

Scenarios for the Future of Africa 2030



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ScMI AG is a public company founded in 1998 for future design and strategic corporate management. ScMI supports companies and organisations in the development of future scenarios and visionary strategies, as well as in the design and implementation of strategic planning, innovation and change processes.

Since its founding, ScMI has cooperated with most of the German DAX-companies, as well as with innovative market leaders and public facilities in and outside of the country in the area of Szenario-Management™. Additionally, it has developed the scenario method further so that even small and medium-sized companies, business and functional areas, as well as regions and communities can use it in a beneficial manner. (www.scmi.de)

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Preface:

Africa and its many futures

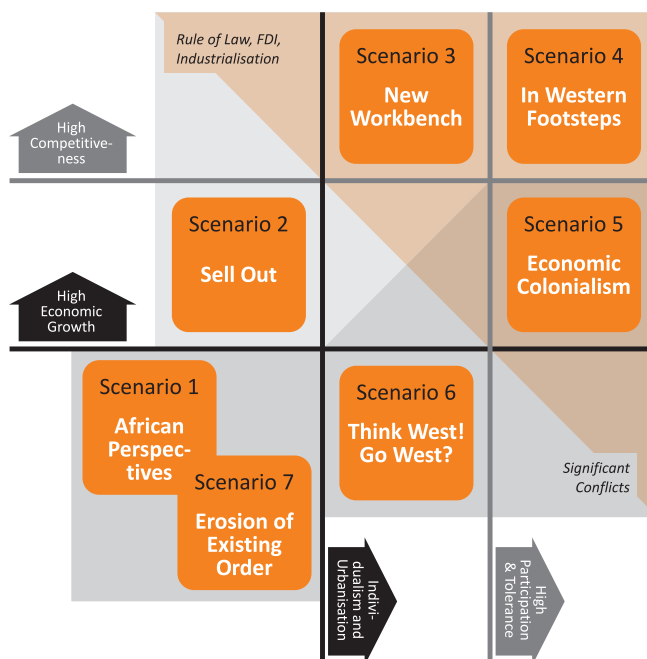
The future of Africa is diverse in several ways. Africa's future is uncertain. On one hand it is a continent of great opportunities. No other georegion generated higher growth rates during the last decade. Africa shows – without any doubt – many examples for transformation: South Africa is on the way towards a global economic player with 50% of its exports coming from manufacturing; the mobile phone has evolved from a communications tool to a device, on which much of Africa's economic aspirations rest – and the first Sub-Saharan metro has been put into operation in Ethiopia (build by the China Railway Group). On the other hand, Africa's aggregate growth will fall below 5% for the first time in 15 years; the majority of Africans believes that corruption is getting worse; 17 out of 28 failed states are in Africa and migration still undermines the positive development of many states.

But does this »Black-and-White-Thinking« (apart from the inappropriate wording) really help? In our view, substantiated by our analysis, there are too many different drivers for just two Best- and Worst-case-pictures. Within our Scenario-Management-process, we worked with 24 key factors for which at least four alternative developments have been taken into account. This led to a very diverse view on the future of the continent – and it made it hard for us to reduce this complex system to seven consistent and different future scenarios.

The seven scenarios cover many different aspects of the discussion about Africa's future: Will the economic boom continue and consolidate, or will the negative indicators prevail? And will the African economies migrate from grey to global ones? Will the level of social, ethnical, religious or military conflicts grow or decline? And will Africa search for and find its own way, or will it primarily follow Western or Eastern models? These and many more questions are covered in our seven scenarios.

Even these scenarios are not universal. Different perspectives are possible: The scenarios could be seen as general development tendencies for the whole continent. This view stimulates a geopolitical discussion and allows us a detachment from current, specific and personal experiences. But in reality the whole continent will not move simultaneously into one or another direction. Countries will follow different development paths. To add this second perspective, we used a regional specific scenario-assessment. Based on indicators for all 24 key factors, we identified the nearness of each scenario to the current situation of the single nation states. This is a new kind of scenario-analysis, so that we are looking forward to your feedback – content- as well as methodology-wise.

