Strategic Foresight and Systems Thinking: A Capacity Building Workshop for Common Country Analysis Development Report

Working with complexity and uncertainty and building resilience: Applying systems thinking and strategic foresight in context analysis, planning and programming

UNITED NATIONS ESWATINI

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INTRODUCTION AND BACKGROUND

The objectives of the **United Nations Common Country Analysis Workshop** "Working with complexity and uncertainty and building resilience: Applying systems thinking and strategic foresight in context analysis, planning and programming" included:

1. Foster a collaborative environment for a shared understanding of Eswatini's development context and trends,

2. Identify and prioritise key development issues hindering progress towards the SDG's, and

3. Collectively draft a strategic vision and stablished consensus on priorities from the UN's development support in Eswatini.

Given the emphasis and framing of Strategic Foresight and Systems Thinking, the purpose of the workshops was to equip participants with the knowledge and skills to systematically explore the future, and 'use' the future to inform the Common Country Analysis (CCA) needed for the development of a new United Nations Sustainable Development Cooperation Framework (UNSDCF) for the period 2026-2030.

In general exploring and 'using' alternative futures and a systems thinking perspective helps people make better decisions and choices today. These skills are particularly useful when it comes to critical and complex issues such as Eswatini's development trajectory, major systemic risks, such as

impacts from climate change, and achievement of the SDGs.

Although the future cannot be predicted, foresight helps to understand the forces shaping Eswatini and its contextual environment, how the system could evolve and what surprises could arise.

Strategic foresight and systems thinking are powerful approaches to unlock complex problems in an increasingly uncertain world. Taken together, they represent a way of thinking about what's possible more deeply, honestly and strategically, by anticipating, and then planning for different possible futures.

Taking a longer-term view and foresight / systems approach can enable the workshop cohort to, amongst others;

- Explore more unorthodox trends and ideas, and challenge deeply held assumptions,
- Improve awareness of the changing external environment, and therefore to decide what they should focus on to achieve their objectives in conditions of uncertainty,
- Create a platform for new thinking about strategy, policy, programmes, and innovation, and
- Better understand the whole system, patterns of change, and the complexity within it.

This will help deliver the CCA's requirement of being and integrated and forward-looking exercise. In addition, some of the generic benefits of a futures / foresight approach include:

- Thinking is more diverse, open, balanced, and non-biased
- Focusing on the 'right' questions and problems more clearly
- Being more aware of assumptions and mental models

The ultimate purpose of strategic foresight is to make better, more informed decisions in the present. It can help you to avoid repeating mistakes, to spot challenges and opportunities early on, and to redesign and innovate with a vision of how things can be different, more positive, and better going forward.

Systems thinking in turn requires a shift from linear thinking to embracing the interconnectedness and wholeness of Eswatini's system components and their relationships to one another. It offers an interdisciplinary perspective on how systems function and evolve over time, and the outcomes they generate.

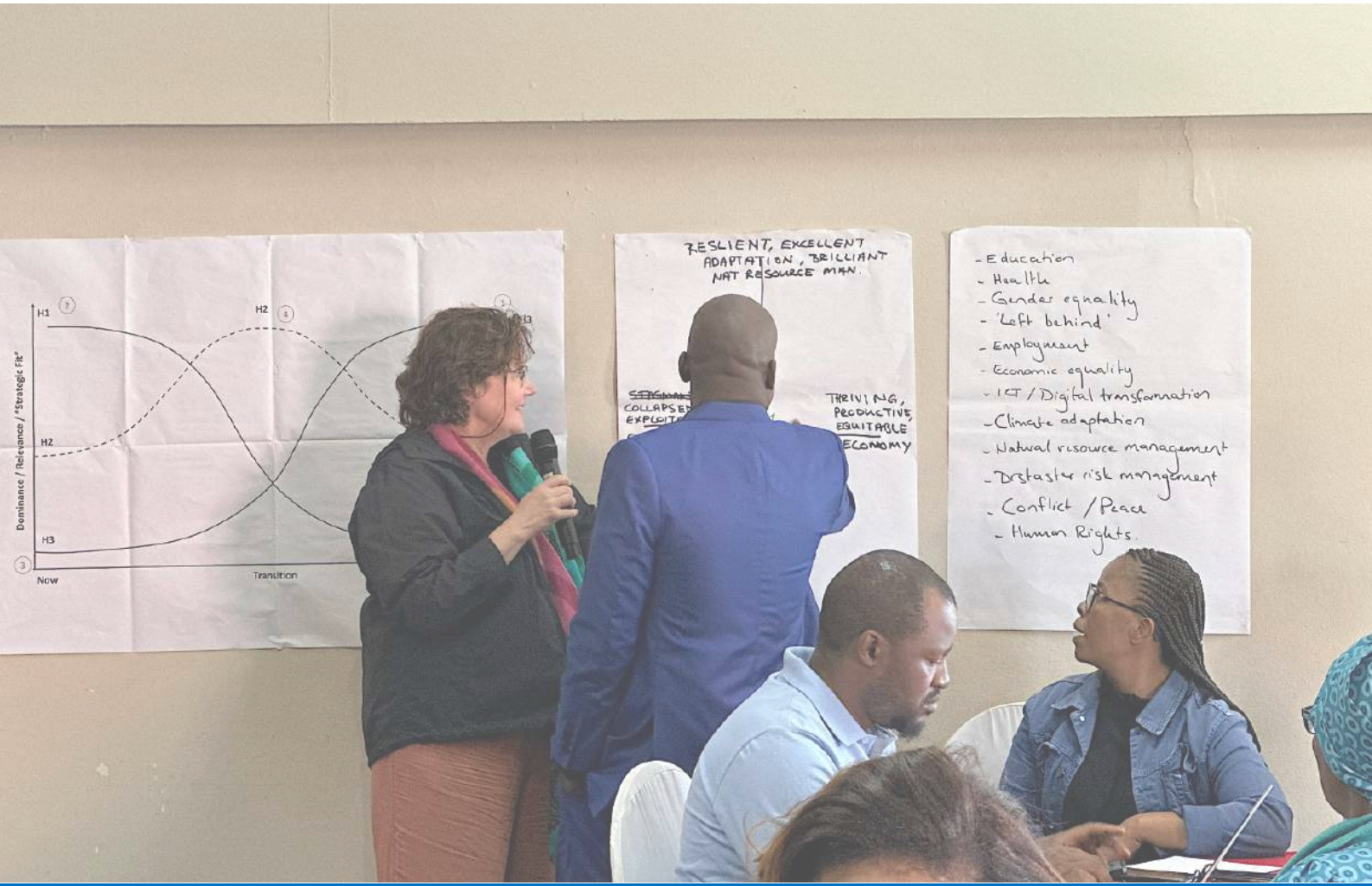
- Anticipating change and avoiding surprise
- Producing more creative, broader, and deeper insights
- Identifying a wider range of opportunities and options
- Prioritising and making better and more robust decisions

> ***"Foresight is the capacity to anticipate and plan for possible futures and the capability to think systematically about the future to inform decision making today."***

Systems thinking will enable the workshop cohort to:

- Adjust their thinking to better match the interconnected, dynamic complexity of Eswatini and its contextual environment,
- Communicate with others to create new ways of thinking and seeing - and develop shared understanding,

- Change their perspective to work with the complex forces in the system (instead of against them) to realize their vision,
- Identify and test a wider variety of possible actions and solution pathways,
- Become more aware of the potential for unintended consequences of certain actions, and
- Expand the choices available to them and identify those choices where significant leverage can be developed



DRIVING FORCES AND ALTERNATIVE FUTURES: SCENARIOS

The workshop started with an interactive demonstration of the 2x2 double uncertainty matrix scenario method with the 'unit of analysis' being a young man. The 2x2 double uncertainty matrix method is the most common and best-known method.

By brainstorming and analysing key drivers of change – 'driving forces' of the issue of concern – participants choose two highest impact, highly uncertain drivers, often after clustering, and extrapolate them to their opposite extremes (polarities) to provide four cells representing the kernels of four alternative futures. These are then elaborated into alternative stories or images.

Participants identified the following Eswatini drivers of change, which are colour coded to indicate clustering:

> ***At their most basic, scenarios are a group of stories, often called narratives, which together describe a range of possible and coherent future worlds for a given system – in the case of this workshop, for Eswatini. Central to scenario development is the concept of exploring multiple, alternative futures. Scenario development never attempts to predict the future, and scenarios never offer a single view of the future, it always focuses on multiple futures.***

Climate change
Environmental degradation
Food security
Disaster resilience

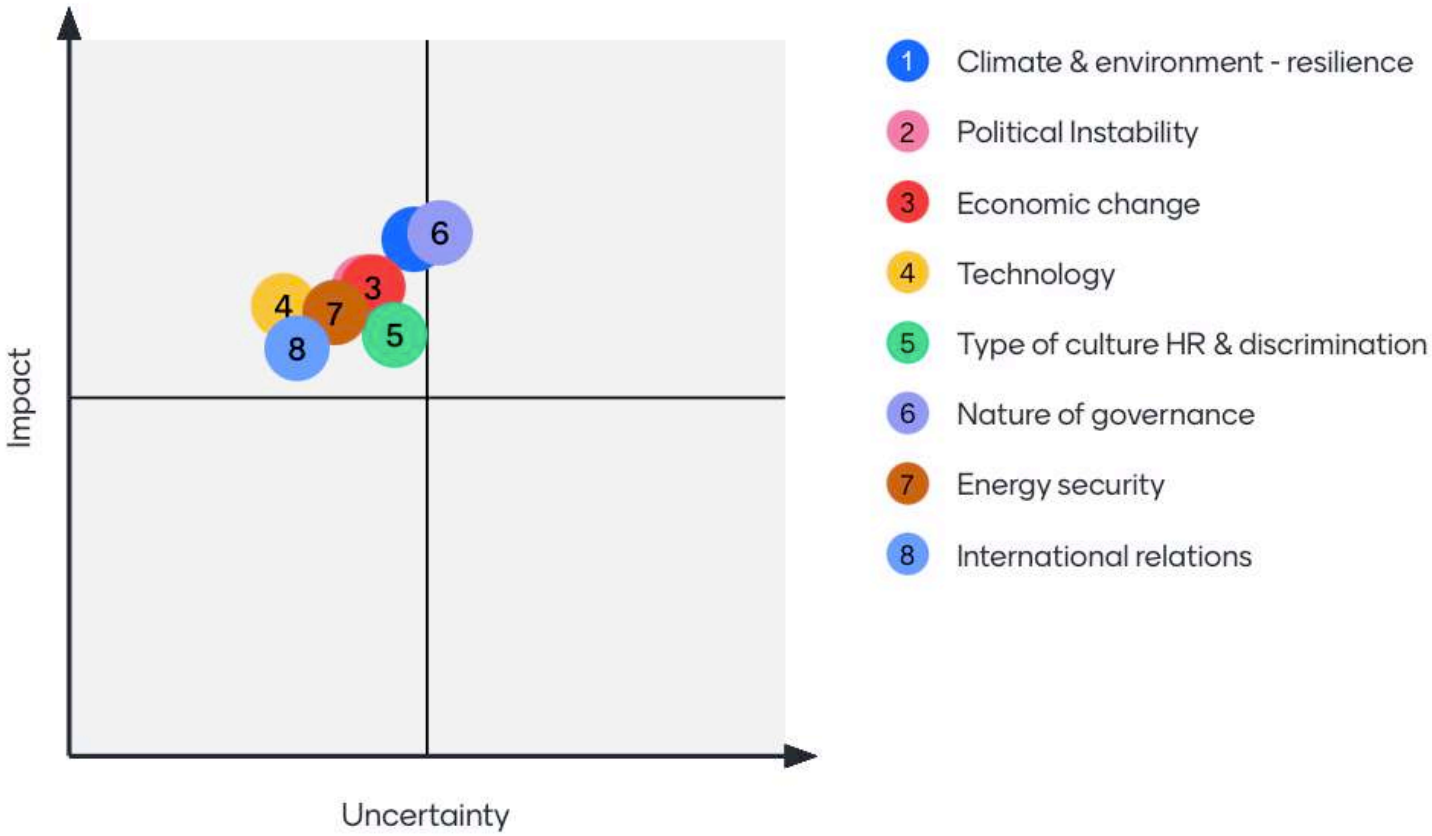
Human rights
Integrity of judicial system
Culture and beliefs

Economic change
Rural-Urban divide
Economic inequality
Economic opportunities for young people
High unemployment

Quality of education
Quality of health care
Nature of governance
Corruption
Governance structure
Policy implementation
Law enforcement

Political instability
Population/ demographic changes
Urbanization
Technology
Energy security
International relations

Participants then ranked the clustered list according to level of impact on Eswatini and level of perceived uncertainty as follows.

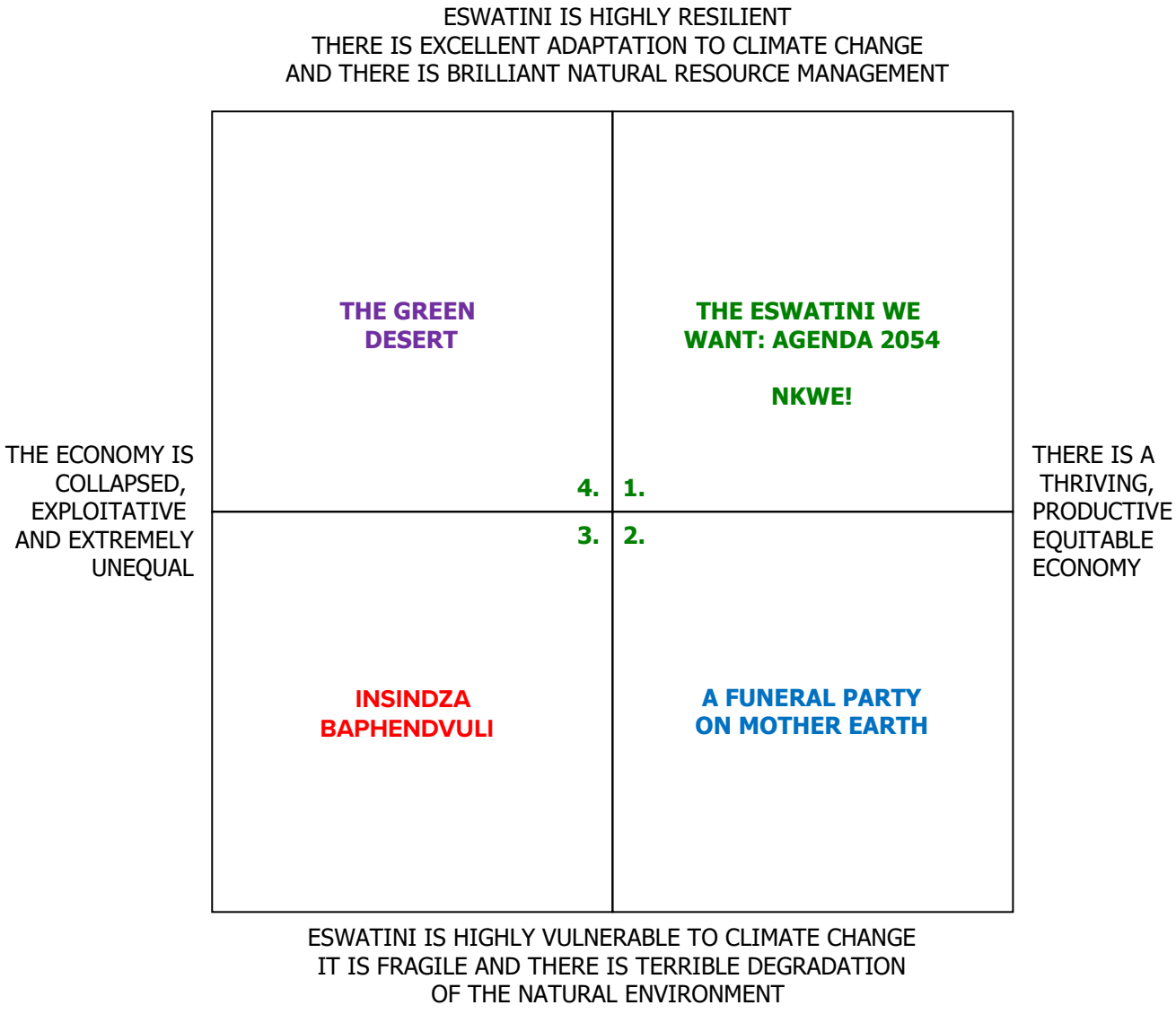


It is important to note that Uncertainty refers to a lack of knowledge, not the probability of something occurring, or not.

Though ‘nature of governance’ ranked highly, it was deemed too closely related to ‘resilience to climate change’. Therefore ‘economic change’ and ‘climate and environment – resilience’ were the driving forces chosen to extrapolate to their opposite extremes to form a scenario matrix - known as a gameboard that contains four skeleton stories of alternative futures.

In random breakout groups participants fleshed out these stories by giving them a name and working through a list of critical factors related to the “5 Ps” of the sustainable development goals, namely: People, Planet, Prosperity, Peace and Partnership.

Participants also produced a creative depiction of their scenario, a newspaper headline from the future and three imaginary data points. For an example of this see Appendix A.



The table below contains a synthesised version of the critical factors for each of the scenarios.

	GROUP 1 THE ESWATINI WE WANT: AGENDA 2054	GROUP 2 A FUNERAL PARTY ON MOTHER EARTH	GROUP 3 INSINDZA BAPHENDVULI	GROUP 4 THE GREEN DESERT
Education	Free, inclusive, equitable, quality, digitized, accessible, relevant	Quality education	Fragile budget allocation due to focus on disaster risk management Compromised access to education due to climate extremes Compromised quality of education to people living with disability (PWD) Lack of funding for higher education	Indigenous education
Health	Free, quality, accessible, technology	Inequitable access to health services	Increased morbidity and mortality especially amongst women and PWD Access to medication/ services will be a challenge Sanitation (WASH) challenge Malnutrition challenge Collapsed health system	Traditional healthcare (use of Timbita)
Gender equality	Equity, zero GBV, non-patriarchal society, mindset change, gender equality realized	Gender equality	GBV++ time poverty Reduced economic opportunities for vulnerable groups	
'No one left behind'	Equitable, access to natural resources, inclusion of PWD at all levels, refugees, access to opportunities (education, employment, etc.), bottom-up approach to planning and budgeting decentralization of all services	No one left behind	Those left behind include: – Children – PWD – Women – Rural residents – Elderly people	
Employment	– Entrepreneurship opportunities – Full employment for all – Attractive wages – Highly skilled employees – Fair labour practices – Unemployment grants – Business subsidies – Free trade (Afta) – Incorporation of green technology for economic growth and employment	High employment rate	High unemployment rate Lack of technical skills High crime rate Unavailability of jobs	Massive unemployment Subsistence farming Increased informal employment and labour
Economic equality	– High GDP – High disposable income – Low inflation – Low taxes – Equal opportunities (fairness) – Inclusive economic policies – Ease of doing business – Creativeness and innovation – Technology – Poverty eradication – Capitalized disaster risk management fund – Seed capital – Free market economy	Narrow gap between the rich and poor - even distribution of income Digitized economy	Extreme disparity between the rich and poor High fluctuation of prices and inflation Basic needs not met	Bad formal economy hyperinflation collapsed banking system, collapsed public service, high crime rate, widespread poverty, rampant black market

	GROUP 1 THE ESWATINI WE WANT: AGENDA 2054	GROUP 2 A FUNERAL PARTY ON MOTHER EARTH	GROUP 3 INSINDZA BAPHENDVULI	GROUP 4 THE GREEN DESERT
ICT / digital transformation	Incorporate technology at all levels Use AI in predictions and projections		Lack of access to the Internet Service providers closing Lack of innovation Cybercrime Disabled community left behind	Extensive disruption of technological infrastructure
Climate adaptation & Disaster risk management (DRM)	– Functional Disaster Risk Management (DRM) Act – Capitalized DRM fund - government led – Robust early warning system – Mainstreaming DRM in all sectors – People sensitized on climate and DRM - use of social media – Investment in resilient infrastructure – More research in climate and DRM – Incorporates technology – DRM plans - strengthened coordination	Drastic climate change Comprehensive Disaster Risk Reduction plan	Low climate adaptation Nonexistent DRM Delayed recovery after disaster Increased death Extreme impact on disabled groups Likely increase in disaster incidents	Symbiotic relationship between man and planet
Natural resource management	Equitable access, accessible, transparency, accountability, prioritize returns to benefit the nation (poverty alleviation)	Depletion and degradation of natural resources	Conflict over natural resources Exploitation Lack of investment to sector	Education system reinforcing natural resource management
Conflict / peace	Working conflict resolution mechanism, open dialogues, improved quality of lives, zero corruption	Peace and stability	Extreme conflict driven by limited resources	Violation of human rights Social unrest
Human rights	Operational human rights and independent Commission Operational anti-corruption Commission - independent Respect for human rights and responsibility		Displacement Increased violence based on scarcity of resources	Adoption of cultural practices in legislation

STRATEGIC ACTIONS TO MOVE TOWARDS A PREFERRED FUTURE

After unpacking the scenarios participants individually brainstormed strategic actions of:

1. How to move out of INSINDZA BAPHENDVULI, A FUNERAL PARTY ON MOTHER EARTH and THE GREEN DESERT, and
2. How to remain in THE ESWATINI WE WANT: AGENDA 2054

The synthesised[1] list below contains the actions to move towards THE ESWATINI WE WANT: AGENDA 2054

1. Governance and Institutional Strengthening

- **Develop a Comprehensive National Plan**: Involve all sectors and stakeholders, including civil society, government, and the private sector, to create a comprehensive national plan for development.

- **Strengthen Governance Structures**: Promote good governance by strengthening structural institutions, ensuring accountability, and setting up governance appraisal systems.

- **Implement Massive Policy Reforms**: Undertake comprehensive policy reforms with clear implementation plans to ensure effective governance and development.

- **Enforce the Rule of Law**: Define, enforce rules, and regulate to uphold the rule of law, ensuring all citizens and institutions are held accountable.

- **Capacity Building for Government Officials**: Provide targeted capacity-building programs for government employees to enhance their skills and efficiency in public service delivery.

- **Understand the Mandate of Parliamentary Committees**: Ensure that all stakeholders are aware of and aligned with the mandates of relevant Portfolio Committees in Parliament to support legislative and policy initiatives.

2. Economic Development and Equity

- **Increase Productivity in Key Sectors**: Identify and focus on sectors with potential for productivity gains, ensuring strategic investment and support.

- **Foster Entrepreneurship and Diversify the Economy**: Develop entrepreneurship skills and create a conducive environment for SMEs and the private sector to thrive, diversifying the economy.

- **Ensure Even Distribution of Income and Resources**: Develop policies that promote equitable resource distribution and reduce income inequality, addressing monopolies and ensuring fair opportunities for all.

- **Invest in Climate-Resilient Agriculture**: Focus on sustainable

[1] Synthesise means to combine to form a more complex product and in this case was accomplished by a combination of LLM (large language model) and human (the report author's) analysis.

agricultural practices that are resilient to climate change, supporting food security and economic stability.

- **Support SMEs and Private Sector Growth**: Create supportive policies and environments for small and medium-sized enterprises to flourish, contributing to economic diversification and job creation.

3. Education and Social Services

- **Improve Education Quality and Accessibility**: Reform the education system to ensure quality education that is affordable, accessible, and inclusive, catering to all children's capabilities.

- **Invest in Early Childhood Development (ECD)**: Prioritize investment in ECD to build a strong foundation for lifelong learning and development.

- **Integrate Sign Language in Healthcare**: Ensure that all hospitals provide sign language services to improve accessibility for people with hearing impairments.

- **Promote Gender Equity in Education and Social Norms**: Educate boys and girls to improve social norms related to gender-based violence (GBV) and promote gender equity, recognizing that both men and boys, as well as women and girls, are affected by gender inequalities.

- **Declare GBV a National Disaster**: Recognize gender-based violence as a national disaster, implementing stringent penalties and comprehensive support systems for survivors.

4. Health and Social Protection

- **Continuous Investment in Health Services**: Allocate adequate resources to health services, particularly primary healthcare, to ensure accessible and quality healthcare for all.

- **Develop Shock-Responsive Social Protection**: Invest in social protection systems that can respond effectively to shocks, such as economic downturns or natural disasters, to protect vulnerable populations.

- **Proper Budget Allocation for Health and Education**: Ensure that national budgets prioritize health, education, and infrastructure projects that are sustainable and beneficial for long-term development.

5. Environmental Sustainability and Natural Resource Management

- **Integrate Environmental and Social Safeguards into Policies**: Ensure that all development policies include robust environmental and social safeguards to protect natural resources and communities.

- **Leverage Indigenous Knowledge for Natural Resource Management**: Use traditional knowledge to inform sustainable practices in natural resource management and conservation.

- **Promote Community Involvement in Environmental Solutions**: Engage communities in environmental management and problem-solving to ensure locally appropriate and sustainable solutions.

- **Raise Climate Change Awareness Across Society**: Undertake comprehensive awareness-raising campaigns on climate change to educate all levels of society about its impacts and the need for sustainable practices.

6. Infrastructure and Disaster Management

- **Invest in Resilient Infrastructure**: Prioritize investments in infrastructure that is resilient to climate change and natural disasters, ensuring long-term sustainability and safety.

- **Develop Disaster Risk Management Policies**: Create comprehensive disaster risk management policies that cater to the needs of all, including people with disabilities (PWDs), to enhance national resilience to disasters.

7. Technology and Innovation

- **Use Digital Tools for Efficiency**: Leverage digital tools to improve efficiency in government operations, education delivery, and healthcare services.

- **Promote Equity in Technology Access**: Ensure that digital transformation efforts are inclusive, providing equal access to technology for all citizens, including marginalized groups and PWDs.

The synthesised[2] list below contains the actions to remain in THE ESWATINI WE WANT: AGENDA 2054

1. Governance and Accountability

- **Implement Good Governance Policies**: Develop and enforce policies and laws that create an enabling environment for investment and trade, fostering economic growth and stability.

- **Promote Transparency and Accountability**: Ensure functional and accountable institutions by promoting transparency, honesty, and accountability at all levels of governance.

- **Foster Leadership Development**: Encourage the development of visionary leadership that prioritizes research, evidence-based actions, and the capacity to adapt to changing circumstances.

- **Adopt Fiscal Discipline**: Maintain proper management of resources, ensure accountability, and make responsible investments to secure the future for coming generations.

- **Develop a Responsive Legal Framework**: Create a legal framework with responsive policies that ensure the effective implementation of laws and regulations, supporting good governance and social justice.

2. Economic Development and Resilience

- **Create Resilient Economic Policies**: Develop economic policies that can withstand shocks and support sustainable growth, ensuring long-term resilience.

- **Encourage Agile Business Practices**: Adopt technology that enhances production efficiency and explore innovative business methods to remain competitive in a changing global economy.

- **Prioritize Resource Allocation**: Allocate resources strategically to enhance the welfare of citizens, focusing on areas that promote economic stability and growth.

- **Foster Investment in Technology**: Invest in technology from an early age and improve IT infrastructure to

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build a tech-savvy society capable of thriving in the digital economy.

3. Health and Social Welfare

- **Improve the Health System**: Establish a National Health Insurance scheme that provides coverage for all citizens, ensuring accessible and quality healthcare.

- **Understand and Promote Gender Equality**: Recognize that gender equality and equity are essential for both boys and men, as well as girls and women, and integrate these principles into all policies and programs.

- **Support the Welfare of Citizens**: Focus on enhancing the welfare of all citizens through equitable access to services and resources, prioritizing vulnerable and marginalized groups.

4. Education and Skills Development

- **Invest Continuously in Education**: Prioritize investment in education, focusing on developing skills that are relevant to the labour market and future needs of the economy.

- **Develop Inclusive Educational Policies**: Ensure that educational policies are inclusive, reflecting the voices and experiences of all stakeholders ("nothing about us without us").

- **Promote Citizenship and Resource Preservation**: Educate young people on good citizenship and the importance of preserving natural and cultural resources for future generations.

5. Environmental Sustainability and Climate Resilience

- **Prioritize Climate Adaptation and Mitigation**: Continue investing in climate resilience and adopt proactive measures to mitigate the impacts of climate change.

- **Promote Climate Awareness and Action**: Encourage society to be disciplined and proactive in addressing environmental challenges, avoiding complacency in the face of ongoing threats.

6. Foresight and Innovation

- **Engage in Continuous Foresight**: Regularly conduct foresight exercises to anticipate future challenges and opportunities, ensuring that policies and actions evolve with the changing context.

- **Adopt an Agile Approach**: Be agile in adopting new technologies and strategies that respond to emerging trends and challenges, ensuring sustainable progress and adaptability.

PREFERRED FUTURES AND SYSTEMIC CHANGE: THREE HORIZONS FRAMEWORK

After crafting scenarios participants set to work on focussing on the preferred future and systemic change by utilising the Three Horizons Framework[3].

Participants could self-select into one of four groups focussed on:

- Economic transformation
- Social development
- Governance, and
- Environment and climate change

The Three Horizons Frameworks are presented in Appendix B, and a synthesised[4] version of the preferred futures is presented according to theme:

ECONOMIC TRANSFORMATION

In the preferred future for Eswatini, the country enjoys a transformed and resilient economy built on a robust innovation and entrepreneurship ecosystem. This future is characterized by ethics, accountability, and transparency, fostering an inclusive environment where every citizen has equal access to opportunities and resources. The economy is diversified, with multiple thriving sectors, ensuring stability and reducing dependence on any single industry.

Technology is seamlessly incorporated at all levels, from education and healthcare to business and government, enhancing efficiency and productivity across the board. The government supports this dynamic environment through enabling policies that promote ease of doing business and encourage investment in sustainable technologies. Trade agreements are well-established and effectively utilized, opening new markets and fostering international cooperation.

Eswatini's commitment to a productive green economy is evident in its sustainable practices and investments, which prioritize environmental health alongside economic growth. Effective disaster management policies and frameworks are in place, ensuring the country is resilient and adaptable to any challenges that arise. Quality education, healthcare, and social protection services are accessible to all, providing a strong foundation for social and economic development.

Overall, Eswatini's economy is not only sustainable but also thrives on peace and stability, ensuring a prosperous and equitable future for all its citizens.

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> ***Three Horizons is a graphical approach developed to explore the change in importance of issues over time and connect the future to the present.***
> *At its most basic it is a systems model about the way things change over time. It is particularly good for working with complexity, developing future consciousness, and recognising transformative change, whilst exploring how to manage transitions. It is also used specifically to generate options (potential interventions) for how to ‘transition’ from the 1st horizon present to the preferred future 3rd horizon.*
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> ”

[3] A good reference for those that want to read more about the method is: Curry, Andrew, and Anthony Hodgson. "Seeing in multiple horizons: connecting futures to strategy." *Journal of Futures Studies* 13, no. 1 (2008): 1-20.

[4] Synthesise means to combine to form a more complex product and in this case was accomplished by a combination of LLM (large language model) and human (the report author’s) analysis.

SOCIAL DEVELOPMENT

In the preferred future for social development in Eswatini, all children enjoy comprehensive protection and fully exercise their rights, growing up in a safe and nurturing environment. Education is of high quality, inclusive, and equitable, ensuring that everyone, regardless of background or ability, has access to learning opportunities that are sustainable and relevant at all levels.

Healthcare is universally accessible, providing all citizens with the medical services they need to live healthy lives. Social and behavioural change communication interventions are sustainable and comprehensive, promoting positive behaviours and fostering a society that values well-being and responsible consumption of food and technology.

Vital registration is free and easy, ensuring that every citizen's existence is acknowledged and their rights protected. The incidence of teenage pregnancy, HIV, substance use, and mental health issues is significantly reduced, thanks to proactive education and support services. Gender-based violence and violence against children are eliminated, creating a society where safety, respect, and equality are fundamental values. This vision represents a holistic approach to social development, where every individual has the opportunity to thrive and contribute to a peaceful and prosperous nation.

GOVERNANCE

In the preferred future for governance in Eswatini, the country embraces a service-oriented approach that prioritizes the needs of its citizens. Governance is decentralized, with a clear devolution of certain powers from the central government to local governments, as stipulated in the constitution. This structure ensures that decision-making is closer to the people and tailored to local needs, leading to more effective local government and improved service delivery.

The judiciary operates independently and is free from corruption, upholding the rule of law, human rights, and equity.

Democracy is the foundation of governance, strengthened by robust parliamentary oversight that ensures transparency and accountability. Public-private partnerships are fostered, enhancing the delivery of public services and boosting economic development.

The administration system at the chiefdom level is reformed, replaced with more efficient structures that promote competency, meritocracy, and efficiency in governance. Tools are utilized to select the best candidates for critical positions, ensuring that leaders are chosen based on their ability to serve the public effectively. Programs are also tailored for youth, empowering them to contribute to the country's development and fostering a sense of responsibility and civic duty. Inclusivity and the principle of "Leave No One Behind" (LNOB) guide all governance actions, ensuring that all citizens, regardless of their background, have a voice and stake in the nation’s future. This results in a governance system that enjoys the confidence and trust of the people, providing a solid foundation for a prosperous and just society.

ENVIRONMENT AND CLIMATE CHANGE

In the preferred future for the environment and climate change in Eswatini, the country has successfully implemented comprehensive strategies to protect and sustain its natural resources. Indigenous species thrive, with extinction rates significantly reduced through dedicated conservation efforts. Environmental laws are strictly enforced, ensuring that natural habitats are preserved, and protected areas are safeguarded against exploitation and degradation.

Eswatini has embraced climate-smart agriculture, investing in sustainable practices that enhance food security and reduce environmental impact. Water conservation systems are widespread, ensuring that this vital resource is managed efficiently and sustainably. The country has also developed climate-resilient infrastructure, protecting communities and ecosystems from the adverse effects of climate change.

The private sector is fully integrated into national climate policies, contributing to a cohesive and unified approach to tackling climate challenges. Sustainable climate financing mechanisms are in place, providing the necessary resources to fund long-term environmental initiatives. Climate change risk transfer mechanisms, such as insurance and disaster relief funds, help mitigate the impacts of extreme weather events.

Green and smart cities have emerged, characterized by reduced emissions, innovative waste management, and energy-efficient technologies. A carbon tax policy discourages high emissions, promoting a shift towards renewable energy and sustainable practices. Land use policies have been improved to prevent degradation and ensure that land is utilized in a sustainable manner, supporting both economic development and environmental protection.

Through harmonious natural resource management and active participation in international climate change negotiations, Eswatini has positioned itself as a leader in environmental sustainability. The country's commitment to protecting its environment and addressing climate change ensures a vibrant and resilient future for all its citizens.

> ***"Strategic options are literally that -- some of the things that *can* be done (either immediately, or over the longer term) to move towards a preferred future for Eswatini and mitigate against less-preferred futures. Options can also serve as contingency plans. Options that are turned into measurable ACTIONS and OBJECTIVES in essence become the strategy going forward.***
>
> ***Options are converted into strategic actions and activities when they are made feasible and become implementable, e.g. by allocating resources – human, time, money, energy – to them, and/or making the strategic decision to turn them into special projects. Timing is also important because of the strategic advantage of being 'pro-active' vs. reactivate."***

STRATEGIC OPTIONS

Three Horizons Framework enables the generation of strategic options (things that can be done to make change happen) by working with the transition zone (Horizon 2) between what the system looks like now (Horizon 1) and its preferred future (Horizon 3).

The synthesised[5] strategic options for the four themes are presented as follows:

ECONOMIC TRANSFORMATION

1. Governance and Policy:

- Improve transparency and accountability mechanisms across all sectors to foster trust and ensure fair governance.
- Advocate for the effective implementation of existing policies and legislation to ensure they are actionable and impactful.
- Review and finalize the national land policy to optimize land use and encourage sustainable development.
- Improve coordination at all levels of government and between sectors to enhance policy implementation and economic planning.

2. Economic Growth and Diversification:

- Devise comprehensive strategies for economic growth that focus on sustainability and inclusiveness.
- Implement an economic recovery strategy to rebuild and strengthen the economy post-crisis.
- Invest in growing sectors that have the potential for high returns and job creation.
- Identify and diversify markets to reduce dependency on a few sectors and enhance economic resilience.
- Harness and create an informal economy by supporting, strengthening, and promoting small and micro enterprises.

3. Collaboration and Partnerships:

- Improve collaboration and partnerships between the public sector, private sector, and civil society to foster innovation and shared economic growth.
- Encourage the involvement of the private sector in national economic development initiatives to leverage their expertise and resources.

4. Technology and Innovation:

- Develop and implement a national digitization strategy to modernize the economy and improve service delivery.
- Move towards digital solutions in information, education, and communication (IEC) to enhance outreach and engagement.
- Explore the potential of cryptocurrency as a tool for financial inclusion and economic innovation.

5. Research and Evidence-Based Planning:

- Invest in research by strengthening the research council and allocating appropriate budgets to support evidence-based planning and decision-making.
- Prioritize resources effectively to ensure that they are allocated to high-impact areas that drive economic transformation.
- Use evidence-based planning and budgeting to make informed decisions that align with national priorities and goals.

6. Risk Management and Sustainability:

- Develop risk transfer mechanisms to protect against economic shocks and natural disasters.

[5] Synthesise means to combine to form a more complex product and in this case was accomplished by a combination of LLM (large language model) and human (the report author's) analysis.

- Focus on sustainable economic practices that balance growth with environmental and social considerations.

SOCIAL DEVELOPMENT

1. Infrastructure and Technology:

- Improve infrastructure to support a digitalized and technological world, ensuring that all communities have access to the digital tools and resources necessary for education, employment, and daily life.

2. Policy Implementation and Resource Mobilization:

- Implement effective policies that address key social issues and promote inclusive development across all sectors.
- Leverage and mobilize internal resources, including public-private partnerships (PPP), to enhance social development initiatives and ensure sustainable funding.

