



National Workshop on Using Strategic Foresight to Build Institutional Capacity for Future-Oriented Governance

12 – 16 January 2026

Castries, Saint Lucia

Overview

The United Nations Department of Economic and Social Affairs (UN DESA), through its Division for Public Institutions and Digital Government (DPIDG), in collaboration with the Government of Saint Lucia, Ministry of the Public Service, will convene a national capacity building workshop on “Using Strategic Foresight to Build Institutional Capacity for Future-Oriented Governance.”

The workshop will be held in Castries, Saint Lucia, from 12th to 16th January 2026, and is designed as an intensive entry point into the use of anticipatory governance, strategic foresight, and systems thinking approaches within the public sector. Over the first three, senior public officials will gain foundational knowledge and hands-on experience in applying foresight and systems-based methods to real policy challenges. On the last day, a dedicated follow-up session will introduce the framework and objectives of a future Training-of-Trainers (ToT) programme, setting the stage for sustained capacity-building efforts. Together, these sessions will equip participants to anticipate change, understand complex dynamics, and design long-term strategies that strengthen Saint Lucia’s sustainable development and digital transformation agenda.

This initiative comes at a pivotal moment in Saint Lucia’s national planning cycle, as the Government moves toward the completion of the Medium-Term Development Strategy (MTDS) 2021–2026 and begins laying the foundation for the next cycle of strategic planning. By incorporating foresight and systems thinking into government processes, Saint Lucia can strengthen policy coherence, enhance cross ministerial collaboration, and promote anticipatory governance.

The workshop is structured in two components to support both immediate capacity building and long-term institutional strengthening. The main workshop (12–16 January) will bring together senior officials from across ministries for an intensive, hands-on training focused on applying foresight tools to policy and planning. This will be followed by a dedicated introductory session for selected participants, serving as the first step toward a future Training-of-Trainers (ToT) programme. The ToT component aims to cultivate a cadre of national trainers who can replicate foresight practices, deliver training across government, and sustain capacity-building efforts beyond the workshop itself.



The workshop will also directly support Saint Lucia's commitment to achieving the 2030 Sustainable Development Goals (SDGs). Through foresight informed planning, ministries will be better positioned to:

- Identify and analyze key drivers of change that influence social, economic, and environmental outcomes.
- Align sectoral strategies with national development priorities and the SDG framework.
- Anticipate risks and opportunities to ensure that policies and programs are both resilient and inclusive.
- Foster policy coherence and collaboration across ministries, avoiding silos and duplication.

By combining foundational learning on foresight and systems thinking with a pathway for sustained capacity building through the ToT component, this workshop represents a strategic first step toward institutionalizing anticipatory governance in Saint Lucia's public administration.

Objectives

This workshop will provide practical, hands-on training designed to build foundational competencies required to navigate complexity, understand interdependencies, and anticipate emerging challenges and opportunities in policy and planning. Upon completion, participants will be able to:

- Shift from linear to systemic thinking: Develop a broader perspective on policy challenges by using systems thinking tools (e.g., causal loop diagrams) to map interconnections, identify key feedback loops, and recognize leverage points for more effective interventions.
- Anticipate plausible futures: Use strategic foresight tools such as horizon scanning, the futures triangle, and futures wheels to explore key drivers of change, detect emerging signals, and consider their implications across social, technological, economic, environmental, and political (STEEP) domains.
- Explore strategic options: Apply basic scenario planning techniques to explore multiple plausible future contexts and assess the potential robustness of current strategies, including the Medium-Term Development Strategy (MTDS) and other national plans.
- Understand linkages to long-term goals: Recognize how foresight and systems thinking can support Saint Lucia's national development priorities and the 2030 Agenda, and explore ways these approaches could inform future alignment of sectoral strategies.

Target Audience

This is a high-level capacity building engagement targeting officials with a direct role in policy formulation and strategic planning. Participants will be drawn from across all 17 Ministries to ensure broad institutional reach and promote cross ministerial collaboration. A total of 30 Participants will be selected, including:

- Permanent Secretaries
- Directors and Heads of Department
- Policy makers and Middle Managers



To ensure the long term sustainability of this program, 12 participants will be identified and selected as "Train the Trainers." These individuals will receive specialized training over the course of next year to replicate the Strategic Foresight and Systems Thinking curriculum, enabling the government to continuously build capacity among public servants and embed these critical skills within its institutional culture.

Expected Outcomes

This workshop will help ministries and agencies take the first steps toward integrating strategic foresight and systems thinking into governance by building foundational understanding, practical skills, and confidence among public officials. The outcomes are intentionally focused on what can realistically be achieved within the scope of a three-day training workshop and the introductory Training-of-Trainers (ToT) session. The key expected outcomes are:

Outcome 1: Improved understanding of anticipatory governance, foresight, and systems thinking

Participants will develop a solid understanding of how foresight and systems thinking support policy design and planning, and how these approaches relate to Saint Lucia's development priorities, the MTDS, and the SDGs.

- **Indicators:**
 - At least 70% of participants report increased understanding in post-workshop surveys.
 - Participants demonstrate awareness of how foresight approaches apply to their ministry's work.
- **Means of verification:**
 - Pre- and post-workshop surveys.
 - Facilitator observations and plenary discussions.

Outcome 2: Increased capacity and confidence to use foresight tools

Participants will practise applying selected tools — such as causal loop diagrams, horizon scanning, and futures wheels — in guided exercises, building confidence to use these methods in simplified contexts.

- **Indicators:**
 - At least 70% of participants report improved confidence in using at least one tool.
 - Group work shows basic application of foresight or systems thinking methods.
- **Means of verification:**
 - Group exercise outputs and facilitator assessments.
 - Post-workshop survey results.

Outcome 3: Preparation of a core group for future Training-of-Trainers (ToT) activities

A selected group will complete an introductory ToT session, understand the purpose and structure of ToT programmes, and identify areas where foresight approaches could be shared or taught within their ministries.

- **Indicators:**
 - About 12 participants complete the ToT session.
 - Participants identify potential areas for applying or teaching foresight methods.
- **Means of verification:**
 - ToT session feedback and facilitator observations.