Dr. Alexander Fink
Member of Executive Board





Overview of the scenarios:

Our map of the future

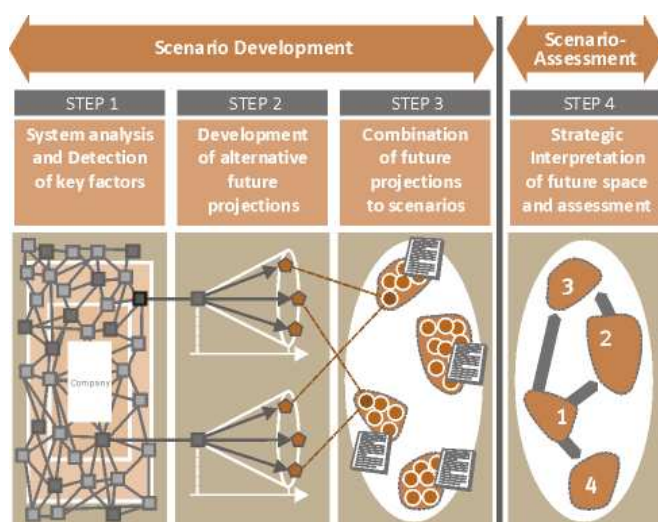
Scenarios are descriptions of possible situations in the future. This means that, on one hand, they should be vivid – just like an illustrated book or a movie from the future. On the other hand, the scenarios should give us an overview of the different possibilities: What are the alternatives that we have to bear in mind? What is the »window of possibilities«? Therefore the scenarios are visualized in a »Map of the Future«, which could be used as a guide. The map for the future of Africa shows seven plausible scenarios.

At the beginning of the process, it was important to define the object of scenario development – the scenario field. This was derived from the 2007-scenarios, which had a broad focus on the overall development of the African continent including political, societal, cultural as well as economic and ecological aspects. The scenarios for this scope

were developed in three steps and then assessed in a fourth one with the perspective on the single nation states:

System analysis and selection of key factors (step 1):
The starting point of scenario development was a »radar screen« – the system structure. In it, the considered context was structured in areas of influence, for which different influence factors were collected and described. Not all of these influence factors equally drive future developments. Therefore, an interconnection analysis was performed to point out the interaction between the single factors. Under consideration of these results, the former scenarios consisted of 22 key factors. Within the reworking of the Africa-scenarios, the set of key factors was expanded to 24. They define the currently »open questions to the future«.

Development of alternative future projections (step 2):
In the next step, possible future developments were pointed out for each key factor. To prevent an one-dimensional approach (good vs. bad), two uncertainties for each key factor were identified to set up a four-quadrant portfolio. The contained future projections describe strategically relevant characteristic and qualitative development alternatives of the individual key factors. They can be seen as »building blocs« of the scenarios.



Development, analysis and description of the scenarios (step 3): Scenarios are indicative illustrations of possible alternative futures. The scenario formation is based on an assessment of compatibility (consistency) of the single future projections. These assessments formed the basis for playing through all imaginable combinations with the help of our Scenario-Manager-software. Using a cluster analysis, ten sensible futures were developed and originally condensed into six scenarios. Within the reworking procedure, this condensation was redone, so that now seven scenarios for the future of Africa are described. Additionally, the »map of the future« was reworked to visualize the relations between the scenarios.

