# DRIVER MAPPING



## ☑ WHAT IT IS

A matrix for identifying and mapping potential drivers that could have a big impact on the future. This tool helps us question our assumptions about the future and consider how these uncertainties can affect our planning.

## ☑ WHEN TO USE IT

Use it to reach consensus on the most important drivers, and potential disrupting factors, identified during horizon scanning. This is one of the first tools to use when you get different stakeholders together to develop a strategy.

## ☑ WHY USE IT

It helps to narrow down a list of change drivers to a short list of the most relevant ones, or the ones that are most likely to affect your work. This enables you to focus on this short list when you develop your policy, plan or strategy.

### Tip

If participants significantly disagree with where to place a particular driver, briefly describe and record their opposing arguments. It is important that everyone involved in the process feels heard.

## WHERE TO FIND MORE INFORMATION

UNDP Regional Bureau for Asia and the Pacific. 2022. Foresight playbook, pages 49–52.
Free to download at www.undp.org/asia-pacific/publications/undp-rbap-foresight-playbook

## HOW TO DO IT

**Time**
60 minutes

**No. of participants**
Unlimited. Ideal group sizes are between 8–10 people

**Facilitation**
One lead facilitator, with support facilitators to guide each group.

**Material**


Butchers paper


Sticky notes


Coloured marker pens


Virtual collaboration platform
*i.e., Google Docs, Miro, Conceptboard etc. (if* online)

| Time & Activity | Step | Description |
|---|---|---|
| **Pre-exercise** | 1 | Pre-select the most important drivers of change identified in the horizon scanning activity. |
| 15 minutes | 2 | Explain the activity and how to classify each of the drivers of change in each of the quadrants. |
| 45 minutes | 3 | In small groups, get teams to classify each of the drivers in change into each of the quadrants. |
| **Post-exercise** | 4 | Synthesise the findings from each group and prioritise the drivers of change according to likelihood and (un)certainty. |

# CASE STUDY 3
# USING DRIVER MAPPING TO ASSESS THE POTENTIAL IMPACT THAT DRIVERS OF CHANGE COULD HAVE ON THE PACIFIC

**After completing the horizon-scanning activity, we used driver mapping with 40 of the original 60 participants. The 13 categories of drivers of change identified during the horizon-scanning activity were used for the driver mapping (See Case study 1). Driving mapping enabled us to assess the potential impact that these categories of drivers of change could have on the Pacific and SPC, and how certain we could be that these effects would materialise.**

**For this activity, we were guided by these questions:**

- Which significant trends should drive SPC's agenda ("significant trends")?
- What are the critical uncertainties we need to explore to avoid our plans being disrupted ("critical uncertainties")?
- What situational information do we need to be aware of ("important context")?
- Which drivers can we afford to monitor and see if they materialise ("wait and watch")?

