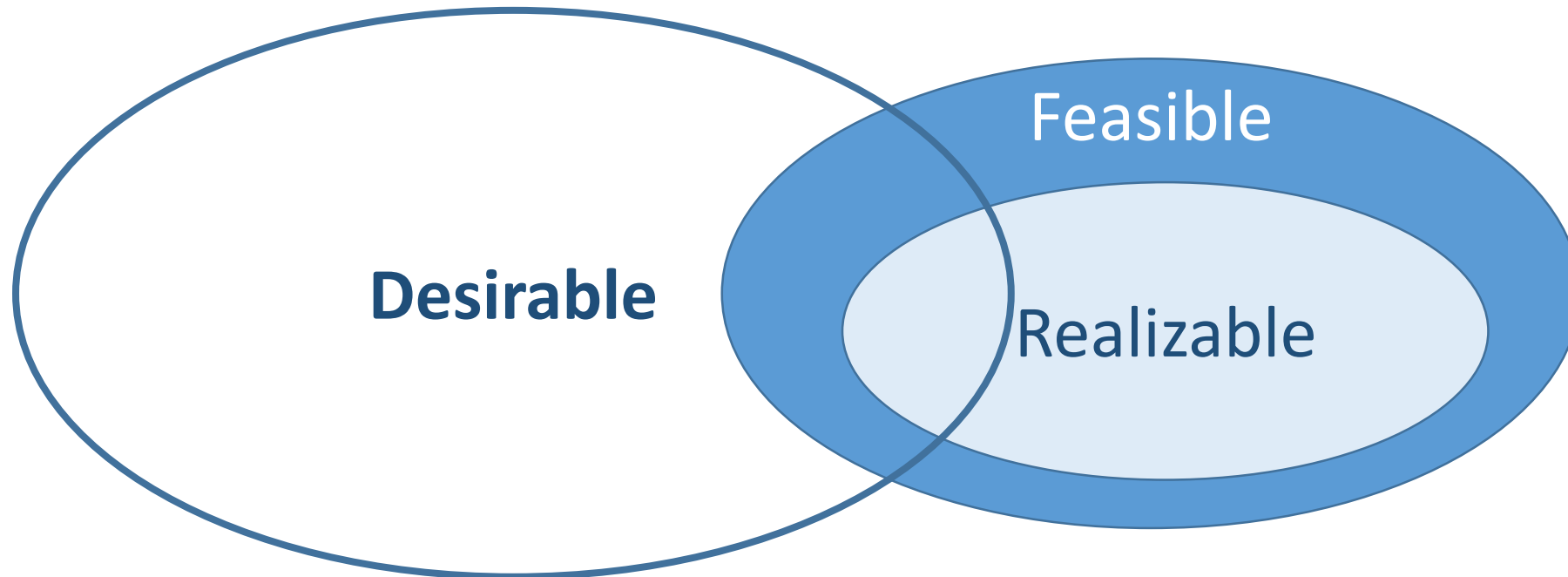
## **Group Work and Critique/Feedback**