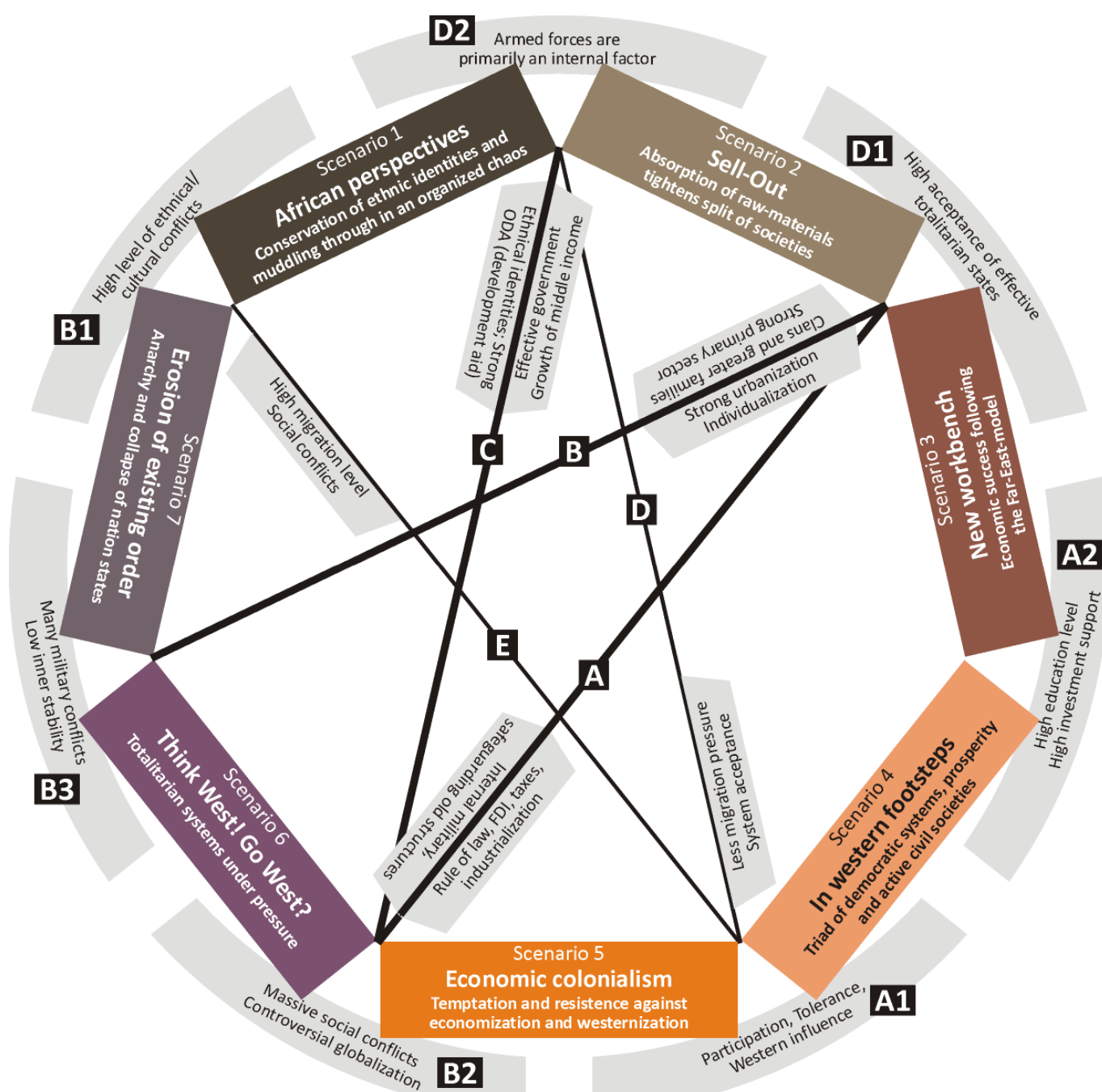
The seven scenarios are »thinking tools«. In order to think about the future free from prejudice, at first, the scenarios were not assigned by any probabilities. In a later step 4, they were assessed based on the level of the single nation states for the scenarios' nearness to current indicators.

Seven scenarios – and how they differ

To differentiate the resulting seven scenarios from each other, it is helpful to have a look at the central differences between the alternative futures. This figure on page 5 shows five core differences and seven additional similarities between in each case two adjacent scenarios.

Modernized vs. traditional future [A]

The first difference is about the level of modernization. The scenarios 3, 4 and 5 are characterized by a strong development of industry and services which – in combination with rule of law – attracts Foreign direct investments and stimulates own tax revenues to finance public budgets. This development goes hand in hand with a high-quality infrastructure, a growing technological competitiveness and a reduction of official development aid. External side conditions are relevant because none of these scenarios includes stronger consequences from climate change. In opposite, in the scenarios 1, 2, 6 and 7 governments focus on safegu-



Key factors and relevant uncertainties

The scenarios for the future of Africa base on the possible developments of 24 key factors. The alternative futures of each key factor have been characterized by two uncertainties, which could be seen below:

- 1) **Demographics**
Level of urbanization / Migration pressure
- 2) **Governmental development**
Development of nation states/ Supra-national integration
- 3) **Political system**
Participation and democratization / System acceptance
- 4) **Internal stability**
Internal political stability / Government effectiveness
- 5) **Armed forces**
Number and kind of military and violent conflicts / Internal role of armed forces
- 6) **Constitutional situation**
Rule of law / Corruption
- 7) **Internal conflicts**
Social conflicts / Ethnical, cultural and religious conflicts
- 8) **Education**
Literacy and basic education / Higher education
- 9) **Ethno-linguistic structure**
Relevance of ethnical identities /
Relevance of national identities
- 10) **Value systems**
Tolerance / Willingness for change
- 11) **Societal development**
Societal cohesion and individualization /
Family structures
- 12) **Economical development**
Growth, Development of middle class /
Distribution of wealth, Poverty
- 13) **Primary Sector / Resources**
Relevance of the primary sector and Resource industry /
Public influence on primary sector and Resource industry
- 14) **Industrial development**
Speed of industrialization and modernization /
Relevance of global investments for industrialization
- 15) **Technological development**
Conservation of economic structures /
Level of innovation support
- 16) **Public budgets**
Tax revenues / External financing, debts
- 17) **Technological competitiveness**
Technological performance / Quality of infrastructure
- 18) **Foreign direct investments**
FDI in industry and services / FDI in resource industries
- 19) **Official development assistance**
Level and relevance of ODA /
Influence of financiers and external organizations
- 20) **Environmental situation**
Consequences of climate change /
Own environmental pollution
- 21) **Environmental protection and policy**
Environmental consciousness within the society /
Environmental actions by politics and companies
- 22) **Relation to Western world**
Influence of Western industry states /
Attitude towards economization and westernization
- 23) **Relation to Newly-Industrialized Countries**
Influence of NIC-states, especially China /
Attitude towards NIC-states
- 24) **International trade**
Level of exports / Level of imports

arding old structures in combination with a strong role of armed forces for internal development.

■ **Democratization [A1]:** The modern scenarios differ in their political and societal development. Scenarios 4 and 5 include a growing level of participation with Western-style democracies and civil societies, tolerant value systems and a strong role of environmental consciousness. On the opposite side, scenario 3 (as scenarios 1, 2, 6 and 7) includes a high level of corruption.

■ **Innovation and education [A2]:** Another differentiation is about the relation to change. Scenarios 3 and 4 include an overall high level of education for many people and a significant public boost of innovative projects and investments. This is much less relevant in scenario 5, where particularly the share in higher education is critical.

Individualized vs. traditional futures [B]

A second core differentiation is about the value systems. The modern scenarios 3, 4 and 5 as well as scenario 6 include a high level of individualization in combination with strong urbanization. This characterizes scenarios 6 as a future with a strong individualization without modernized structures. This is why this scenario includes a strong migration pressure of the Western-oriented parts of African societies. On the opposite side, the traditional scenarios 1, 2 and 7 are characterized by a remaining dominance of extended family and clan structures as well as a strong role of the primary sector.

■ **Ethnical and cultural conflicts [B1]** are mainly a problem of the traditional scenarios 1 and 7. The remaining scenario 2 conceals these conflicts by short-term development based on the absorption of raw-materials.

■ **Massive social conflicts [B2]** are a problem of the individualized scenarios 5 and 6. In both worlds we find a controversial perception of globalization and Western lifestyles: In scenario 6 it is the hope for those who suffer from totalitarian systems and economical bondage, in scenario 5 it is the growing resistance against economization, consumerism and westernization.

■ **Military conflicts [B3]** and internal destabilization could be seen in scenarios 6 and 7 – so they are part of both worlds: Scenario 6 is an individualized future without economic perspective, which causes military conflicts; scenario 7 is a world without public order which leads into manifold all-over-war-situations.

Economic progress vs. stagnation [C]

The third core differentiation is about the economic development. The scenarios 2 to 5 contain a positive economic development including a significant growth and the formation of a new middle class. This development is always combined with an effective government. On the opposite side, the scenarios 1, 6 and 7 include economic backwardness which is connected with a remaining informal economy (many back-door dealings, cash-based and offline merchants, workers and service providers), traditional ethnic identities and a strong dependence of official development assistance.

System acceptance [D]

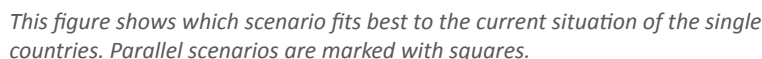
Economic progress is not just combined with modernization (see A), but also with less migration pressure and system

- *Totalitarian states [D1]:* Many scenarios include totalitarian structures, but in the scenarios 2 and 3, these totalitarian systems achieve economical progress and stimulate the development of a new middle class. This leads to a strong acceptance of this systems – and often a negative perception of Western influences.
- *Primarily internal role of armed forces [D2]:* It is also interesting, that a primarily internal role of armed forces could lead to higher system acceptance (in the economically prosperous scenario 2) or a lower system acceptance (in the ethnically dominated scenario 1).

Last but not least the migration pressure could be seen as the fifth core differentiation: Scenarios 5, 6 and 7 include a high willingness to leave the own country. The dominating reasons for migration could be different: In scenario 5 it is an overload of economization and westernization, in scenario 6 it is the lack of freedom in a totalitarian system and in scenario 7 it is the hopelessness in an eroding system with many violent conflicts. In all three scenarios, there is a combination with a high level of social conflicts. On the other hand, a lower migration pressure is strongly interconnected to system acceptance.

The future is uncertain – so we don't know, which way the continent and its single nation states will go. Nevertheless the seven scenarios show alternative ways for Africa and its countries. But even if the scenarios don't have clear probabilities, the question is whether we could see trends within the current development.

■ For each scenario, the level of consistency within each nation state has been evaluated. This led to the Africa-maps which are shown for each scenario. One result is, that some scenarios are clearly seen in specific countries today: Scenario 7 (»Erosion of existing order«) is highly



- Another perspective shows, which scenario represents the current situation in the single nation states the best (see visualisation in the upper right corner). By interpreting this figure, we have to be aware, that only a few countries are clearly characterized by one scenario (e.g. Somalia). Most countries could be either characterized by two or more scenarios (which is marked by little squares in the figure) or are relatively far away from all seven scenarios (which is described as highly unclear).

Scenarios for the Future of Africa 2030 – 7



Scenario 1:

African perspectives

Conservation of ethnic identities and muddling through in an organized chaos

Africa's nation states confidently go their own ways and refuse to follow Western or Asian role models. Economic development remains informal and focusses on meeting national or regional needs. African societies are determined by ethnic identities and traditional structures. People defend and develop further the »African way« – and accept their authorities despite the lack of a political long-term strategy.

Africa's political way is short of long-term planning, but full of own identity

Africa is a continent of independent nation states which often have no detailed political agenda but more or less react on external circumstances. The lack of clear guidelines and standards leads to inefficient administration processes. From a western point of view, rule of law is consequently also on a low level. At least, rulers manage to secure internal political stability although they govern by traditional, informal systems and case-by-case decisions. But this stability is not for free: Ruling powers in some cases have to use military forces to defend their authorities. Domestic political situation additionally is challenged by low public budgets resulting from moderate economic development.

Economic structures develop slowly and mainly meet national needs

Tax revenues are low as economic structures remain informal and decentralized. This restrained growth is big enough to reduce poverty, but as industries and services stagnate,

economical perspectives are limited. Economy is mainly driven by the primary sector which is forced by authorities. The outcome in the form of agricultural products and raw materials is mainly used to satisfy national needs. Economic objectives are protection of vested rights, well-established structures and individual advantages. This policy thwarts innovation and investments in modern infrastructure. As a result, Africa is less attractive for foreign direct investments. Only special resources are of greater interest for global financiers, global land grabbing is seen critical.

Ethnic identities and traditional structures determine societies

From a global perspective, people mainly have a low level of education and do not really question the political system. As long as they get along, they do not revolt against ruling powers. The roots of family clan structures and ethnical origin are very important. As a result, there is only low willingness for changes. The unquestioned ethnical, cultural and religious differences are a main reason for conflicts within so-

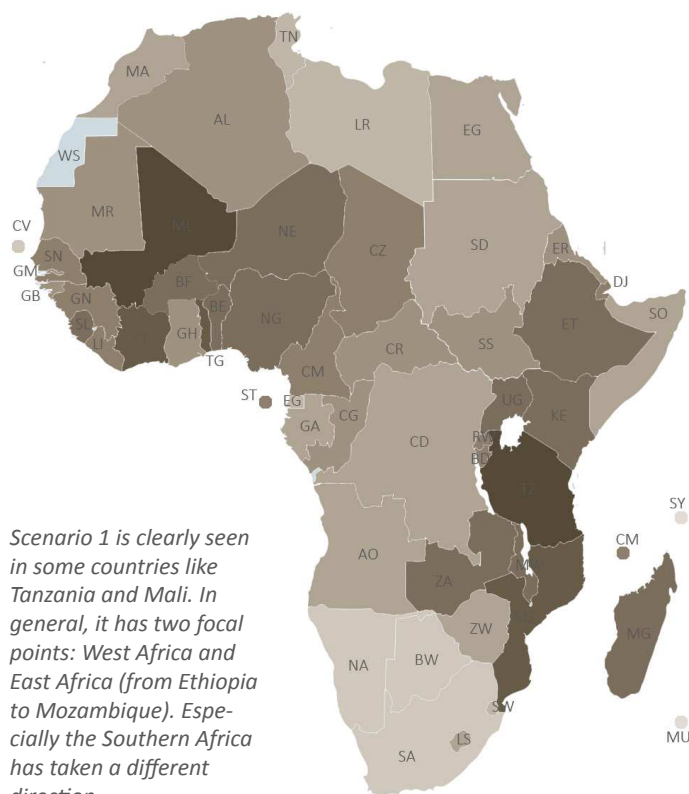
cieties. People feel comfortable in traditional structures and prefer to live near their families. This leads – together with economic structures – to a moderate level of urbanization. Only few (but often highly educated) people miss individual perspectives and leave their homelands. The majority of African people rely on traditions and ethnic roots alone.

Low level of direct pollution, but also low perception of sustainability

As economy develops moderately and politics more or less just react on external parameters, sustainability is not a big issue. The effects of global warming are accepted as a matter of fact. Protecting the environment has a low priority, and as industrial production and the level of urbanization are low, direct environmental pollution is moderate.

Globally independent – Africa follows its own development path

In the global context, Africa is rarely interconnected. Economically, there are only few attractive commercial goods, leading to a low integration into global trade. Additionally, the technological backlog and the lack of access to and investments in education result in missing perspectives for the service sector or global labour market. Politically, African nation states follow individual objectives and are often not interested in deeper cooperation. Neither traditional western democracies nor newly industrialized countries play a major role. For this reason, the immense official development assistance offered by third countries has only low effect. External organizations do not gain considerable influence. Ruling powers want to find their own way based on traditions and African ethnic roots. In this self-chosen global position, African nation states remain true to their own identities and continue on their individual paths.



| | |
|--|---|
| Demographics (Migration/Urbanization) | Low level of urbanization (with unclear migration pressure) |
| National states and political integration | Dominance of national states |
| Political systems / Participation | Muddling Through |
| Internal political stability / Government effectiveness | High internal political stability despite of less effective governments |
| Military/violent conflicts / Role of military | Military primarily as an important internal actor |
| Rule of law / Corruption | Low level of rule of law (with unclear level of corruption) |
| Internal conflicts (societal, cultural, ethnic, religious) | High level of cultural, ethnic and religious conflicts (with unclear level of societal conflicts) |
| Education (Literacy, Higher education) | Low level of basic education (with unclear level of higher education) |
| Ethno-linguistic structure and fragmentation | High relevance of ethnical identities (with unclear relevance of national identities) |
| Value systems (Tolerance, changeability) | Low willingness to change (with unclear level of tolerance) |
| Societal development / Individualization | Dominance of extended tribal families and clan-structures |
| Economic development / Wealth | Significant reduction of poverty - but less economic perspectives |
| Primary Sector (Agriculture & Resources) | Public authorities drive agriculture and resource-economy |
| Industrial development / