

Futures of Gender and Global Health 2030

UNU-IIGH Meeting Report,
June 2022

Copyright © 2022 United Nations University International Institute for Global Health, [Creative Commons Attribution-NonCommercial-ShareAlike 3.0 IGO \(CC BY-NC-SA 3.0 IGO\)](#).

Suggested citation: United Nations University - International Institute for Global Health (2022). "Futures of gender and global health 2030".

DOI: 10.37941/MR/2024/4

Acknowledgements

This report has been prepared by Professor Geci Karuri-Sebina and Sophia Bazile with editorial oversight and additional input by Dr. Emma Rhule and Tiffany Nassiri-Ansari. Professor Karuri-Sebina and Ms. Bazile were contracted by UNU-IIGH to co-design and deliver the foresight component of the 'Changemakers: Youth-led feminist engagement across sub-Saharan Africa' programme.

United Nations University – International Institute for Global Health (UNU-IIGH), Kuala Lumpur, Malaysia is the designated UN think tank on global health, serving as a policy translation hub for UN member states, agencies and programmes.

Preface

In early 2020, UNU-IIGH embarked on a journey to better understand the field of futures and foresight and to examine the potential value to be garnered from its integration into our work.

‘Futures’ is defined as “a broad academic and professional field”, and ‘foresight’ as an approach to thinking “systematically about the future to inform decision-making today”. Adopting a futures mindset and implementing foresight methodologies enable us to break free of the constraints of the “now” to collectively imagine what could come “next”. By revisiting the past through the lens of hindsight and using foresight to collectively envisage an array of potential futures, many of which are not explored in traditional planning processes, discussions can yield valuable insights that can in turn be used to inform decision-making in the present and contribute to the the development of agile and adaptive policy environments.

At the start of this process, we made three recommendations to underpin our journey and support sustained, critical, and holistic applications of futures thinking and foresight approaches. These were to:

1. Cultivate ‘pracademics’: build a futures and foresight practice that combines a familiarity with the existing literature documenting conceptual and methodological developments in adjacent fields, opportunities to learn from experienced practitioners, and hands-on practical exposure.
2. Implement futures and foresight critically: embed processes to document and reflect on the experiences of integrating a futures and foresight lens and ensure that approaches align with foundational values of the institution, including respect for a diversity of opinions, contextualised solutions, and the advancement of equity.
3. Integrate foresight as part of a ‘jigsaw’ puzzle approach: augment and enhance existing research capacities with futures and foresight, systems thinking, and design thinking to develop, deploy, and iterate research outputs and policy recommendations.

Held between May and June 2022, the two-part ‘Futures of Gender and Global Health 2030’ workshop was UNU-IIGH’s first foray into integrating a decolonial feminist lens to futures and foresight. Organised as part of a series of ‘Changemakers’ workshops with youth-led feminist activists based in Kenya and South Africa and supported by the Ford Foundation, the workshop’s primary aim was to explore the practical uses of a futures lens and foresight methodologies for feminist activists working at the intersection of gender and health. Dr Geci Karuri-Sebina, founding director of the Southern African Node of the Millennium Project and its ForesightForDevelopment.org project, worked with the UNU-IIGH team to design and facilitate a workshop that situated foresight within the contextual realities of the participants.

Participants represented four youth-led feminist organisations: the Activist Education and Development Centre and the Reverend M.S. Lugongolo Foundation both based in South Africa, and two Kenyan NGOs/CSOs, the Young Women’s Leadership Institute and Zamara Foundation.

This workshop:

- Provided an opportunity to explore the value of integrating a futures lens and foresight methodologies to the day-to-day operations and long-term strategic planning of youth-led feminist activists.
- Enabled the UNU-IIGH team to apply a decolonial feminist lens to futures thinking and foresight praxis, in line with initial recommendations to implement futures and foresight critically and ensure alignment with institutional values which seek to advance equity.
- Raised new avenues for exploration with regard to the epistemic roots of foresight methodologies and potential ways to adapt rather than adopt tools and practices for more contextually suited applications.

Moving forward, UNU-IIGH will continue to explore what it means to imbue futures thinking and foresight practices with decolonial feminist values through active engagement with relevant practitioners, continued development and iteration of decolonial feminist futures, and integration of futures thinking to decolonial feminist projects.

Other reports in this series include:

- [Future Healthcare of Malaysia \(2020\)](#)
- [Futures and Foresight as Tools for Global Health \(2021\)](#)
- [Enabling Environments to Advance Gender Equality in Health \(2023\)](#)

Report date: June 20th, 2022 (Final Draft)

Report to: Tiffany Nassiri nassiri@unu.edu
CC: Emma Rhule rhule@unu.edu

Report by: Geci Karuri-Sebina Geci.Karuri-Sebina@wits.ac.za &
Sophia Bazile sophiab@flypconsulting.org

REF: 615UU-0000000000000000000000000000422

FACILITATORS REPORT

Changemakers Foresight Workshops (#2 & 3)
May 19 & 26, 2022 | Kenya & South Africa via Zoom

CONTENTS:

1. Introduction	2
2. Process	3
3. Synthesis	4
4. Reflections	13
Annexures	15
Annex 1: Facilitators' Profiles	15
Annex 2: Agenda: Futures A	16
Annex 3: Agenda Futures B	18
Annex 4: Homework Assignments	20
Annex 5: Workshop Presentations	20
Annex 6: Resource Directory	21

REPORT:

1. Introduction

The Facilitators, Professor Geci Karuri-Sebina supported by Ms Sophia Bazile (Annex 1), were contracted by a UNU International Institute for Global Health (UNU-IIGH) team to co-design and deliver the foresight component of the *Changemakers: Youth-led feminist engagement across sub-Saharan Africa* programme. The programme comprised of a series of convenings using a decolonial feminist approach “to engage with and learn from youth-led feminist organisations across Sub-Saharan Africa to showcase the real faces of change on the ground, and highlight the importance of their voices in conversations about good practices, success stories, and future endeavours.” The findings from the engagement programme are meant to inform the Lancet Commission on Gender and Global Health’s final report. The workshops ran between May and June 2022 virtually on Zoom.

The Facilitators’ Terms of Reference for their duties and responsibilities were stated as to:

- 1) Work with the Commission’s public engagement team to design a two-part foresight workshop to fit within the broader engagement series.
- 2) Prepare pre-workshop and workshop materials for (2) foresight methodology sessions.
- 3) Facilitate relevant workshops, the duties of which will include: a brief introduction to foresight methodologies and specific tools being used, a Q&A session, and the application of methodologies and tools to participants’ contexts and work.
- 4) Produce foresight products as related to the workshops.
- 5) Attend a final post-workshop debrief/discussion with the project team and provide a brief written account of work carried out and reflections on the project.

The Participants who were chosen by UNU-IIGH included 2 members each from 4 organisations coming from 2 countries:

- Kenya: Young Women’s Leadership Institute (YWLI) and Zamara Foundation
- South Africa: Activist Education & Development Centre (AEDC) and The Rev. M. S. Lugongolo Foundation

Two members of the UNU-IIGH team also participated in the sessions.

2. Process

In the co-design stage, it was agreed that the two workshops would follow a simple convention of: 1) Exposure (to methods) followed by 2) Application (to where we want to go, and ways to work together to get there). Each session would help the participants gain insights about themselves and about each other within the arena of gender and health, thereby both building capacity and opening up collaborative pathways. The resultant knowledge and artefacts from each session would be available to the participants to use in their work and activism, in addition to contributing to building towards collective cohesion and collective action.

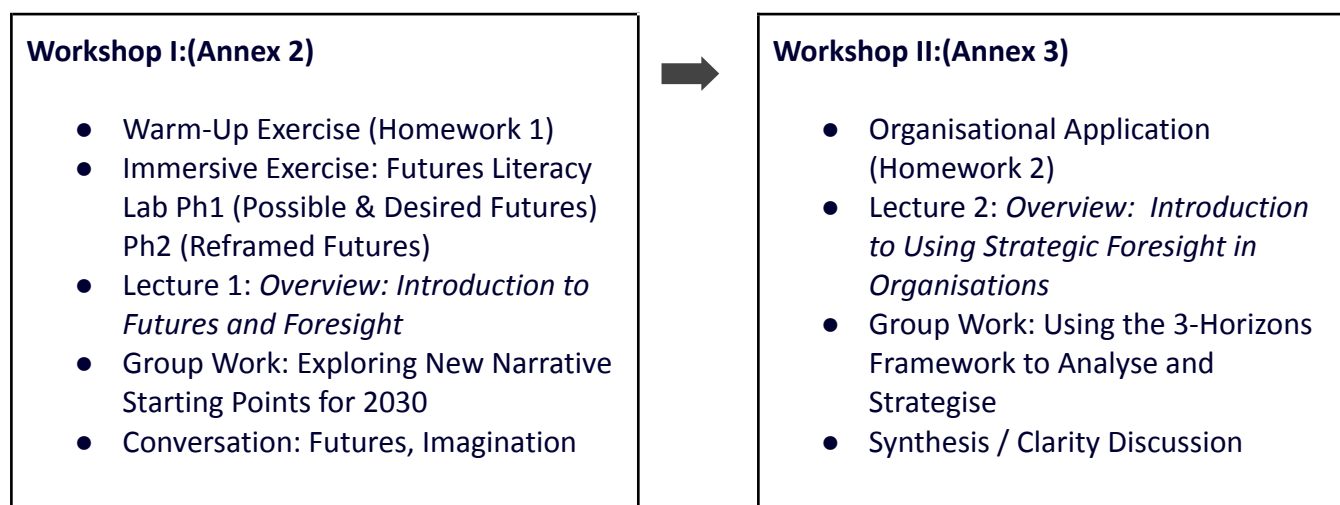
The Facilitator's interpretation of the brief was that the focus was on helping the cohort of 10 persons build basic exposure, capacity and practical experience in using futures thinking and foresight tools within the field of work and the objectives of the programme.

Our approach was to firstly embed futures literacy as a core capability; to introduce the participants not just to enticing new tools and methods, but to encourage them to ground their understanding in a basic capability to understand how we use the future.

[UNESCO's Futures Literacy Programme](#) describes "being futures literate" as knowing that there are different sets of assumptions that generate different kinds of imaginary futures and that we can therefore "use the future" in different ways. For UNESCO, "Being futures literate empowers the imagination, enhances our ability to prepare, recover and invent as changes occur." This is the kind of orientation we wanted as a foundation for the programme so that the Participants would not see futuring as just deterministic or fatalistic. We wanted to take them through a journey of "learning by doing" as depicted here, such that they would be empowered to themselves employ futures literacy as a capability towards engaging with their gender and health domain and activism.



Programmatically, this translated into the 2 sessions:



In summary, the Participants would have been exposed to the following set of futures and foresights methods over the course of the 2 sessions:

- Century Triangle
- Futures Literacy Lab
- Causal Layered Analysis (and TheoryU)
- Collective Visioning
- The 3-Horizons Framework

There are 4 supporting resources that were developed to help guide participants through the designed process:

- 1) Two homework assignments that were issued before each session (Annex 4);
- 2) The presentation (slide deck) that was used to take participants through the programme information and instructions (Annex 5.A);
- 3) The live Jamboard (online interactive canvas) that the participants worked onto (Annex 5.B); and
- 4) A Resource Directory that was created as (Annex 6).

3. Synthesis

The session was successful in walking through the process as designed, and this is described in this section.



MEET THE FUTURES



METHOD: CENTURY TRIANGLE

Partners explored their personal histories and futures with an invitation to look backward and forward in time in increments of 1, 10 and 100 years.



In the past, it was always about discipline and there was no room for questioning or dissent - and that's just the way things were going to be and it was accepted.

With the current and future generations it is more about freedom, and desire to change things. Refusal to accept the status quo. Demanding to be heard and feeling they can and will make a difference. It is their duty to try to see where they could change things.



.....
It was challenging because I had to dig deep and relive some moments, then think towards the future, then face the reality of what is happening today.

I never thought that I would have to think of my grandchildren and the community that will exist.

We always have 5, 10 year plans but never think that far ahead and that far behind - it evoked a lot of emotions and left me with a lot of questions. Challenging but interesting.

.....



In terms of generational issues, I feel that things are evolving. 10 years before they were facing very different issues and handled them very differently.

Now there is structured reporting, local administrators who have closer relationships to community members as opposed to a decade ago when there was one chief trying to manage everything.

We are headed in the right direction though progress is slow.



The Century Triangle was an effective approach in helping participants reflect on the passage of time differently. Rather than perceiving time as a linear construct, they were able to grasp the importance of recognising that, at any point in time, they are sharing the present moment with people from the past and those who will come after them in the futures.

To think about the present moment in this way encouraged them to acknowledge that the past is still very much with them in its effects and that all their thoughts and actions are shaping the futures.

The partners' contributions to this introductory discussion raised a few interesting provocations with regard to change, who will lead it and how. One partner mentioned that "things were headed in the right direction but progress is slow". This speaks to perceptions about the direction and pace of change. These phrases are commonly used yet it could be worthwhile to reflect on the underlying assumptions individuals hold about what the "right direction" is, what is "slow", what is "fast" - and for whom? Who decides and how?

Another partner mentioned that they perceived cultural shifts over time moving from valuing "Discipline" to "Freedom". Partners are encouraged to reflect on how cultural and societal value shifts often characterised as "better" or "worse" are rarely so binary in nature. How can gaining comfort with exploring some aspects of change as being neither good nor bad - but just different - create space for more effectively embracing and working with/in complexity and ambiguity?