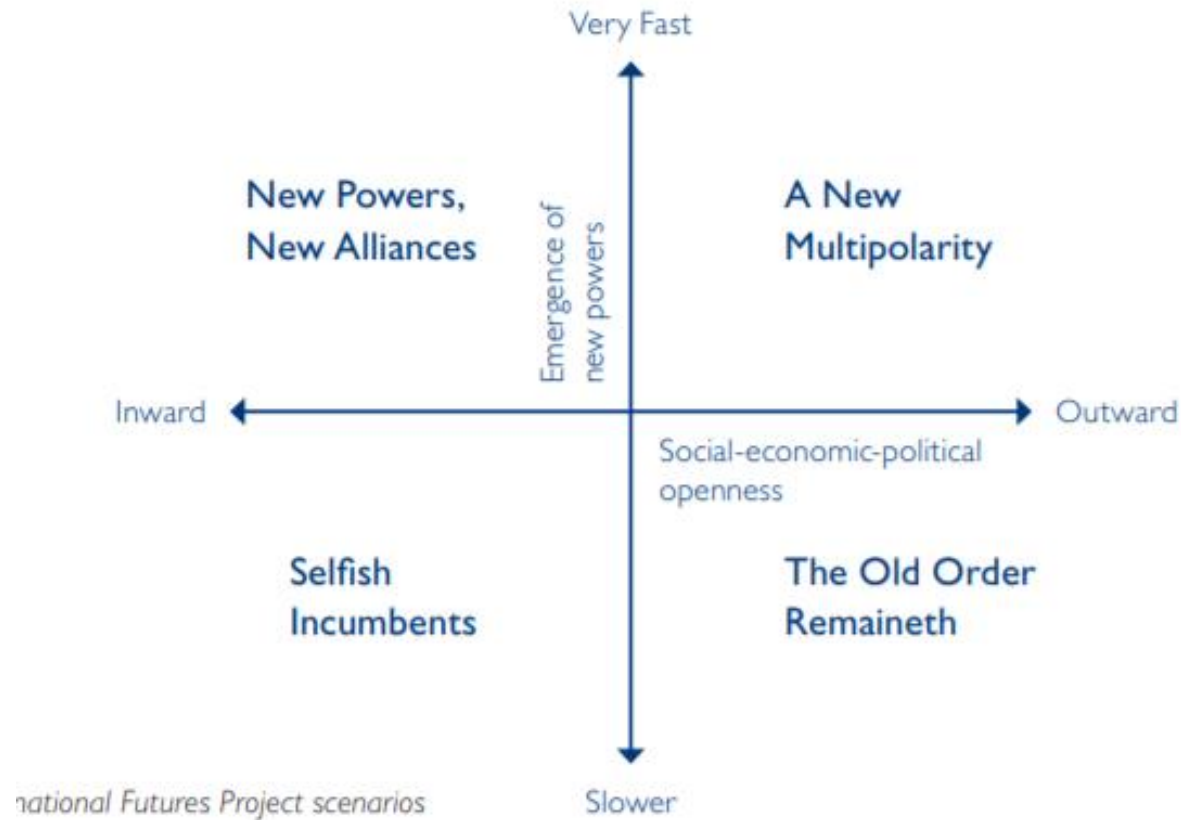
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**Break**