3. Education and Employment:

- Increase accessibility to integrated education, livelihood, and employment opportunities, particularly for marginalized groups, to foster inclusive economic growth and social mobility.
- Effectively implement the competency-based curriculum by scaling up and aligning it with the needs of the economy and society.

4. Health and Service Delivery:

- Improve service delivery across sectors, including health and education, to ensure all citizens have access to high-quality public services.
- Enhance peace and security interventions to create a safe and stable environment conducive to social and economic development.

5. Budgeting and Financial Management:

- Improve budget allocation efficiency to ensure that resources are used effectively to address the most pressing social needs.
- Adopt a consultative approach towards the national budget, involving citizens, professionals, and other stakeholders to ensure that budgeting reflects the needs and priorities of the population.

6. Coordination and Partnerships:

- Strengthen coordination for multi-sectoral programming and partnerships at all levels, fostering collaboration among government, civil society, and private sector stakeholders to address complex social issues.

7. Behaviour Change and Social Norms:

- Improve knowledge and skills among youth and society to promote the adoption of protective and healthy behaviours, reducing risky behaviours and enhancing overall well-being.
- Address cultural and social norms that act as barriers to development, promoting progressive attitudes that support social inclusion and equality.

8. Data and Information Systems:

- Improve available data systems to support evidence-based decision-making, monitoring, and evaluation of social programs, ensuring that interventions are targeted and effective.

9. Change Management and Resource Allocation:

- Develop strategies to overcome resistance to change, fostering a culture of innovation and adaptability within society and institutions.
- Address the shortage of resources by identifying new funding sources and optimizing existing resources to support social development initiatives.

GOVERNANCE

1. Policy Implementation and Review:

- Implement policies effectively to ensure they achieve their intended outcomes and contribute to good governance.
- Regularly update and revise policies to align with changing needs and international best practices, using a policy review period of every five years with live review platforms.
- Bring laws in line with international good practice and normative frameworks to strengthen the legal system and ensure compliance with global standards.
- Enable the ability to propose new policies, such as an internship policy or a labour exportation policy, to address emerging issues and opportunities.

2. Performance Management and Accountability:

- Adopt results-based management and key performance indicators (KPIs) to track progress and enhance accountability across all government sectors.
- Install a comprehensive performance management system to appraise and improve the performance of government employees.
- Promote transparency and accountability at all levels of governance to build trust and ensure effective public administration.

3. Governance Structures and Systems:

- Restructure Tinkhundla (local governance units) to enhance their effectiveness and ensure they are responsive to the needs of the community.
- Harmonize the mandates and functions of ministries, agencies, and commissions to eliminate overlap and improve coordination.
- Establish competitive recruitment and promotion policies to ensure merit-based hiring and advancement within the public sector.

4. Budgeting and Resource Allocation:

- Allocate budget to national priorities to ensure resources are directed toward the most pressing needs and strategic goals.
- Establish a platform for public-private dialogue to foster collaboration and ensure that budgeting and policy decisions reflect a broad range of perspectives.

5. Civic Engagement and Participation:

- Establish a Youth Parliament to engage young people in governance and policy-making processes, fostering a culture of civic responsibility and leadership.
- Strengthen civil society and improve the governance framework for civil society organizations (CSOs) by regulating and supporting their development through a clear CSO governance framework.
- Conduct South-South exchanges to share good practices and learn from the experiences of other countries with similar contexts.

6. Digital Governance and Service Delivery:

- Establish a one-stop service centre with digital service delivery to improve access to government services and streamline processes for citizens.
- Strengthen data collection and statistical methods to inform evidence-based decision-making and enhance policy development and evaluation.

7. Legal and Regulatory Reforms:

- Review and revise labour laws, such as reducing the probation period from two years to six months, to ensure they are fair and conducive to economic growth and job creation.

ENVIRONMENT AND CLIMATE CHANGE

1. Renewable Energy and Carbon Management:

- **Promote a Renewable Energy-Based Mix**: Heavily promote the use of renewable energy sources to diversify and sustain the energy mix.
- **Explore Alternative Energy Sources**: Investigate other viable sources of energy to reduce dependence on non-renewable resources.
- **Introduce Carbon Tax**: Implement a carbon tax to incentivize reductions in carbon emissions and fund environmental initiatives.
- **Invest in Net-Zero Initiatives**: Commit resources to achieving net-zero carbon emissions through various sustainable practices and technologies.
- **Implement Carbon Tracking and MRV Programs**: Establish monitoring, reporting, and verification programs to track carbon footprints and assess the effectiveness of environmental policies.

2. Biodiversity and Ecosystem Management:

- **Invest in Afforestation**: Allocate resources to plant trees and restore forested areas to enhance biodiversity and combat land degradation.
- **Re-introduce Indigenous Species**: Facilitate the reintroduction of native species to restore ecological balance and enhance biodiversity.
- **Control Invasive Species**: Implement measures to control and eradicate alien invasive species that threaten local ecosystems.
- **Protect Catchment Areas**: Cooperate regionally to protect water catchments, ensuring sustainable water resources and ecosystem health.

3. Policy Advocacy and Institutional Strengthening:

- **Lobby for Climate Change Legislation**: Advocate for the transformation of the climate change bill into an act to solidify climate policy.
- **Mainstream Climate Change Issues**: Integrate climate considerations into all sectors to ensure a holistic approach to environmental policy.
- **Support Climate Action Groups**: Bolster civic groups that engage in climate action, providing them with resources and platforms to amplify their impact.

4. Infrastructure and Disaster Management:

- **Invest in Infrastructure and Technology**: Allocate funds to develop infrastructure that supports sustainable development and utilizes advanced technology to mitigate environmental risks.
- **Capitalize on the Disaster Management Fund**: Make strategic use of the fund to enhance the country's preparedness and response to natural disasters.
- **Invest in Disaster Risk Management**: Commit to robust disaster risk management initiatives to better prepare for and mitigate the effects of climate-related events.

5. Economic Incentives and Partnerships:

- **Incentivize Environmental Protection**: Create economic incentives for businesses and communities to engage in practices that protect the environment.
- **Promote Public-Private Partnerships (PPPs)**: Encourage collaborations between the government and private sector to leverage resources for environmental sustainability projects.

6. Research and Contextual Solutions:

- **Invest in Environmental Research**: Support research initiatives that focus on local environmental challenges and innovative solutions.
- **Design Contextual Solutions**: Develop environmental strategies and solutions tailored to the specific needs and context of Eswatini, ensuring they are effective and sustainable.

IMPACT ANALYSIS: FUTURES WHEELS

After generating strategic options to make change happen towards a preferred future participants chose an example option – imagined as if it were a reality in the future -- with which to do an impact analysis using the Futures Wheels method.
The chosen options were:

- Digitalisation of all government systems,
- Efficient service delivery across all sectors,
- Mainstreaming climate change and environmental issues in sectors (prioritise them in planning & budgeting), and
- Easy access to the formal sector (business) for informal

The graphics of the Futures Wheels are contained in Appendix C and uploading the stickies into a LLM produced short, synthesised narratives as follows:

DIGITALISATION OF ALL GOVERNMENT SYSTEMS
The digitization of all government systems in Eswatini marks a transformative era, reshaping various facets of national life from politics and the economy to social norms and environmental management.

Societal Impacts and Implications The transition to digital systems minimizes manual data handling and improves overall efficiency, significantly reducing turnaround times for government services. However, this shift also poses challenges, such as potential job losses due to automation. The response involves a push towards reskilling and the emergence of new careers, ensuring that the workforce can adapt to a technology-driven environment. Service excellence becomes a key focus, as digital platforms facilitate more responsive and user-friendly interactions between citizens and government.

Political and Value Changes Digitization enhances accountability and transparency in government operations, fostering a shift towards people-centred decision-making. However, this could lead to a volatile political environment as increased transparency reveals inefficiencies or corruption that were previously obscured. The youth of Eswatini find themselves at the forefront of navigating a technological country, which may lead to an over-dependence on technology and potentially erode the traditional moral fabric. Society must encourage positive engagement with technology while addressing these value shifts.

Environmental Considerations On the environmental front, digitization can inadvertently lead to increased pollution as

> *“*
>
> ***Futures wheels** is a group brainstorming method that explores and maps multiple levels of impacts and consequences of trends, events, emerging issues and/or future possible decisions. It is a graphic visualisation of direct and indirect, positive and negative future consequences of a particular change or development – in this case an imagined strategic option that is realised in a future Eswatini.*
>
> *It is particularly useful because it produces **cascading waves of change** – in other words the consequences of the consequences, the impacts of the impacts. The second and third order consequences often produce noteworthy insights emanating from initial change conditions, whether they be positive or negative to start off with. Other than generating rich, strategically valuable content this tool also focusses attention on our blind spots and cognitive biases and helps identify unintended consequences.*
>
> *”*

outdated or unused technological gadgets are discarded improperly, affecting ecosystems and encouraging a culture of dumping. This presents both challenges and opportunities for job creation in recycling and necessitates robust climate-smart policies and frameworks to manage technological waste effectively.

Economic Expansion Economically, digitization catalyses entrepreneurship and enhances the ease of doing business, with an increase in online transactions making systems more efficient. This shift requires innovative approaches to economic development, integrating technology in ways that benefit both large industries and small enterprises.

Technological Advancements Improved network coverage and the affordability of data cables signal a leap towards a more connected Eswatini. This enhanced access fosters a deeper understanding and use of technology across all sectors of society. However, it also introduces challenges such as an increased dependency on digital solutions and a rise in cyber-crime, demanding stronger cybersecurity measures and public awareness campaigns.

Agricultural and Innovative Drive Digitization also boosts agricultural productivity and enhances biodiversity management through the use of green technology. This integration supports sustainable practices and opens new avenues for innovation, creativity, and entrepreneurship, paving the way for a resilient future.

In summary, while the digitization of government systems in Eswatini presents numerous benefits, including enhanced efficiency, accountability, and economic opportunity, it also brings significant challenges. Addressing these requires a balanced approach that fosters technological adeptness while safeguarding environmental integrity and social values.

EFFICIENT SERVICE DELIVERY ACROSS ALL SECTORS

In the envisioned future of Eswatini, efficient service delivery across all sectors catalyses a complex tapestry of socio-economic and environmental changes, fostering a dynamic transformation in the nation's landscape.

Technological Advances and Impacts The drive towards efficient service delivery brings significant technological innovation, including the development of equitable digital infrastructure that enhances access to digitalized social services. This shift promises on-time provision of services and real-time data access, greatly improving responsiveness and effectiveness. However, it also raises concerns about job displacement, the diminishing role of human interaction in service delivery, and increased risks related to data protection. To counter these effects, investments in civil capacitation are essential to ensure that the workforce can adapt to new technologies and methods.

Economic Growth and Challenges Efficient service delivery acts as a catalyst for economic growth, increasing job opportunities and GDP, and playing a crucial role in poverty reduction. Eswatini emerges as a more credible member of the global community, though this progress is not without challenges. Issues such as xenophobia, migration, and decentralization need careful management to ensure that economic benefits are widely distributed and do not lead to societal tensions or increased crime, including white-collar crime associated with rapid development.

Social Dynamics and Cohesion The social fabric of Eswatini is strengthened by universal access to quality and inclusive social services, which aligns the demand and supply between labourers and educators and increases life expectancy. However, this progress could lead to complacency and over-dependence on government services, necessitating continuous engagement and empowerment of the citizenry to maintain

a balance. Migration and decentralization are also significant factors, requiring robust strategies to integrate diverse populations and distribute resources effectively.

Political and Environmental Stability Efficient service delivery contributes to a more harmonious political climate characterized by increased political accountability and willingness, bolstering public confidence in the system. Nonetheless, potential political resistance and unrest, fuelled by xenophobia and migration, pose risks that must be addressed through inclusive governance and proactive conflict resolution strategies. Environmentally, the move towards paperless systems enhances waste management and pollution reduction, improving Eswatini's carbon footprint and environmental cleanliness.

Cultural Values and Identity The promotion of human rights, accountability, transparency, and strengthened cultural identity are central values that are reinforced by efficient service delivery. These values foster tolerance, unity, and respect within the community, although the rapid pace of change can sometimes lead to values clashes and political unrest. A sense of pride in national achievements and a collective identity are cultivated through continuous dialogue and the celebration of cultural diversity.

In conclusion, while efficient service delivery propels Eswatini towards a future of enhanced technological capabilities, economic prosperity, social inclusivity, political stability, and environmental sustainability, it also requires careful management of the accompanying challenges and changes. By fostering a culture of adaptability, continuous learning, and inclusive development, Eswatini can fully leverage the benefits of efficient service delivery while mitigating its potential downsides.

MAINSTREAMING CLIMATE CHANGE AND ENVIRONMENTAL ISSUES IN SECTORS (PRIORITISE THEM IN PLANNING & BUDGETING)

In Eswatini, the comprehensive mainstreaming of climate change and environmental concerns across all sectors has transformed the nation into a model for others, enhancing its stature in international trade and setting benchmarks in environmental stewardship.

Economic and Technological Impacts Prioritizing climate change in planning and budgeting has bolstered the economy through sustainable management of natural resources and stimulated investment in green businesses. This strategic focus has reduced economic losses across sectors and enhanced disaster risk financing mechanisms. The adoption of sustainable technology and significant investments in technological infrastructure have optimized waste management and contributed to an increase in the country's GDP. These measures have also increased resilience to climate shocks, securing food supplies, and extending life expectancy.

Social and Health Improvements The integration of environmental priorities has led to a cultural shift, changing attitudes toward environmental conservation and climate adaptation. This shift has improved livelihoods, increased the adaptation capacities of communities, and reduced the number of people vulnerable to climate change effects. It has also contributed to a reduction in disease incidences and mortality related to environmental factors, enhancing the overall quality of life.

Environmental and Community Benefits The focused environmental agenda has led to a collective reduction in carbon emissions and increased investments in ecosystem protection, helping to balance and restore natural environments. Community ownership and the implementation of inclusive programs have fostered reduced land degradation and biodiversity losses, enhancing community

resilience and sustainability of climate-related programs.

Political and Global Leadership Politically, Eswatini has adhered to international protocols for climate reforms and increased legal instruments that foster collaboration on environmental and climate change issues. This alignment has improved the nation's preparedness and mitigation capacities against climate-related challenges. Moreover, Eswatini's proactive stance has attracted improved funding for climate and environmental initiatives from the international community, showcasing more political will to invest in these critical areas.

Broader Implications The strategic integration of climate change considerations has led to reduced conflict, enhanced stability, and fostered increased employment opportunities, although some sectors have experienced job losses as industries adjust to new green standards. The overall effect has been a strengthened coordination within and between sectors, ensuring that Eswatini is not only more resilient to climate change but also a leader in demonstrating how dedicated environmental governance can achieve substantial national benefits and global contributions.

EASY ACCESS TO THE FORMAL SECTOR (BUSINESS) FOR INFORMAL

In Eswatini, facilitating easy access for the informal sector to the formal business landscape has set in motion a range of transformative impacts and implications across multiple domains including the economy, environment, society, technology, politics, and core values.

Economic Transformation Easing the transition from informal to formal business sectors has significantly buoyed Eswatini's economy. Enhanced access to financial services and information has lowered operational costs for businesses, encouraging entrepreneurship and fostering a conducive environment for small businesses. This shift has improved GDP, increased tax revenue, and created more jobs, thereby reducing poverty and enhancing public service delivery. Investments in infrastructure, health, and education have flourished, resulting in improved life expectancy and stronger educational systems. As a direct consequence, Eswatini has seen increased tourism, reduced imports, increased exports, and a strengthened local economy with increased buying power among citizens.

Environmental Stewardship The transition has also spurred increased environmental awareness and innovation. There's been an uptick in adherence to environmental policies and legislation, with businesses increasingly adopting climate-smart practices. This has been supported by enhanced budget allocations for waste management and the emergence of more progressive environmental regulations. The sectoral shift has, however, brought challenges such as increased waste generation and competition for land, highlighting the need for balanced environmental governance.

Social Implications Socially, the formalization of informal businesses has led to significant improvements in living conditions and income generation at the household level, with reduced reliance on government support. This shift has contributed to a decrease in crime and unemployment, fostering more stable and decent living and working conditions. However, this transformation has also introduced challenges such as increased social isolation and mental health issues, reflecting the complex interplay between economic growth and social wellbeing.

Political and Legal Advances Politically, the formalization process has enhanced participation in decision-making and reinforced peace and stability. A decrease in corruption has been noted, alongside an evolution in the political system that supports a more transparent and accountable governance framework. This has created a more secure and business-friendly environment, attracting further

foreign direct investment and potentially altering trade and diplomatic relations.

Technological Advancements
Technological access has significantly shaped the business landscape, with universal internet access and decreased data service costs fostering a new era of business operations. This has not only reduced costs but also increased platforms for engagement and interaction among businesses and consumers. However, the expansion of digital networks has also increased vulnerabilities, such as a rise in cybercrime.

Cultural and Value-Oriented Shifts The integration of the informal sector into formal business practices has reinforced cultural values and norms around integrity, transparency, and accountability, promoting continuous learning and ethical business practices. However, challenges such as the potential for increased corruption amidst rapid economic changes highlight ongoing governance and oversight needs.

In summary, Eswatini's strategic move to integrate the informal sector into the formal economy has catalysed a holistic development across various sectors, improving overall national resilience and quality of life, while also presenting new challenges that require careful management and innovative solutions.

INTERVENTIONS TO MAKE CHANGE HAPPEN: CAUSAL LOOP DIAGRAMS

After exploring the cascading waves of changes of some key strategic options imagined as a reality, participants could choose a key intervention based on their group work and after having been exposed to Systems Thinking, in particular the video "How Wolves Change Rivers"[6] which illustrates the power of leverage points.

The chosen interventions/leverage points were:

- Easy access to the formal sector for the informal: Strengthening inclusivity of business policies and implementation,
- Accountability for improved service delivery,
- Coordinated multi-sectoral development programs and partnerships at all levels, and
- Sustainable climate finance

Participants used a systems thinking tool - Causal Loop Diagrams – to show how their intervention could cause cascading positive changes to happen in the future in Eswatini.

A Causal Loop Diagram for each intervention is shown below together with a short LLM generated synthesis narrative for that specific diagram.

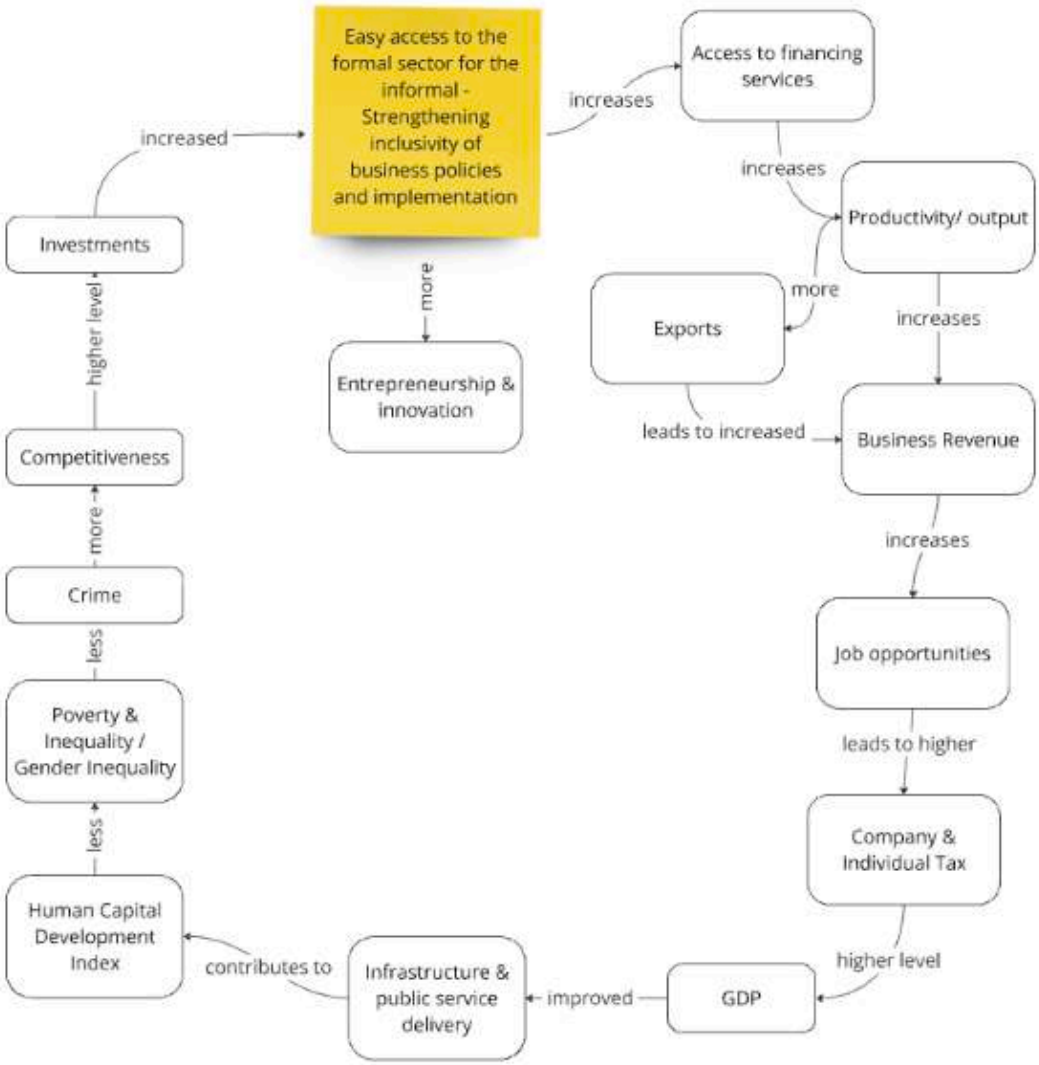
Causal loop diagrams are tools used in systems thinking to visualise how different variables in a system are interrelated. They help in understanding the feedback loops within the system which can be either positive or negative.

The method used to understand and analyse complex systems. It helps identify key variables in a system and shows the cause-and-effect relationships between the variables.

It is a type of modelling that is designed to reveal the underlying interrelationships and causal structure of a complex system, or sub-system. This type of system map is a powerful visualisation tool that can help describe and diagnose the current (and future) state of a given system; understand how system structure creates the observable outcomes through causal interactions; create a shared vision of the system; gain consensus about the problems and identify opportunities.

[6] https://www.youtube.com/watch?v=ysa5OBhXz-Q

EASY ACCESS TO THE FORMAL SECTOR FOR THE INFORMAL: STRENGTHENING INCLUSIVITY OF BUSINESS POLICIES AND IMPLEMENTATION



In Eswatini, improving access for the informal sector to the formal business sector and creating more inclusive business policies results in a positive cycle of growth and development. As informal businesses gain access to financing services, they can increase their productivity and output, which in turn leads to higher exports and greater business revenues. This creates more job opportunities, contributing to higher levels of company and individual taxes, which boost the economy and increase the country's GDP.

With a stronger economy, the government can invest more in infrastructure and public services, which improves the overall quality of life for citizens. This investment helps raise the Human Capital Development Index, providing better education, healthcare, and living standards. As the population becomes healthier and better educated, poverty and inequality— including gender inequality—decrease. This reduction in poverty and inequality helps lower crime rates, making the country more competitive and attractive for further investments.

As more investments flow in, the cycle continues. Increased investment promotes entrepreneurship and innovation, which strengthens the formal economy and creates even more opportunities for growth. This cycle of increased access, economic growth, and social development reinforces itself, leading to a stronger and more inclusive economy.

ACCOUNTABILITY FOR IMPROVED SERVICE DELIVERY

In the future of Eswatini, accountability for improved service delivery plays a central role in driving positive changes throughout the country. As service delivery improves, citizens experience better livelihoods, which strengthens patriotism and increases political stability. This, in turn, attracts more tourists, further enhancing service delivery and contributing to the economy.