Finally, a common reflection amongst participants was that they had rarely thought of past and future generations in such a strategic manner. Thinking more deeply about the shared time that they have with their ancestors and descendants should be part of their futures thinking-operating systems. Intergenerational issues continue to shape the present which is usually more obvious but it is worth considering how those same or emerging issues continue to influence their perceptions of what possible futures exist. Partners should engage in inquiry around exploring concepts of intergenerational (un)fairness with regard to the futures they envision and feel compelled to create for future ancestors.



METHOD: FLL PHASES 1 & 2 - PROBABLE & DESIRABLE FUTURES OF 2030

During the first two phases of the mini-Futures Literacy Lab, participants were guided in a brief exercise to imagine Probable (most likely to occur) and Desirable (those positively hoped for) Futures.

PROBABLE

More women in parliamentary positions in Kenya

There are zero cases of FGM in all parts of the country

No more deaths caused by hunger, drought and famine

Public no longer blames women for facing violations

Gender equity continues to be a challenge especially in economic terms

There is greater sharing and learning between countries and less emphasis on expertise from rich, western countries

Health policymakers actively seek the voices and input of a range of communities and individuals of all ages, genders, and economic backgrounds

Ideas around a broad spectrum of genders are part of everyday life and are factored into research programmes from the outset

DESIRABLE

Africa is a shining example to the rest of the world

Universal health access and equitable life chances for all.

An individual's mental health is deemed as important as their physical one and there is no stigma

Kenyan government not taking loans from 1st world countries. Country has savings of its own. Citizens not facing economic constraints due to high taxes imposed. ZERO corruption

Gender equal world. Feminist activists no longer fight for what's rightfully for women and girls. Zero discrimination of persons with disability, sexual and minority groups.

No one has to worry that their gender is going to be a factor in the healthcare they receive - they can access it, and they are believed at point of contact

Accessible clean water. Clean environment.

From the conversation emerged a continued focus on key sector challenges such as gender-based violence and gender bias in society as broad-reaching cultural hindrances and contextually, with regard to equity in access to and outcomes of quality healthcare. Partners also discussed the role of effective policymaking from both national and regional governments in achieving improved outcomes. They expressed that on the one hand, while they believed that Africa has the capacity to change from within, they also held views that positive change in health policy would come from outside examples and intervention.

Their images of these futures mainly centred around greater inclusivity (age, gender, ability, socioeconomic), the full or near-eradication of gender-based violence, more widespread and successful test trials, and greater access and equity in healthcare services and outcomes. Some negative factors projected were the implications of greater public health challenges due to increased urbanisation and more frequent pandemics causing greater peril for an already inadequate and overwhelmed system.

Ideas shared during the FLL's Probable and Desirable Futures were common for expressions at the beginning of a first Futures Journey and quite typical of dedicated activists: a theme of *Familiar Futures*. That is, with Normative Futuring images of these futures tend to be quite similar, and conventional and are often a projection, continuation and/or reinterpretation based on history and today's knows.

It was helpful for participants to become more aware of these anticipatory systems and assumptions which define the ways we tend to think about the futures. Essentially, humans tend to project what we've seen before, what we think, or what we want when thinking about what is most likely to happen or what we would prefer to happen in the futures. Because we are not always aware or conscious of these underlying assumptions and biases, they could prevent us from imagining possible futures beyond what we've already experienced or been exposed to. This paradox of identifying and understanding patterns of things we've observed is simultaneously what has helped us survive and evolve so far as humans - but also what has kept us limited. This was evident, for example, in assuming that gender roles and sex binaries will also exist in the futures - because that's what we are accustomed to now and how it's always been - as far as we know.



PLAY WITH THE FUTURES

METHOD: FLL PHASE 3 - REFRAMED FUTURES OF 2030

Partners were invited to set aside those facts and dreams that shaped their imaginings of the most probable and desirable futures. They were presented with a completely novel 2030: one where a massive evolutionary change - the addition of a 3rd chromosome - placed them in a world where gender is no longer binary and human ability is far more diverse than ever conceived. Rather than provide text-based responses, individual partners shared images evocative of these reframed futures.

Later, the group discussion around these images served as an opportunity to explore current metaphors partners thought captured the essence of gender and global health in 2022. The alternative metaphors served as an effective point of departure for collectively exploring the transformational possibilities of *completely* reframing gender and global health in 2030.



EVOCATIVE IMAGES OF REFRAMED FUTURES



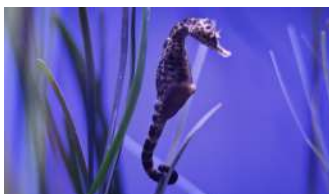
THE LION

The Lion symbolises protection - today some genders are at risk and there is no protection for them in this world. We are currently lacking clear leadership in fighting social ills. The Lion owns the space and does not conform to any gender; creativity will be the order of the day, where we will be living free, and at the back of our minds, we know we will be protected. If we can have clear leadership for economic, political, issues, etc. some of the issues we currently face would probably be addressed effectively regarding gender health equity and more.

At the center, you still have a lot of creation and new things happening all around us and still spinning and moving as we navigate change. We will always be spinning in time and change, but we are still connected, there is still gravity and there is excitement about the possibilities.



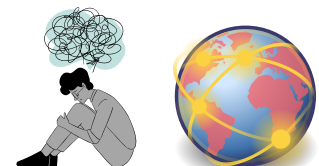
GALAXY



THE SEAHORSE

Male seahorses actually carry the fertilized eggs and give birth. So this idea of a 3rd sex cell and people operating outside of gendered norms resonates because we don't think of the male being pregnant as normal. The image of the seahorse compels us to challenge our assumptions around gender constructs we've lived by for so long and think beyond the binaries that limit us.

In this unexpected and previously unimagined future, the initial response would likely be anxiety and mass panic. People would not know what to do at first and might even be frozen with fear. They might look to the outside world to try to understand and make sense of what is happening. They would be curious about how other cultures and communities are reacting to this new evolutionary development and how this can influence more local responses.



CHAOS & CONFUSION





PLAY WITH THE FUTURES, CONT.

METHOD: COLLECTIVE VISIONING -EXPLORING THE UNDERLYING MYTHS & METAPHORS OF GENDER AND GLOBAL HEALTH: 2022 TO 2030

Building on the ideas from reframed futures, partners discussed which current metaphors best represented the current collective narrative. They were then prompted to identify alternative metaphors they could see emerging for thinking about the futures of gender and health. They reflected on how and why those new narrative starting points could serve as the impetus for true transformation.

CURRENT



Megaphone "shouting at a wall" : it's always looked at as a woman's issue, one-sided, and women are responsible for and left to figure it out when in reality it is an issue of equal responsibility and importance to both genders to take up.
Feels like speaking to no one, no one is listening.



"The Grandstand": comes to mind because the male gender is just observing it all happen from the Grandstand and not getting involved. There is a prevalence of male selectivity regarding health issues and they are not consistently concerned.



"Running in circles": we are forever in a perpetual and neverending state of urgency,Feels like we are doing the same things over and over again. People are trying really hard but their efforts are often futile,



"Chaos & Calamity": it seems like whenever there are new developments, we first are in a state of collective chaos, and it takes a while to understand what is going on and to find and implement effective solutions.

ALTERNATIVE



"Collective Imagination and Collaboration": rather than chaos and calamity as the natural response to change and crisis, as evidenced by the African continent's response to the COVID-19 pandemic.



"The Circus": Like gymnasts making pyramids, springboarding, with everybody doing their part to make it work, thus eliminating the sense of redundancy. There is valuing of the importance of every individual: the whole is greater than the sum of its parts; we're building and valuing each component to move forward and reach new heights.

The FLL journey that began with describing probable and desirable futures and moved on to playing with the reframe, culminated in a collective conversation where partners shared how they visualise the futures of gender and global health in 2030. Engaging at the level of myth and metaphor is crucial to transformation. Partners were able to use the tools provided to explore where and how real transformation begins: at the core myth and metaphor that drives the narrative.

Projecting assumptions such as "running in circles", or "shouting at a wall" may mean that partners take that as a given for what will happen in the futures of their work in gender and global health. And they may be, albeit unconsciously, framing their imagined futures around those very things that they want to break free from. So if activists want to have a different story for the futures, that is only possible by changing the core narrative. People don't and can't control the futures: they are complex, emergent, heterarchical and effectively unknowable. But - what they do hold power and agency over is how they picture the futures, their imaginations and how they use those images that they conjure up to inform their actions today.

The current metaphors partners shared were characterised by recognising a sense of futility in employing the same approaches as well as a lack of cohesion evidenced by siloed or individual efforts, all underpinned by a sense of voicelessness and not being heard. These are sentiments commonly shared in activist communities that can be reframed and eventually transformed.

The power and potential of reframing futures and collective visioning lies in getting out of the theme/topic. There is a lot of intersectionality across issues and the reframe pushed partners to think more widely, more integrally, and less myopically about the issue. This thinking became evident in partners envisaging how there is the continuously emerging capacity to work through the dynamics of change in unfamiliar futures via collaboration, leadership, and local responses. They cited Africa's COVID response as an example of the collective and collaborative mindset they hope will be applied to other gender and global health issues.

FUTURES THINKING IN METAPHORS



METHOD: HOMEWORK B - ORGANISATIONAL METAPHORS

Partners extended the ideas from the reframe and collective visioning by reflecting on their own organisational metaphors - those official and represented by mottos or slogans as well as those underlying and unspoken.

They conjured up new metaphors they felt might better represent their organisations and serve as strong leverage points for their aspirational and alternative pathways forward. It was evident that the partners were excited by the growing awareness and empowerment that comes from realising "Seeds of Change" are first planted and sprouted in the mind's eye. Partners were encouraged to think how their metaphors are the impetus for change and if the metaphor/myth doesn't fit anymore and they have outgrown it, taking the time to continuously engage in these reflections, conjuring up new images will help them embrace these opportunities for meaningful transformation.



"THE SUNFLOWER"

The Rev. M. S. Lugongolo Foundation



Whilst it's growing it is short and looking down, but as it grows, it gets taller and begins to stand up. There is a distinct and bright yellow bright attractiveness. As the foundation is growing, they are looking down and no one recognises what they are doing or realises the real potential until the time is right and the flower starts to open up and the brilliant yellow and black center is radiant and makes the world attractive. The Reverend's role in sustaining the metaphor is ensuring that the soil is fertile and serving as the sun for that sunflower to blossom. Down the line, the metaphor is still appropriate because growth takes time.



"CHORUS OF ANGELS"

AEDC (Activist Education & Development Centre)

Jessica shared that she would welcome a shift to the "angel on the shoulder" as opposed to the devil on the other shoulder which speaks to desiring a change in how their efforts to empower activists and catalyse change would be perceived and received in the transformed futures.



"THE (CHICKEN) INCUBATOR"

YWLI (Young Women's Leadership Institute)

The incubator is an environment that allows for growth, then after a certain point of maturation, the living creature is placed into a new environment where it can continue to grow and eventually flourish. Melvine sees her role as caretaker of the incubator and its contents. She helps to maintain an environment that is suitable and facilitates growth and flourishing, manages disruption, and generally

controls the conditions for successful incubation. Yet perhaps this is a metaphor that could be reimagined in YWLI's near futures to better reflect the stage they are in now and where they would like to go. A look at changing the larger space that houses the incubator could allow new possibilities to emerge.



"FROM HOME TO HUB"

Zamara Foundation

Zamara Foundation is currently "Home": a place to be yourself, express freely, a safe space to share and learn, exchange constructive criticism, love, and care for each other. There is solidarity and sisterhood, and holding each other in times of challenge and achievement.

The role of this metaphor is that it's more than a "safe space" - ideally, Zamara is a space to nurture growth. A place where young feminists and staff can be their most authentic selves while sharing ideas in terms of programming and brainstorming in innovative and creative ways to tackle some of the challenges we face. Beyond spaces for growth, it's also a hub to include or to work with others in ensuring that they are speaking not solely from the Zamara Foundation perspective but as a unified movement. What can be transformed about this metaphor to better align with the futures of Zamara? From a "Home" to becoming more of a "Hub" or Community: engaging externally through providing support, participating in joint efforts, and showing solidarity and generally going from more inward-looking to more communal.

APPLYING FUTURES IN CONTEXT



METHOD: THREE HORIZONS OF GENDER & GLOBAL HEALTH 2030

Exploring their organisational metaphors and identifying potential "seeds of change" set the tone for partners to apply futures thinking in an organisational and theme-based context. Partners were introduced to the Three Horizons Method which, when used as an analytical tool for understanding how change could happen, offers a robust and holistic view of the present moment, the desired futures, and how movement might be facilitated from one to the other.



Horizon 1: "The Status Quo" describes the dominant systems of gender and global health.

It represents the world at present and the conditions we see and experience. There are aspects of those systems we actively wish will decline over time but we must not throw the proverbial "baby out with the bathwater"! In other words, it is important to not lose the good with the bad and it pays to consider which elements from the present we may want to keep moving into the futures.

Negative Aspects of the Status Quo That Need to Go:

The dominant systems at present are characterised by strong cultural determinants of gender roles and relations. Patriarchal societies, class, and socioeconomic inequalities continue to uphold barriers to receiving care and education. In general, freedom and choice for young women and girls are still very low priority yet, since the prevalence of gender-based violence, HIV rates, and other infections tend to be among women, there is energy and focus directed there especially.