# Scenarios as Clarity and Reality Check

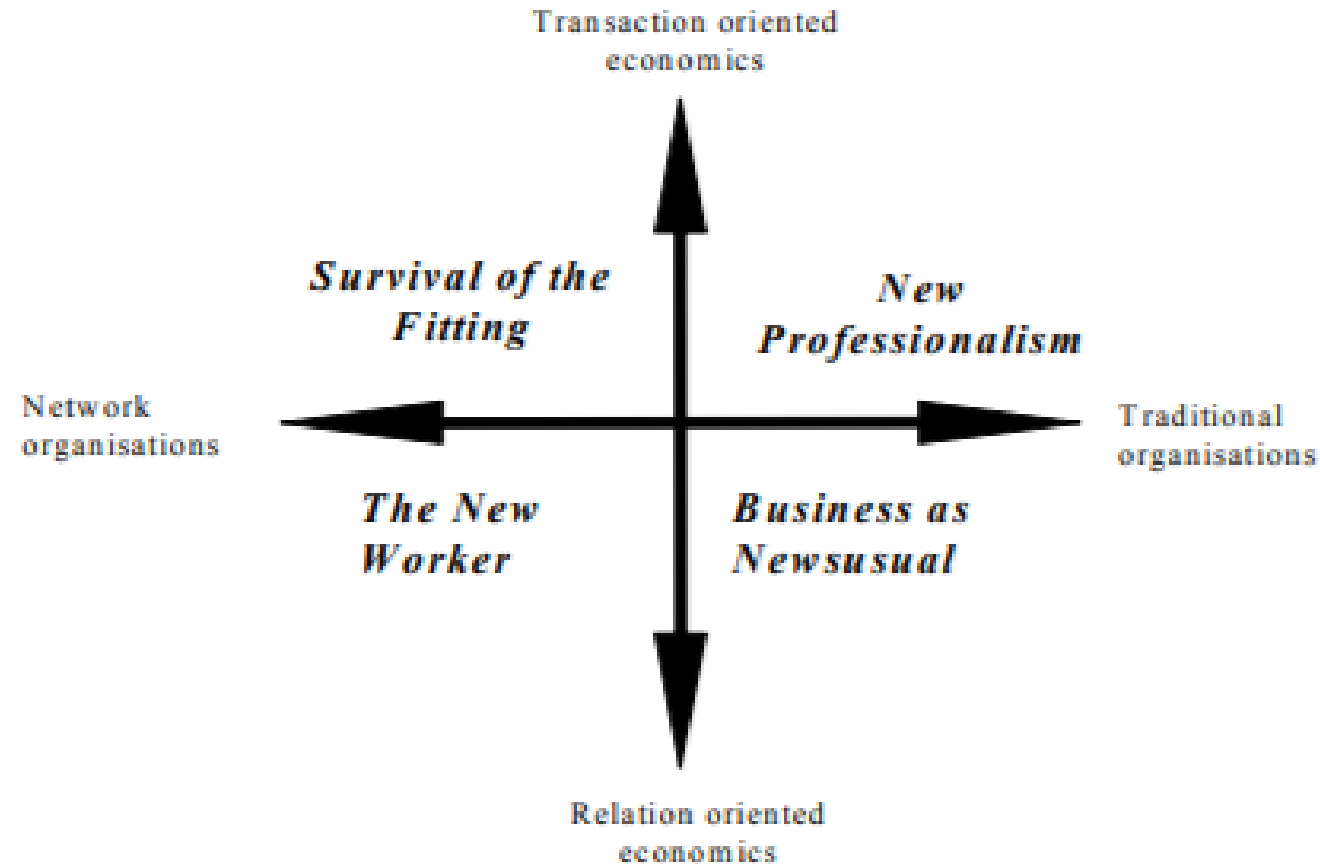


# Which are the key drivers that matter for the possible futures?



*example*

# Key Drivers example: Economics & Organizations



De Jong, 1998 as cited by Van Netten

(<https://www.oecd.org/site/schoolingfortomorrowknowledgebase/futurestinking/scenarios/37246431.pdf>)



## Exercise #2: Refine Scenarios

- From the factors you developed:
  - Identify which are the **2 key drivers** that matter for your projected futures.
- **What assumptions do you make for each?**
  - What is within your sphere of CONTROL
  - What is within your sphere of INFLUENCE?
- **Categorize** the characteristics of each driver.
- Discuss – what are the **implications for the future**, as well as current planning and monitoring?
- Whose **perspectives** need to be incorporated for effective planning?



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# **Group Work and Critique/Feedback**



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**Break**

# Moving forward: Engaging Colleagues in Your Ministry in Foresight Discussions



## Scenario Exploration System (SES)

The 'Scenario Exploration System' (SES) is an **award winning** future simulation tool developed by the JRC together with experts in serious games from the Hawaii Research Center for Futures Studies. It uses engagement techniques from the entertainment world to engage participants in the full richness of the systemic collective reflection created when building scenarios.