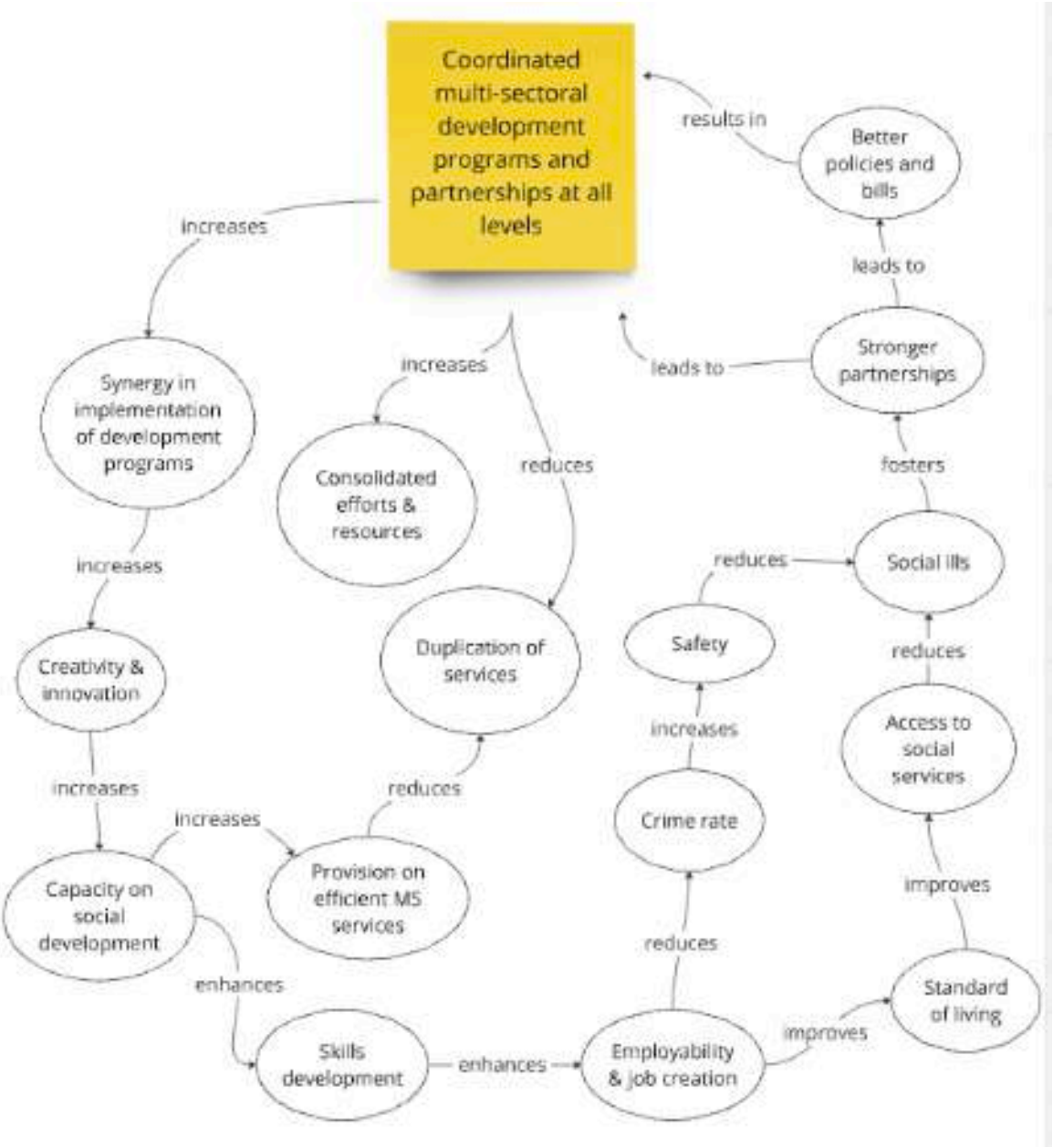
Economic growth is stimulated by high levels of production and efficiency, which also lead to the growth of small and medium-sized enterprises (MSMEs) and attract foreign direct investment (FDI). As the economy grows, job opportunities increase, allowing new careers and skills to develop. Education systems align with these new career paths, increasing the uptake of education and further enhancing workforce readiness.

Transparency improves as service delivery becomes more accountable, reducing corruption and increasing the availability of resources. As corruption decreases, poverty rates also

improve, and non-discriminatory policies are stimulated. These policies encourage further education and skills development, reinforcing inclusivity and creating a positive cycle of economic and social growth in the country.

Overall, a focus on accountability and improved service delivery creates a continuous loop of economic growth, social development, and better governance, ensuring a prosperous future for Eswatini.

COORDINATED MULTI-SECTORAL DEVELOPMENT PROGRAMS AND PARTNERSHIPS AT ALL LEVELS



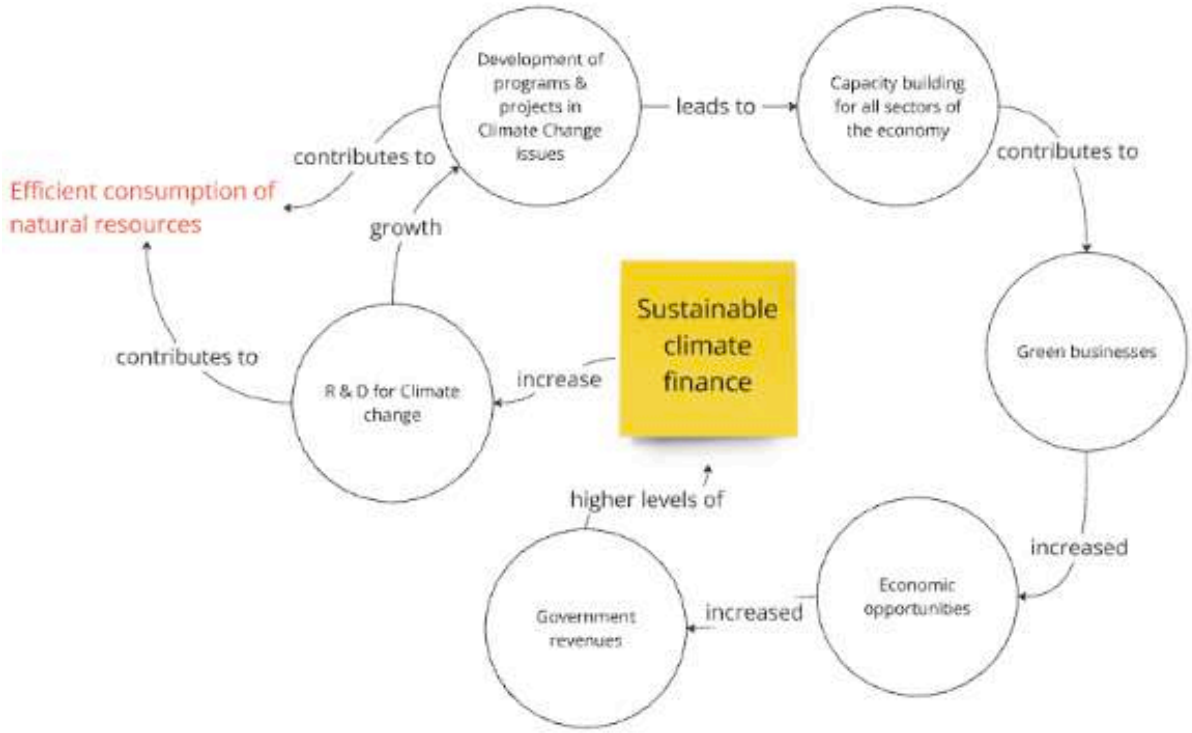
In Eswatini's future, coordinated multi-sectoral development programs and partnerships play a pivotal role in driving progress at all levels of society. These coordinated efforts result in better policies and bills, which foster stronger partnerships across different sectors. These partnerships contribute to reducing social ills and improving safety by increasing access to

social services. As safety improves and crime rates decrease, the standard of living rises, creating a more secure and prosperous society.

The consolidation of efforts and resources helps reduce duplication of services, ensuring that development programs are implemented efficiently. This synergy promotes creativity and innovation, increasing the capacity for social development. As the capacity for development grows, skills development is enhanced, leading to greater employability and job creation. This in turn improves the standard of living, reinforcing the positive cycle of growth and progress.

As resources and efforts are better utilized, the provision of efficient services becomes more robust, further increasing job creation and reducing crime. The resulting improvements in safety and social services help foster an environment where people can thrive, building a stronger, more inclusive future for Eswatini.

SUSTAINABLE CLIMATE FINANCE



In Eswatini's future, sustainable climate finance plays a critical role in driving growth and development across sectors. The development of programs and projects addressing climate change leads to capacity building for all sectors of the economy. This capacity building supports the rise of green businesses, which in turn creates more economic opportunities.

As economic opportunities grow, government revenues increase, providing more resources to invest back into research and development (R&D) for climate change. This investment in R&D fuels further innovation, supporting the growth of initiatives focused on efficient consumption of natural resources.

These efforts, in turn, contribute to more effective climate change programs and sustainable development, reinforcing the cycle of growth, economic opportunities, and environmental protection. This continuous feedback loop ensures that Eswatini moves toward a more

sustainable and prosperous future, where climate finance supports both economic and environmental goals, which in turn stimulate more sustainable climate financing.

This report serves as a working document.
Its content was created by way of diverse multiple perspectives incorporating collective intelligence.
The output is synthesised by human and Large Language Model (LLM) analyses.
This content can be used on its own or incorporated into other relevant material.

APPENDIX A: SCENARIO EXAMPLE

Green Desert: Group 4
“In the heart of Eswatini, under the canopy of ancient trees, a new world order emerged. Where once stood towering skyscrapers, now stood homesteads nestled in verdant landscapes. Children learned the language of the earth, tending to crops and understanding the whispers of the wind. Elders, repositories of ancient wisdom, healed with Timbita and guided their communities. Though challenges remained, a sense of harmony prevailed, a testament to the indomitable spirit of a people who had chosen resilience over ruin.

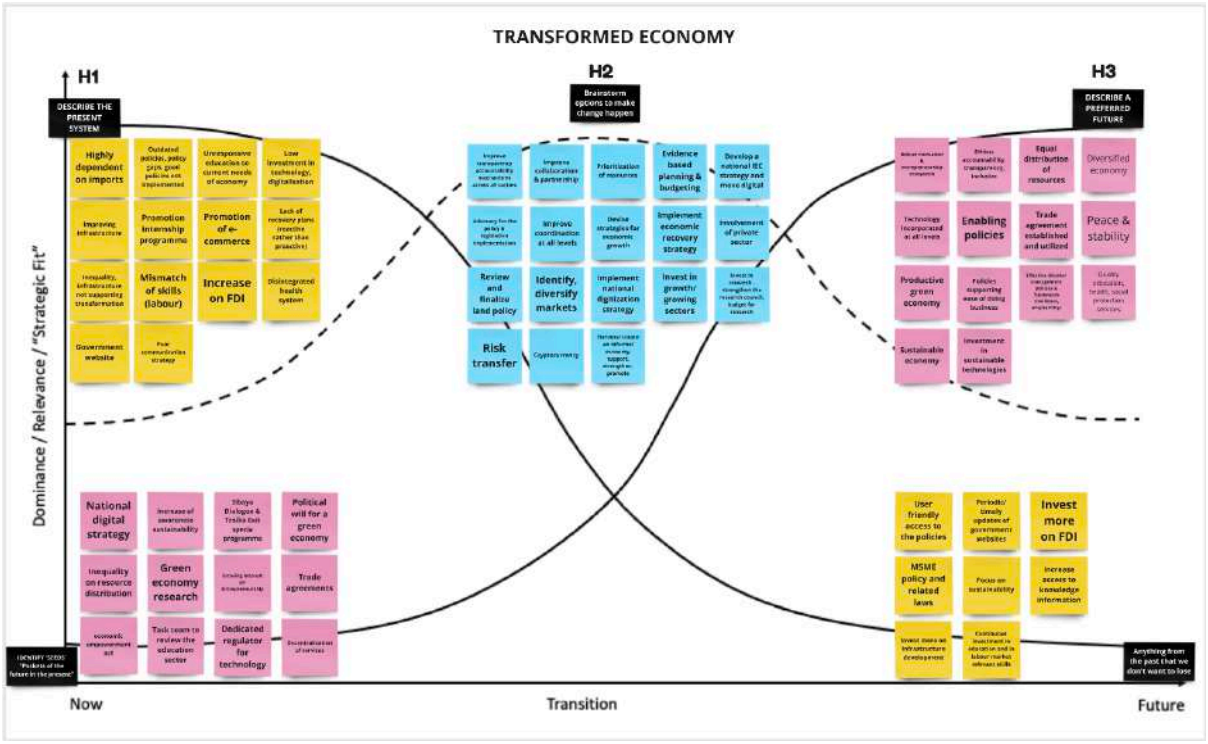
Poem: Echoes of a New Dawn
From ashes of greed, a nation shall rise, where once towers stood, nature now replies. A canvas painted with hues of green, where harmony of man and earth convene.
No sirens wail, no hunger's bitter cry, Beneath the vast and endless sky. With roots in wisdom, ancient lore, they’ve found a path, forevermore.
Though storms of chaos raged and tore, a spirit kindled, to the core. In fields of gold, where sustenance grows, a tapestry of hope, life now sows.

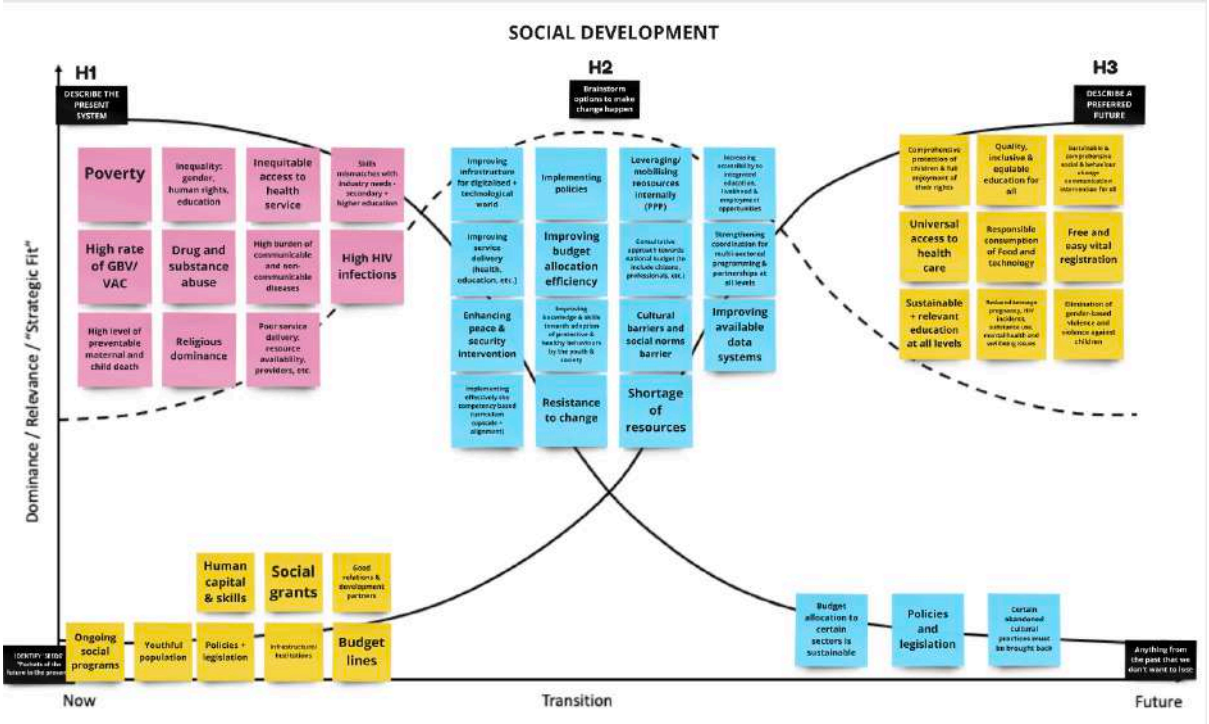
Provocative Newspaper Headline:
“Nation Defies Collapse, Embraces Ancient Wisdom”

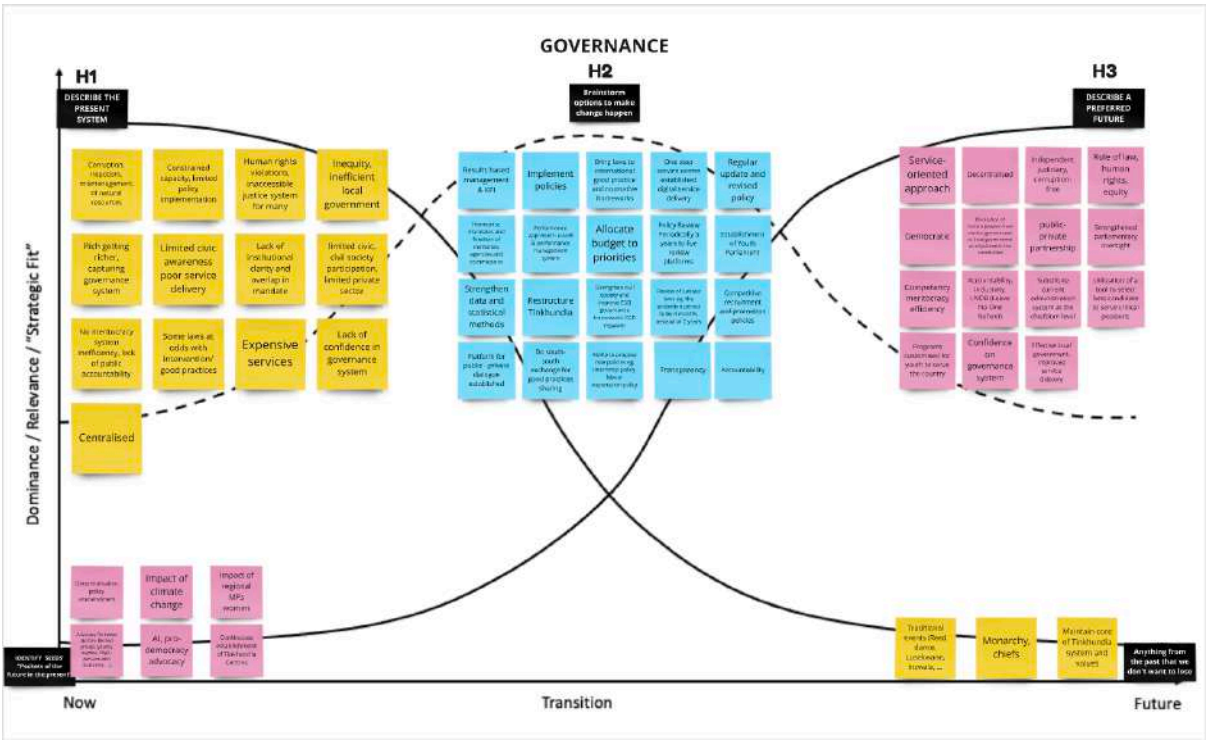
Data Point 3: Environmental Indicators
Forest cover: A 20% increase in forest cover due to reforestation efforts and sustainable land management practices.
Biodiversity index: A 15% increase in biodiversity as the ecosystem recovers from the pressures of the extractive economy.
Carbon emissions: A dramatic reduction of 80% compared to pre-collapse levels due to the shift away from industrial activities.

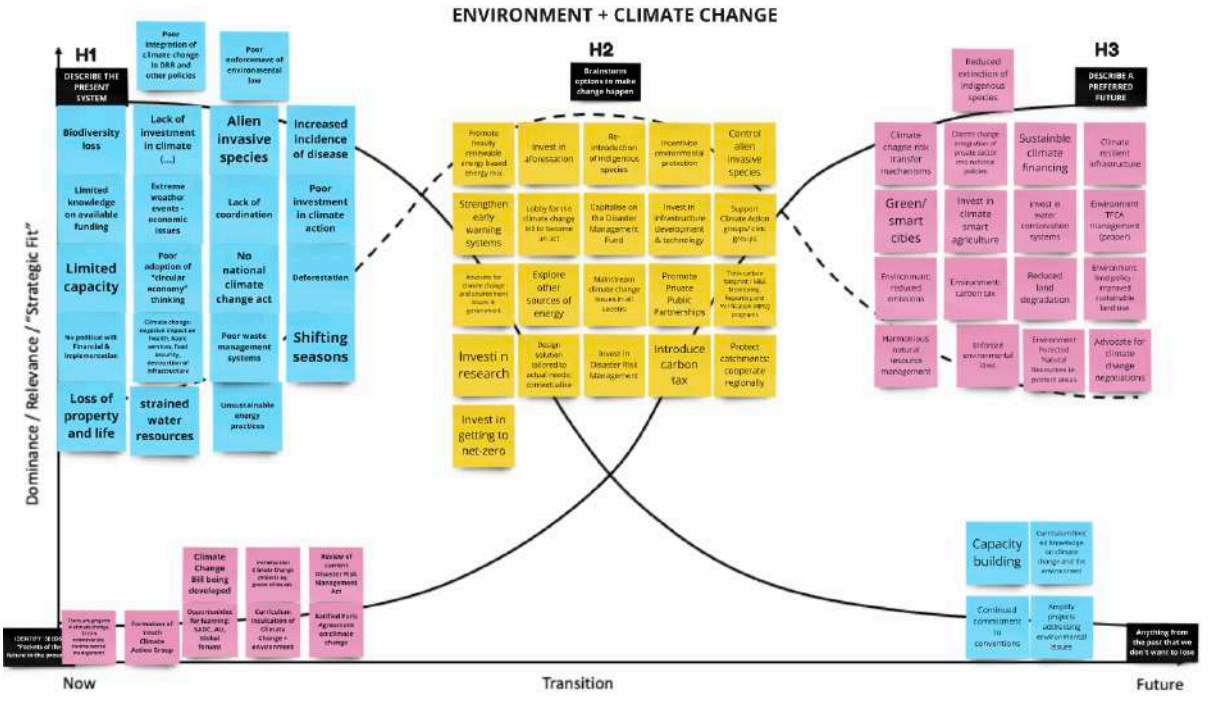
Data Point 1: Economic Indicators
GDP per capita: A sharp decline of 50% compared to pre-collapse levels, reflecting the transition to a subsistence-based economy.
Gini coefficient: A significant decrease from a high of 0.6 to 0.3, indicating a more equitable distribution of wealth.
Unemployment rate: While initially soaring to unprecedented levels, it gradually stabilizes around 30% as informal employment increases.

APPENDIX B: THREE HORIZONS FRAMEWORKS

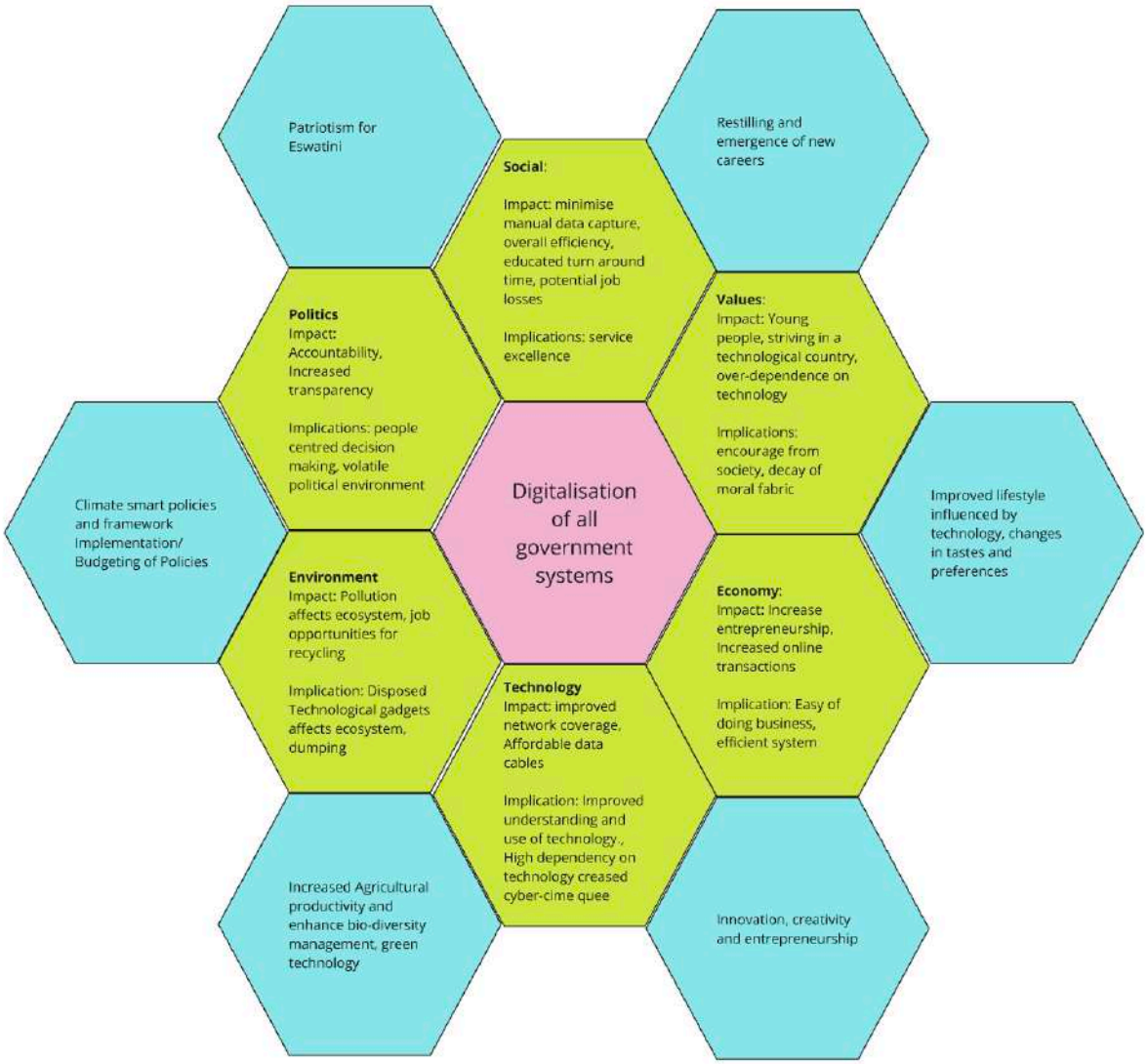


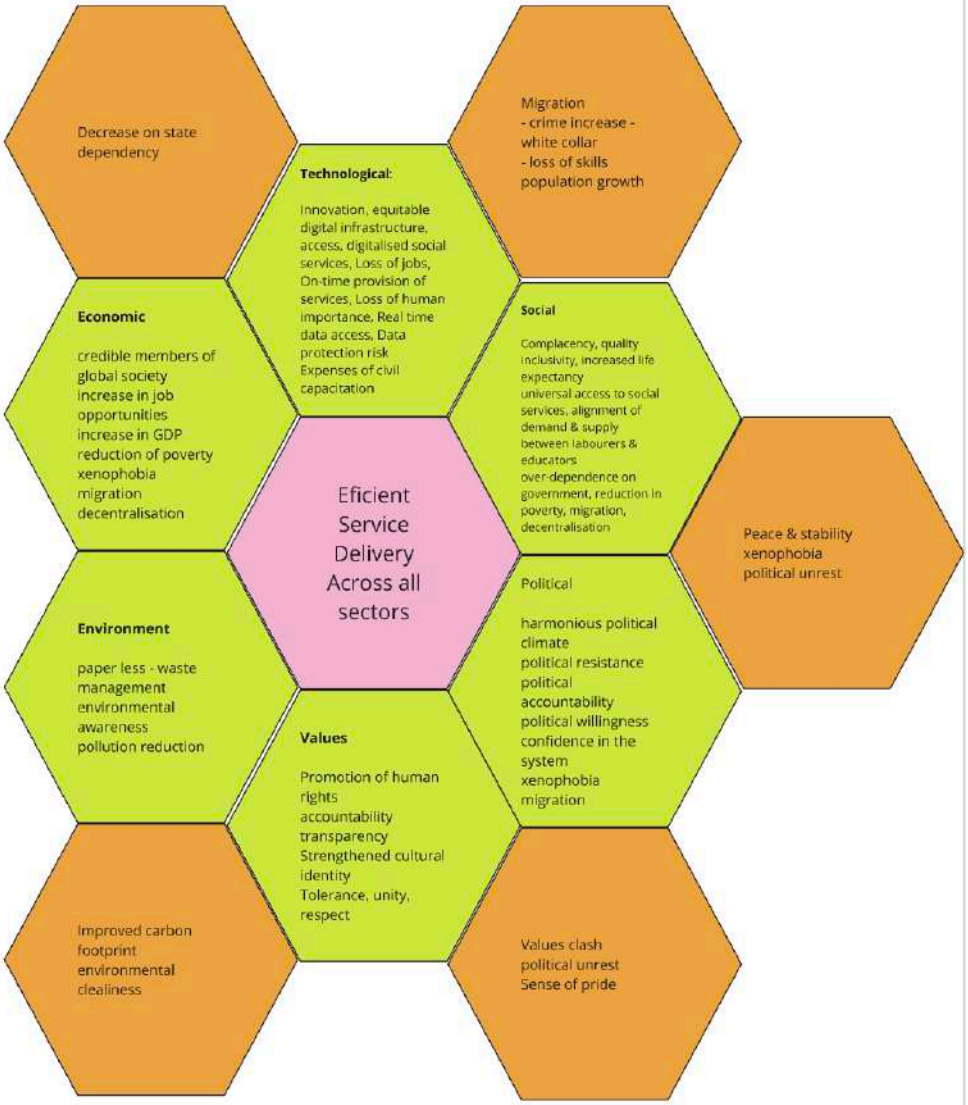



GOVERNANCE
H1
DESCRIBE THE PRESENT SYSTEM
H2
Brainstorm options to make change happen
H3
DESCRIBE A PREFERRED FUTURE
Dominance / Relevance / "Strategic Fit"
Inequity, inefficient local government
Limited civic awareness poor service delivery
Expensive services
Lack of confidence in governance system
Centralised
Implement policies
Allocate budget to priorities
Restructure Tinkhundla
Service-oriented approach
Democratic
Confidence on governance system
Monarchy, chiefs
Now
Transition
Future

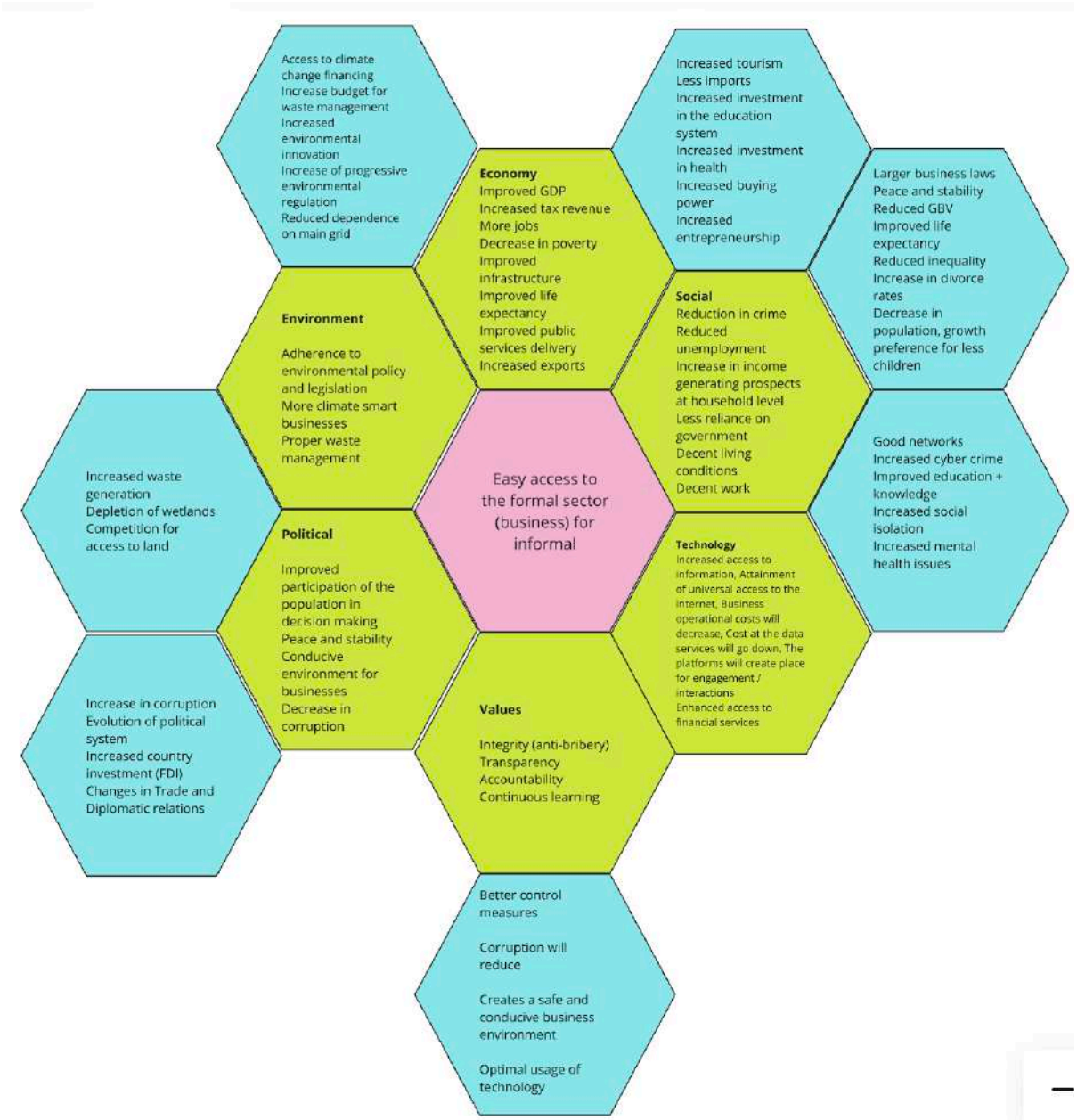

ENVIRONMENT + CLIMATE CHANGE
H1
DESCRIBE THE PRESENT SYSTEM
H2
Brainstorm options to make change happen
H3
DESCRIBE A PREFERRED FUTURE
Dominance / Relevance / "Strategic Fit"
Biodiversity loss
Limited knowledge on available funding
Limited capacity
Loss of property and life
Lack of investment in climate (...)
Extreme weather events - economic issues
Poor adoption of "circular economy" thinking
strained water resources
Alien invasive species
Lack of coordination
No national climate change act
Poor waste management systems
Unsustainable energy practices
Increased incidence of disease
Poor investment in climate action
Deforestation
Shifting seasons
Invest in afforestation
Control alien invasive species
Strengthen early warning systems
Explore other sources of energy
Promote Private Public Partnerships
Invest in research
Introduce carbon tax
Invest in getting to net-zero
Sustainble climate financing
Green/ smart cities
Capacity building
Climate Change Bill being developed
Now
Transition
Future

APPENDIX C: FUTURES WHEELS




Decrease on state dependency
Technological:
Innovation, equitable digital infrastructure, access, digitalised social services, Loss of jobs, On-time provision of services, Loss of human importance, Real time data access, Data protection risk
Expenses of civil capacitation
Migration
- crime increase -
white collar
- loss of skills
population growth
Economic
credible members of global society
increase in job opportunities
increase in GDP
reduction of poverty
xenophobia
migration
decentralisation
Eficient Service Delivery Across all sectors
Social
Complacency, quality
Inclusivity, increased life expectancy
universal access to social services, alignment of demand & supply between labourers & educators
over-dependence on government, reduction in poverty, migration, decentralisation
Peace & stability
xenophobia
political unrest
Environment
paper less - waste management
environmental awareness
pollution reduction
Political
harmonious political climate
political resistance
political accountability
political willingness
confidence in the system
xenophobia
migration
Values
Promotion of human rights
accountability
transparency
Strengthened cultural identity
Tolerance, unity, respect
Improved carbon footprint
environmental cleaniess
Values clash
political unrest
Sense of pride

The country becomes benchmark for other countries to learn
Best in international trade
Increased resilience to climate shocks
Increased employment opportunities
Job losses
Reduction of disease incidence
Increased resilience to shocks
Food security
Improved life expectancy
Technology
Adaption of sustainable technology
Investment in technology infrastructure
Improved management of waste
Increased GDP
Reduced conflict
Increased resilience to climate change
Improved quality of life
Mindset shift
Improved livelihoods
Increased adaptations
Reduced number of vulnerable people
Reduced mobility and mortality related to climate change
Economic
Sustainable management of natural resources
Increased investment in green business
Reduced economic losses across all sectors
Improved disaster risk financing
Mainstreaming climate change + environmental issues in sectors (prioritise them in planning + budgeting)
Values
Change in attitude towards environment conversation + climate change adapt
Compliance to environmental standards
Increased environmental stewardship
Environmental
Collective reduction of carbon emission
Increased investment in environment protection
Ecosystem balance
Increased adaptation capacity of people
Reduced inequalities
Implementation of inclusive programs
Community ownership
Improved sustainability of climate change + environmental programs
Political
Adherence to international protocols for climate reforms
Increase legal instruments to foster collaboration of environmental + climate change issues
Reduced mortality & mobility
Improved quality of life
Reduced land degradation
Reduced biodiversity losses
Increased resilience
Implementation of more climate change & environmental programs
Strengthened coordination. Improved preparedness + mitigation capacity
More political will to invest tin climate change + environmental programs
Improved funding for


Access to climate change financing
Increase budget for waste management
Increased environmental innovation
Increase of progressive environmental regulation
Reduced dependence on main grid
Economy
Improved GDP
Increased tax revenue
More jobs
Decrease in poverty
Improved infrastructure
Improved life expectancy
Improved public services delivery
Increased exports
Increased tourism
Less imports
Increased investment in the education system
Increased investment in health
Increased buying power
Increased entrepreneurship
Larger business laws
Peace and stability
Reduced GBV
Improved life expectancy
Reduced inequality
Increase in divorce rates
Decrease in population, growth preference for less children
Environment
Adherence to environmental policy and legislation
More climate smart businesses
Proper waste management
Social
Reduction in crime
Reduced unemployment
Increase in income generating prospects at household level
Less reliance on government
Decent living conditions
Decent work
Increased waste generation
Depletion of wetlands
Competition for access to land
Easy access to the formal sector (business) for informal
Good networks
Increased cyber crime
Improved education + knowledge
Increased social isolation
Increased mental health issues
Political
Improved participation of the population in decision making
Peace and stability
Conducive environment for businesses
Decrease in corruption
Technology
Increased access to information, Attainment of universal access to the internet, Business operational costs will decrease, Cost at the data services will go down. The platforms will create place for engagement / interactions
Enhanced access to financial services
Increase in corruption
Evolution of political system
Increased country investment (FDI)
Changes in Trade and Diplomatic relations
Values
Integrity (anti-bribery)
Transparency
Accountability
Continuous learning
Better control measures
Corruption will reduce
Creates a safe and conducive business environment
Optimal usage of technology

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