## WHAT WE DID

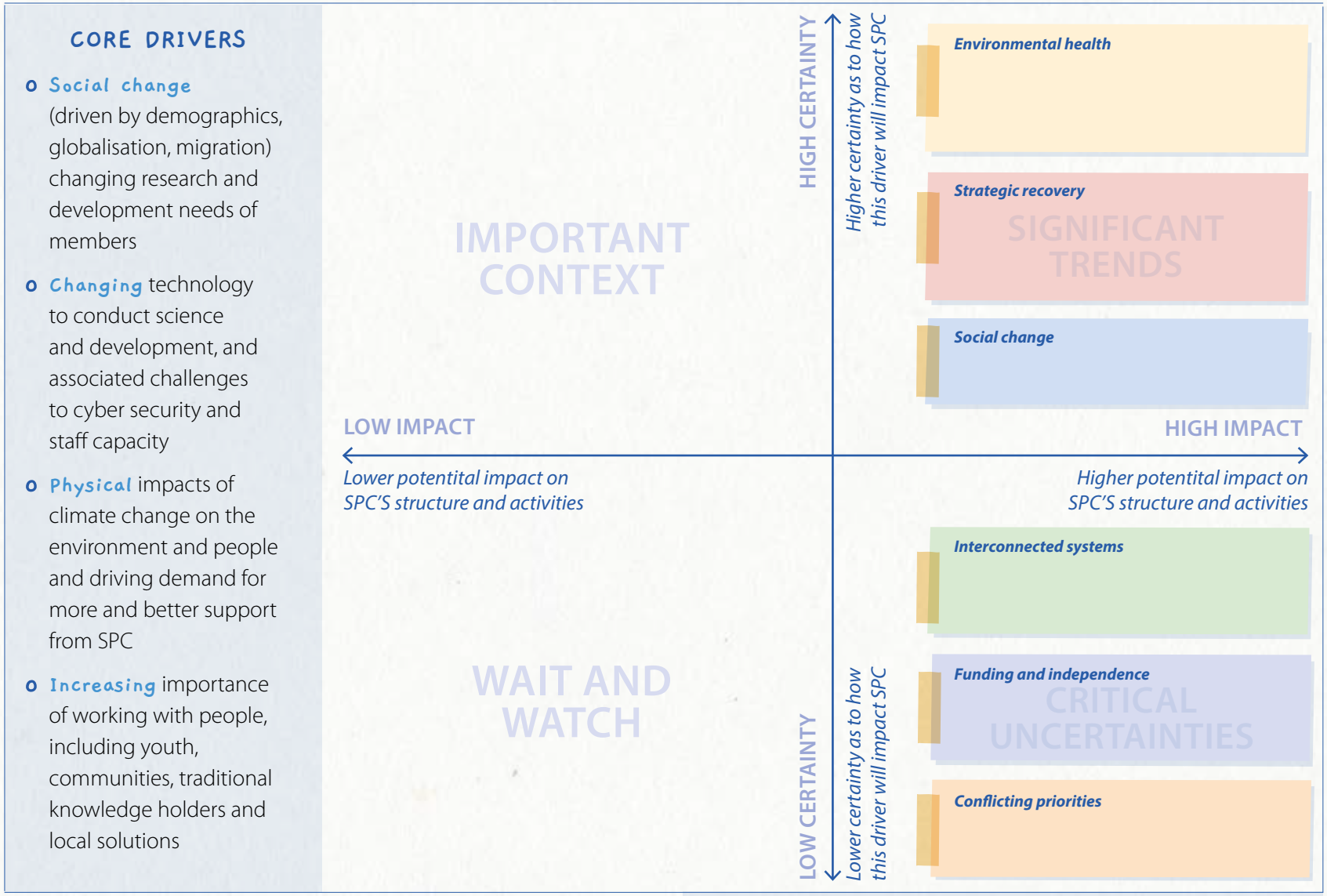
We used Conceptboard for this exercise. Over 90 minutes, our participants worked in small groups to synthesise, categorise and prioritise the 13 categories of drivers of change, based on the potential impact they could have on SPC over the next 10 years, and the level of certainty that these effects would materialise.

The small groups agreed where to plot each category of driver of change on an impact–(un)certainty matrix (see Figure 3). To choose the plot position, the group first considered how big an impact the category of driver of change would have on SPC. This is represented on the horizontal axis. Then they considered how certain they were that this category of driver of change would affect SPC. This is represented on the vertical axis.

**Each category of driver of change fell into one of four quadrants:**

1. Significant trend (high impact and high certainty)
2. Critical uncertainty (high impact but low certainty)
3. Important context (low impact but high certainty)
4. Wait and watch (low impact and low certainty)

***Figure 3:***
*Example of an impact–(un)certainty matrix, used to map drivers of change*




**Source:** *SPC and University of Queensland Centre for Policy Futures*

The groups discussed each driver of change and noted why they had chosen its place on the matrix. We invited them to add other drivers, if they felt their ideas were not represented in the list they were given.

## WHAT HAPPENED

The groups reflected on the drivers in each quadrant and their implications for SPC's strategy. This helped to distil the core drivers of change to focus on our strategic plan. For example, participants identified that social change, environment health and strategic recovery are significant trends (high impact and high certainty), and that interconnected systems, funding and independence, and conflicting priorities are critical uncertainties (high impact but low certainty).

## WHAT WE LEARNT

Driver mapping allows stakeholders to see what forces, outside their own experiences and expertise, are driving change. This encourages trans-disciplinary thinking rather than siloed thinking. We found this tool is a good way for groups to start talking. The process of reaching consensus on where to place the driver on the matrix, and having to justify that decision, meant the groups had more in-depth discussions than when they were simply identifying the drivers.

*It is not an elitist methodology. It is something to be shared across the community and for everyone to be able to adapt it and apply to their own work.*

– Coral Pasisi, Director – Climate Change and Environmental Sustainability, SPC

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