<https://ec.europa.eu/jrc/en/image-gallery/scenario-exploration-system-ses>

# How can you use Visualization? Interacting with Stakeholders (Scenarios and Metrics): Example

## 3 SCENARIOS FOR CANADA

A CHOICE THAT WILL DEFINE OUR FUTURE

SELECT A YEAR

2016   
  2025   
  2050   
  2075   
  2100

SELECT AN IMMIGRATION SCENARIO

0 IMMIGRATION   
  STATUS QUO   
  100M SCENARIO



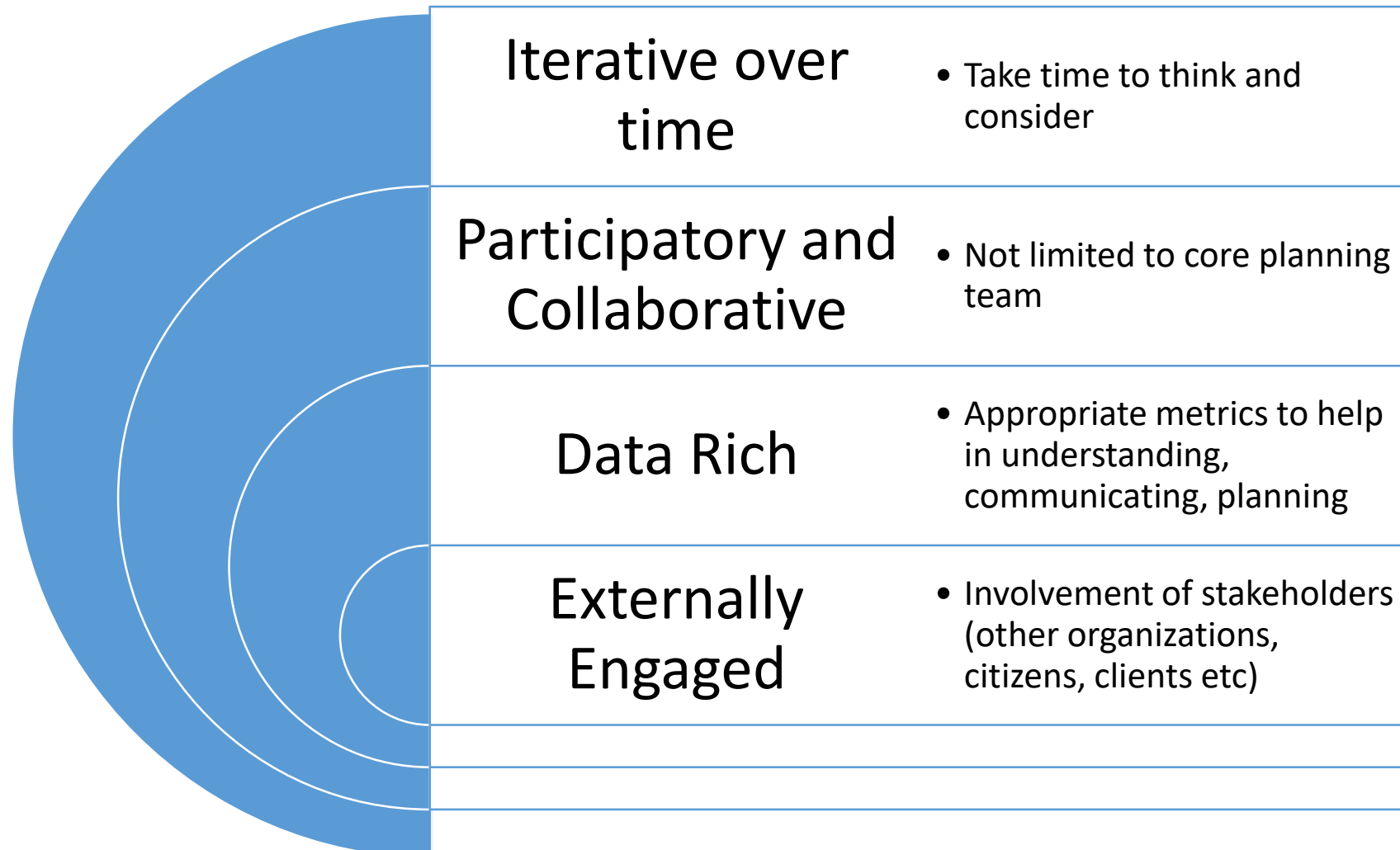
1.69%  
GDP GROWTH

|                   | POP                     | POP RANK  | GDP RANK  | GDP GROWTH   |
|-------------------|-------------------------|-----------|-----------|--------------|
| 0 IMMIGRATION     | 36.1 <sub>M</sub>       | 42        | 14        | 0.99%        |