Across the board and regardless of gender, countries underinvesting in interventions that would promote more equitable access to healthcare provisions are a major hindrance to meaningful progress. For example, under-resourced communities don't have access to certain technologies and are often overlooked in implementation. Further exacerbating these issues are corrupt health systems where the distribution of drugs is inequitable and discrimination is experienced based on sexual identity and gender. The emergence of anti-gender movements also impedes the adoption of progressive policies and the shifts in cultural mindset that would make such policymaking possible.

Positive Aspects to Carry into the Futures:

There are characteristics of the prevailing system that show promise for the futures of gender and global in 2030 that should be retained. For one, widespread access and test trials are the norm in South Africa and could serve as an example for the region. In addition, progressive laws that provide access to essential health services among women and girls are gaining traction as exemplified by the recent Malindi ruling on the right to abortion passed in Kenya. Adoption of progressive approaches and laws like the 2/3 Gender Rule would ensure representation of women in political positions and that gender health issues are prioritised in governance. The push for policymaking is often driven by the ever-increasing power and efficacy of grassroots movements that speak up against oppression and inequalities. These movements are led by young people who are the majority and are in decision-making power therefore, demographic shifts over time will allow for collective values to change.

Horizon 2: The "Transition Phase" is the gray area in which aspects of this complex system (ie economic, political, social characteristics) are already beginning to drive change.

As we actively think about the idea of transition or transformation, this is the area where we can deliberately influence, advocating for those things that are more transformative and reformative. While not necessarily the changes we *ultimately* want to see, those opportunities for actions, trade-offs, and choices in H2 represent where longer-term change can be catalysed.

Grassroots and Leveraging the Power of (Social) Media Leading the Fight

To counter the resistance to progress coming from anti-gender movements, there has been a palpable rise in aggressive activism speaking out against gender-based oppression, violence, and femicide. The use of digital media is successful in galvanising broader support and participation.

Further, advocacy remains imperative to the cause: domestic allocation of funds and general funding for grassroots women's rights initiatives allows for continuing the fight against corruption and centering universal access and equity with local needs and vulnerabilities driving approaches as two of the top priorities in gender and health equity initiatives.

Horizon 3: "Aspirational and Visionary Futures for Gender and Health in 2030". These are the preferred or most desirable futures we'd like to see in 2030, that while not yet present now, are made possible by pushing for those activist catalysts on the H2 transition line.

Realising these aspirational futures of gender and health equity will firstly require a deep cultural shift in societal attitudes around the role and value of women and children. Only then can violence against women and children be fully, or at least nearly eradicated and systems that are responsive to the needs of women and girls in all of their diversities and that are free of corruption can ensure that the most vulnerable are reached and served.

While there is a continuous call for Universal Healthcare initiatives, the establishment of community-specific solutions is essential to the provision of appropriately non-discriminative, inclusive, affordable and equitable healthcare access across the region. This should include comprehensive healthcare services for gender and sexual minorities made possible by domestic resource allocations to address country-specific needs.

Present in the visionary futures of 2030 and likely far beyond, are the vibrant movements of young feminists that are boldly on the frontline, relentless and tenacious in their challenging of oppression and inequalities. The emergence of more women's rights organizations gives voice to their specific challenges in access to health based on their unique vulnerabilities. They also speak up for the many other disadvantaged and compel changes in the broader fight for healthcare access and equity.

Pockets of the Desired Futures in the Present: Continuously Sprouting Seeds of Change

The number of grassroots feminist collectives and women's rights organisations continues to grow and their influence is farther reaching as compared to even 5 or 10 years ago as evidenced by successful advocacy for better governance and policymaking around gender and health issues. The government has been improving infrastructure to enable ease of transportation and improved business within different counties in Kenya which will have a positive impact on underlying and intersectional issues around economic inequalities. In addition, the reviewing of the National Adolescent Sexual Reproductive Health Policy is exemplary of the ongoing policy reforms and formulation of regional frameworks that address global health issues related to gender with a local and contextually-specific approach.

When using this foresight tool in organisations, the mission, objectives, assessments and reports that already inform strategic planning will allow for a more systematic and robust approach to filling out the 3 horizons facilitate a deep understanding of the status quo and reflecting on those visionary questions that already shape organisational objectives. From there, a deliberate asking of the question "what do we want to keep?" honors the progress and foundation that's been laid while holding space and staying open to emergent and previously unimagined possibilities. What are the seeds in the present that can be nurtured? And where is there energy from which real action-oriented work can occur and resources can be mobilised?

"We are a part of everything that is beneath us, above us, and around us. Our past is our present, our present is our future, and our future is seven generations past and present."
 - Winona LaDuke (American economist, Anishinaabekwe (Ojibwe))

CENTURY TRIANGLE

In reality never in his life had he thought of going back to the past in that way. Of course he heard stories from grandparents but never actively imagined what day-to-day life was like and how they managed to do things.

He never thought that he would have to think of his grandchildren and the community that will exist.

In the past it was always about discipline and there was no room for questioning or dissent and that's just the way things were going to be and it was accepted.

With the current and future generations it is more about freedom, and desire to change things. Refusal to accept the status quo. Demanding to be heard and feeling they can and will make a difference.

In terms of generational issues, feels that things are evolving.

Things that have changed perspectives on women's rights, even going further back than just ten years ago.

Headed in the right direction though progress is slow.

PROBABLE

More women in parliamentary positions in Kenya

There are zero cases of FGM in all parts of the country

No more deaths caused by hunger, drought and famine

Public no longer blames women for facing violations

Gender equity continues to be a challenge especially in economic terms

There is greater sharing and learning between countries and less emphasis on expertise from rich, western countries

Health policymakers actively seek the voices and input of a range of communities and individuals of all ages, genders, and economic backgrounds

Ideas around a broad spectrum of genders are part of everyday life and are factored into research programmes from the outset

FLL

Africa is a shining example to the rest of the world

Universal health access and equitable life chances for all.

An individual's mental health is deemed as important as their physical one and there is no stigma

Kenyan government not taking loans from 1st world countries. Country has savings of its own. Citizens not facing economic constraints due to high taxes imposed. ZERO corruption

Gender equal world. Feminist activists no longer fight for what's rightfully for women and girls. Zero discrimination of persons with disability, sexual and minority groups.

No one has to worry that their gender is going to be a factor in the healthcare they receive - they can access it, and they are believed at point of contact

Accessible clean water. Clean environment.

DESIRABLE

NEW ORG NARRATIVES

"THE SUNFLOWER"
 The Rev. M. S. Lugongolo Foundation
 Whilst it's growing it is short and looking down, but as it grows, it gets taller and begins to stand up. As the foundation is growing, they are looking down and no one recognises what they are doing or realises the real potential until the time is right and the flower starts to open up.