| <b>STATUS QUO</b> | <b>39.9<sub>M</sub></b> | <b>38</b> | <b>13</b> | <b>1.69%</b> |
| 100M SCENARIO     | 40.1 <sub>M</sub>       | 37        | 13        | 1.82%        |

### STATUS QUO

If our population continues to grow at current rates, Canada will be a nation of 53.7 million people in 2100. Under this scenario, long term economic growth of 1% per year is weak, and Canada drops to 69th in world population ranking. This means Canada's population will be smaller than many countries, including that of Yemen, Burkina Faso, and Ghana. We want more for Canada.

# Your Scenario Planning should be:



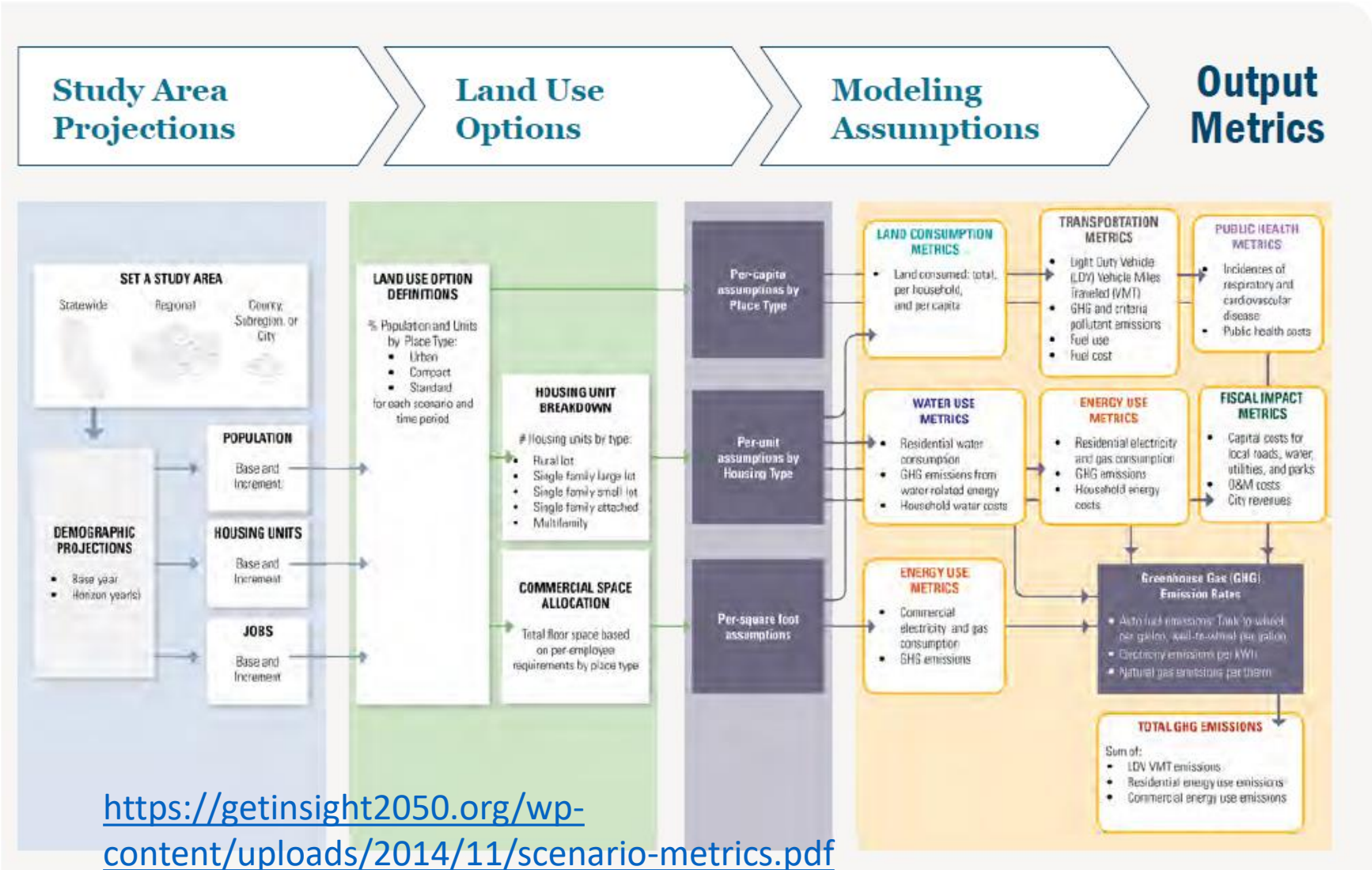
# Constructive Scenarios with Effective Monitoring. Why?

1. Learning about **transformation processes** and informing ongoing policy design and response
2. Building and **reinforcing collaboration** and trust among policymakers, stakeholders and citizens
3. **Accountability** of policymakers, programme and project managers (Kleibrink et al. 2016)
4. **Reflexively engaging** with our own assumptions

# Functions of monitoring

1. Gathering **valid information** that can be considered by decision-makers at all levels
2. Making clear the **aims and functioning** of innovation policy and development strategies for all stakeholders and the public
3. Ensuring **transparency** that supports the involvement and participation of stakeholders (Kleibrink et al. 2016)

# Example: Land Use



# Some Sources for Scenario Development



Custom Search

## Schooling for Tomorrow: Knowledge Bank

Futures Thinking  
Scenarios  
Trends  
Practices

Themes  
Tools

[Schooling for Tomorrow Knowledge Base](#) > [Futures Thinking](#) > [Scenarios](#) > Scenario Development: A Typology of Approaches

### Scenario Development: A Typology of Approaches



Foresight

## Scenario Planning

Guidance Note

Foresight Horizon Scanning Centre, Government Office for Science

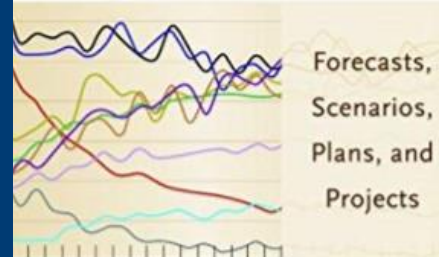
### Opening Access to Scenario Planning Tools



JIM HOLWAY, C. J. GABRIEL, FRANK HIEBERT,  
JASON LALLY, ROBERT MATTHEWS, AND RAY QUAY

Edited by  
Lewis D. Hopkins  
and  
Marisa A. Zapata

### ENGAGING THE FUTURE



Forecasts,  
Scenarios,  
Plans, and  
Projects

## FORESIGHT IN ACTION

Developing Policy-Oriented Scenarios

Marjolein B. A. van Asselt, Susan A. van 't Klooster,  
Phillip W. F. van Notten and Livia A. Smits

earthscan  
from Routledge



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## **Closing Discussion**



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# Paldies par Jūsu uzmanību!

«FIDEA» SIA kontaktpersona: Agita Kujikovska, [agita.kulikovska@fidea.lv](mailto:agita.kulikovska@fidea.lv)

*Mācības finansētas no Eiropas Sociālā fonda projekta*

*Nr.3.4.2.0/15/I/001 "Valsts pārvaldes cilvēkresursu profesionālā pilnveide labāka regulējuma izstrādē mazo un vidējo komersantu atbalsta jomā"*

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