"CHORUS OF ANGELS"
 AEDC
 Welcome a shift to the "angel on the shoulder" as opposed to the devil on the other shoulder which speaks to desiring a change in how their efforts to empower activists and catalyse change would be perceived and received in the transformed futures.

"THE (CHICKEN) INCUBATOR"
 YWLI
 An environment that allows for growth, then after a certain point of maturation, the living creature is placed into a new environment where it can continue to grow and eventually flourish.

FROM "HOME" TO "HUB"
 Zamara Foundation
 "Home": a place to be yourself, express freely, a safe space to share and learn, exchange constructive criticism, love, and care for each other. There is solidarity and sisterhood, and holding each other in times of challenge and achievement. To better align with the futures of Zamara? becoming more of a "Hub" or Community, engaging externally and generally going from more inward-looking to more communal.

THREE HORIZONS

- SEEDS OF POSITIVE FUTURES TO NURTURE
- Progressive laws that provide for access to essential health services among women and girls i.e the recent Malindi ruling
 - A strong movement that speaks up against oppression and inequalities
 - Adoption of progressive approaches/laws that ensure representation of women in political positions i.e 2/3 gender rule
 - Quality of services/gradual replacement of insurance with UHC
 - Demographic shifts younger people are the majority and in decision-making power
 - Widespread access and test trials are the norm in S. Africa
 - Local organising of grassroots feminist collectives
 - Local organising of women and girls rights organisations, grassroots feminist collectives
 - Government improving on infrastructure to enable ease transportation and improve business within different counties in Kenya.
 - Policy reforms and formulation of regional frameworks
 - Reviewing of National Adolescent Sexual Reproductive Health policy that is currently ongoing
 - Active, woke and vibrant feminist activists as compared to 5/10 years ago

REFRAMED FUTURES: METAPHORS TO TRANSFORM

"Collective Imagination and Collaboration": rather than chaos and calamity as the natural response to change and crisis, as evidenced by the African continent's response to the COVID-19 pandemic.

"The Circus": Like gymnasts making pyramids, springboarding, with everybody doing their part to make it work, thus eliminating the sense of redundancy. There is valuing of the importance of every individual: the whole is greater than the sum of its parts; we're building and valuing each component to move forward and reach new heights.

1922

2012

2021

2022

2023

2032

2122

"Three Horizons thinking offers a methodology and practice of seeing things from multiple perspectives and valuing the contribution that each perspective makes to the way we bring forth the world together. Simply holding a facilitated conversation using the Three Horizons framework in your local community group, business, organization or local council already has the potential for transformative cultural innovation within it."
 - Daniel Christian Wahl (The Three Horizons of innovation and culture change)

4. Reflections

In this concluding section, the Facilitators share their reflections on the process.

Our sense was that the exercise, though somewhat affected by the brevity and discontinuities (as discussed further below) was effective in exposing the participants to the futures. Within a few hours overall, the participants were able to begin reflecting on a “deeper” and “longer” level about the futures of gender and health and the roles and capabilities of their organisations. So the images people were able to explore of their organisation as “Incubator” or “Home” or “Sunflower” or “Chorus of Angels” gave a substantially different sense of the future and preparing for it than did their initial more externalised sense of what was important in the future (typically as reference to contextual dynamics, variables and trends). The importance in this shift, which is what futures literacy argues for, is a recognition of conditions (which are complex and emergent) versus capabilities which one has control over. So there is the future of gender and health “out there” versus the future of gender and health in which we (ourselves, our organisation, our communities) have agency, no matter what conditions are. For us, this was a marker of success and we anticipate that the participants would carry forward in exploring their unique roles and capability needs in the subsequent workshops.

By design, the workshops focused less on being conclusive about application given that there was only one session to initiate this. In hindsight it might be that the organisers might have wished to see greater focus on extracting actual ideas about futures of gender and health, while the facilitators designed an approach that was more process-focused to build awareness, skill and capability for subsequent application. The question of explicit outcome expectations or “how far to go” is one to consider for future such exercises.

Operationally, while the logistical arrangements were generally effective, there were a few experiences worth noting in review. Time was the major issue. The project committed two sessions to the futures exercise, but the session duration was reduced just before the first session due to participant feedback from Session 1 that 3 hours was too long. This required some paring down of the programme as designed, and some components still overran slightly or had to be rushed through. Also, the sessions did not always start on time, with participants arriving late and at different times. This was somewhat disruptive, but is not an uncommon challenge.

Other time issues included the time demands on participants – one consequence being that homework assignments were not completed by all participants. It was clear that participants were having to juggle the commitment with their other responsibilities and there were thus also some irregularity issues with participant turnout. Only 2 participants were consistent between the 2 sessions, and at least 1 organisation missed each of the sessions. This somewhat affected continuity and the full impact of the group work planned. However there was always enough content and energy to work with from the engagement of those who managed to participate and contribute.

Finally there were time losses due to technical challenges. Some participants (and a facilitator in one instance) experienced technical challenges that resulted in people dropping in and out, losing audio, or being unable to fully interact with the Jamboard. Efforts were made to work around the challenges (e.g., suggesting chat-based inputs for comments or Jamboard additions), but it did somewhat disrupt proceedings.

All of this meant that the process had to be quite truncated and adaptive, and exercises were very rapid in some cases. However, participants engaged and seemed to be excited by the tasks. Breakaways for group work turned out to be a good idea because they were an opportunity for individual voice and interaction for those who were present, so more time for these may have been useful.

The participation of the IIGH team was a strong and valuable contribution, encouraging others to also engage, and genuinely added value to the process. We believe that the process might have alerted them to some of the nuance around using the future and their own role in the gender and health space as they expressed. The process likely made a useful contribution to their own personal and professional growth.

5. Annexures

Annex 1: Facilitators' Profiles

Geci Karuri-Sebina, PhD, is an urban scholar-practitioner based in Johannesburg working in the intersection between people, place and technological change. She is a Visiting Associate Professor at the University of Witwatersrand's School of Governance where she is hosting the Civic Tech Innovation Network. She is also associated with the University of Cape Town's African Centre for Cities, South African Cities Network, and Singularity University's Global Faculty on the future of cities and governance. Geci holds Bachelors' degrees in Computer Science and Sociology (Iowa); Masters' degrees in Urban Planning and Architecture from UCLA (Los Angeles); and a PhD from the University of Witwatersrand (Joburg).

Geci's work focuses mainly on Africa and the global south. She has a diverse background, spanning a range of foresight, policy, innovation and practice topics, and has worked extensively in R&D, government and civic organisations. She currently serves as a founding director of the Southern African Node of the Millennium Project, part of the UNESCO Global Futures Literacy Network, a Curator with The Emergence Network, and the Vice-Chair of AfricaLICS (the community of innovation scholars in Africa). In the space of futures, foresight and anticipation, she is widely recognised as one of still-too-few African women in the field, and has been involved in wide-ranging research, teaching, publishing and project activities in the space. She is the Africa Regional Editor of *futures* journal.

Sophia Bazile is an education professional, consultant, facilitator, ICF-trained coach, and Certified Foresight Practitioner. At present, she is heading the development of training programmes as the Learning & Development Lead of Futures2All as well as designing co-creation experiences within the Futures Space Community. Sophia is an experienced convener having served as the Co-Director and Chief Curator of the 2021 7th Annual Asia Pacific Futures Network and many smaller gatherings. She regularly appears at global conferences and has moderated, presented, or facilitated participatory engagements on a range of Futures topics such as: Learning/Education, Gender Equality, Tourism, Science Fiction, Digital/Tech Ethics, Spirituality, and many more.

Other projects and areas of research include: UNESCO Futures Literacy Labs: Futures of Disaster Risk Resilience 2045, Decolonial Futures, Black Futures initiatives, and ongoing work in emerging technology and digital ID, privacy, and ethics. A generalist, outlier and perpetual experimentalist, Sophia thrives on delving into those lesser-explored, at times ignored, liminal and emergent spaces,

Annex 2: Agenda: Futures A

Changemakers Workshop #2: Collective Futuring A

Thursday May 19th, 2022 | 0900–1130 SAST | 1000–1230 EAT | 1500–1730 MYT

Workshop objectives

In the first of a two-part session on foresight, our expert consultants will facilitate a brief process introducing the background, tools, and applications of foresight methodologies. Using this new knowledge, we will explore the future(s) we want for gender and health and how we can work together as a collective towards these goals.

Workshop outcomes

This workshop will help us understand how we operate as both individuals and a collective within the arena of gender and health, and open up pathways for collective cohesion.

Workshop outputs

Artefacts produced will include the co-created futures process and new narratives on a digital board. Session presentations will also be made available for participant use.

Workshop dial-in

Zoom link: <https://unu-edu.zoom.us/j/93256144342>

Meeting ID: 932 5614 4342

Password: 318374

**In order to maintain this workshop as a safe space for open and frank discussion, please refrain from sharing these details with anyone other than the pre-discussed attendees.*

Workshop: Futures A: Anticipation

Time (GMT)	Programme	Facilitator/Speaker(s)
0700–0715 (15 mins)	Welcome and recap A quick recap of our previous session and an introduction of today's agenda	Emma
0715–07:30 (15 mins)	Introduction & Warm-Up Exercise Connecting around personal histories & futures	Facilitators: Geci & Sophia with All
07:30–08:00 (30 mins)	Futures Literacy Lab (FLL) Learning-by-doing exercise on using the future and understanding our anticipatory systems	All

08:00–08:15 (15 mins)	Overview of Futures and Foresight A brief introduction to common tools and techniques using the future	Facilitators
08:15–08:25 (10 mins)	Break	
08:25–09:05 (40 mins)	Conversation: “Visualising the future(s) we want for gender and health” Exploring new myths and metaphors	All
09:05–0915 (10 mins)	Closing Discussion Insights and inviting new questions	Facilitators
0915–0930 (15 mins)	Wrap up: Recap and Reflect Short reflections on today’s session and a look at what’s ahead.	Tiffany

Once again, we would like to thank you for making the time to participate in this series and we look forward to getting to know everyone better at the first workshop.

If you have any questions ahead of the workshop, please feel free to contact us:

- **Tiffany:** nassiri@unu.edu

Annex 3: Agenda Futures B

Changemakers Workshop #3: Collective Futuring B

Thursday May 26th, 2022 | 0900–1130 SAST | 1000–1230 EAT | 1500–1730 MYT

Workshop objectives

In the second of a two-part session on foresight, our expert consultants will facilitate a deeper dive into specific tools we can use to work into the gap between the future(s) we want and how we get there. We will use selected foresight methods (the Three Horizons Framework, together with ideas about “pockets of the future in the present”, and preferred futures) to explore systemic change and transitions, exploring the interventions needed to shift systems. We will also identify potential decision points and pathways to preferred futures.

Workshop outcomes

This workshop will help us to think beyond the present in our strategies, both as individual organisations and as part of a larger collective within the arena of gender and health. We will also begin to identify ways in which we can take collective action toward our desired future(s).

Workshop outputs

Artefacts produced will include the co-created futures process and Three Horizons analysis output on a digital board. Session presentations will also be made available for participant use.

Workshop dial-in

Zoom link: <https://unu-edu.zoom.us/j/93256144342>

Meeting ID: 932 5614 4342

Password: 318374

**In order to maintain this workshop as a safe space for open and frank discussion, please refrain from sharing these details with anyone other than the pre-discussed attendees.*

Workshop programme

Time (GMT)	Programme	Facilitator/Speaker(s)
0700–0710 (10 mins)	Welcome and recap A quick recap of our previous session and an introduction of today’s agenda	Emma
0710–0730 (20 mins)	Recap and Homework Reflection Our Myths and Metaphors	Facilitators: Geci & Sophia

0730–0740 (10 mins)	Agenda and Questions	Facilitators: Geci & Sophia
0740–0800 (20 mins)	Overview of Futures and Foresight (Part 2) A brief introduction to using anticipatory methods and tools in organisational strategy and planning	Facilitators: Geci & Sophia
0800–0810 (10 mins)	Introducing Selected Methods Seeds of the future, Preferred Futures, and the Three Horizons Framework	Facilitators: Geci & Sophia
0810–0820 (10 mins)	Break	
0820–0850 (30 mins)	Group Work: Working towards the future Using the Framework	All
0850–0910 (20 mins)	Groups Feedback & Discussion Insights and inviting new questions	All
0910–0920 (10 mins)	Closing Discussion Insights and inviting new questions	Facilitators: Geci & Sophia
0920–0930 (10 mins)	Wrap up: Recap and Reflect Short reflections on today’s session and a look at what’s ahead.	Tiffany

Once again, we would like to thank you for making the time to participate in this series and we look forward to getting to know everyone better at the first workshop.

If you have any questions ahead of the workshop, please feel free to contact us:

- **Tiffany:** nassiri@unu.edu

Annex 4: Homework Assignments

- A) [Homework 2: Reviewing Myths and Metaphors](#)

Annex 5: Workshop Presentations

- A) [Facilitators Presentation PDF Link](#) - There were the supporting slides used by the Facilitators.
- B) [Jamboard PDF Link](#) - This is a copy of the “live” Jamboard that was used for visual interaction with participants.

Annex 6: Resource Directory

Online Resources:

Foresight for Development

<https://www.foresightfordevelopment.org/>

Gender-Sensitive Research Checklist

<https://www.genderandcovid-19.org/resources/gender-checklist-ensure-your-research-is-gender-sensitive/>

Top Ten Toolkits for Futures

<https://www.nesta.org.uk/feature/top-ten-toolkits-futures/?fbclid=IwAR06N8Yn7wQryMKqG4luaqJnq0SAZAwAooY3n6LsNEi06F8sFrTMdY4mpg8>

Six Pillars Approach (Sohail Inayatullah, Inaugural UNESCO Chair in Futures Studies; Metafuture)

<https://web.archive.org/web/20140621050533/http://www.dlg.nsw.gov.au/dlg/dlghome/documents/information/Six%20pillars%20-%20futures%20thinking%20for%20transforming%20Foresight%20vol%2010%20issue%201%202008.pdf>

UNDP Global Centre for Public Excellence

Foresight Manual Empowered Futures for the 2030 Agenda

https://www.undp.org/sites/g/files/zskgke326/files/publications/UNDP_ForesightManual_2018.pdf

Applying Foresight and Alternative Futures to the UN SDGs

<https://unsdg.un.org/sites/default/files/Final-DOCO-foresight-paper.pdf>

Future Motions: Introduction to Strategic Foresight (2018)

https://www.futuremotions.nl/wp-content/uploads/2018/01/FutureMotions_introductiondoc_January_2018.pdf

OECD Observatory of Public Service Innovation Futures and Foresight Toolkit Navigator

<https://oecd-opsi.org/guide/futures-and-foresight/>

Beautiful Trouble Toolkit

<https://beautifultrouble.org/toolbox/>

Aspirational Futures Framework

<http://www.foresightededucation.info/page/aspirational>

Ethnographic Experiential Futures Toolkit

<https://futuryst.blogspot.com/2017/06/ethnographic-experiential-futures.html>

A primer on Futures Studies, foresight and the use of scenarios

<https://thevoroscope.com/publications/foresight-primer/>

School of International Futures

Intergenerational Fairness (Free Training)

<https://soif.org.uk/igf/#training>

Capacity 2 Decolonise C2D

<http://foresightfordevelopment.org/c2d/>

Sacred Civics: Building Seven Generation Cities

<https://www.taylorfrancis.com/books/oa-edit/10.4324/9781003199816/sacred-civics-jayne-engle-julian-agyeman-tanya-chung-tiam-fook>

Yarrow Consulting

- [Surviving the fourth wave](#) (Monday, 2nd May)
- [Feminist responses to global crises](#) (Tuesday, 3rd May)
- [Gender, Health and the Environment](#) (Wednesday, 4th May)
- [Capacity building in Action - GREAT tool](#) (Friday, 5th May)

Feminist Facilitation

<https://vimeo.com/708810476>

Gender-sensitive Research Checklist

<https://vimeo.com/709443734>

**Lotus Framework: Prateeksha Singh
Inclusive and Plural Futures**

<https://mpathy.ca/lotus/#petals>

http://mpathy.ca/wp-content/uploads/2019/09/InclusiveFutures_Lotus_possible_interactivity.pdf

International Women's Development Agency

- **Feminist Organisational Capacity Strengthening Toolkit + Others**
<https://iwda.org.au/resources-themes/>
- **Video "The Master's Toolkits Will Never Dismantle the Master's House"**
<https://iwda.org.au/the-masters-toolkits-will-never-dismantle-the-masters-house/>
- **Troublemakers Series: Courageous Conversations with Rebellious Feminists**
<https://iwda.org.au/trouble-makers-courageous-conversations-with-rebellious-feminists/>

Africa and Foresight: Better Futures in Development

<https://www.undp.org/publications/africa-and-foresight-better-futures-development>

Decolonisation of Aid Video Series by KUNO

<https://www.youtube.com/channel/UCNMJU69vBPGW-5SE3EkI-wQ>

How a Public Utility Used Foresight to Take Action (Darla Lamb, Future Now IFTF Blog)

<https://www.iftf.org/future-now/article-detail/how-a-public-utility-used-foresight-to-take-action/>

Rematriation:

<https://drive.google.com/file/d/15h5bEAEFrpzRgKXoK0XlsdbYHo6gJ5SC/view?usp=sharing>

**The Future is Ours Strategic Foresight for NGOs Toolkit
(Save the Children and School of International Futures)**

https://resourcecentre.savethechildren.net/pdf/strategic_foresight_toolkit_online.pdf/

UNESCO Futures Literacy

https://www.africaninnovationsummit.com/uploads/eventos/D2uK95GXrRTuANqn1HoWNJ_3Fi4QP-dK.pdf

CoFutures: Pathways to Possible Presents (A Collection of Global and Cultural Futurisms)

<https://cofutures.org/>

<https://biblio.cofutures.org/?fbclid=IwAR2DjuB8fuM1N7E7nKuh7c4iQbTdzDopn63tVquDTALfBDIfTv>

[G7tJJvw2g](#)

Teach the Future:

<https://www.teachthefuture.org/>

- Teach the Future Blog: Addressing Gender Equality Issues to Ensure a Sustainable Future
<https://www.teachthefuture.org/post/addressing-gender-equality-to-ensure-a-sustainable-future>

Seeds of Good Anthropocenes

<https://goodanthropocenes.net/?s=Africa>

Free Course on Humanitarian Futures and Foresight

<https://kayaconnect.org/course/info.php?id=1142>

Institute for the Future (ITF)

Futures Thinking Specialisation (Platform Coursera)

<https://www.coursera.org/learn/introduction-to-futures-thinking>

Futures Space:

The Digital Home for Futurists and Futures Activists - membership community, events, resources

https://community.futures-space.com/share/QoFqMwYF063HhuZE?utm_source=manual

“Long Now: Seminars About Long-term Thinking” (Roman Kzarnic: *Becoming a Better Ancestor*)

Introduction to book about Deep Time Thinking, Seven Generations, intergenerational Justice, and Legacy Motivation, Transcendence

https://open.spotify.com/episode/14DvP3JO9Yn05C9EIOfIDL?si=0ErDVI920Yi3zyZupG83tQ&utm_source=native-share-menu

The Futures School “Year of the Free” Tuition Nomination Form

<https://thefutureschool.com/nominate/#!matches=,nomination>

“Wicked Opportunities” The Futures School

<https://thefutureschool.com/wickedopportunitiespodcast/>

4 Step Scenario Planning Process (Article and Helpful Infographic)

<https://www.smstrategy.net/blog/the-4-step-scenario-planning-process-with-examples>

Searching for systems: understanding Three Horizons by Andrew Curry

<https://www.triarchypress.net/uploads/1/4/0/0/14002490/curry-3hsystems-compass-01-15.pdf>

Foresight approaches in global public health (WHO)

<https://www.who.int/westernpacific/publications-detail/9789240048393#:~:text=It%20is%20a%20structured%20approach,a%20context%20of%20evolving%20change.>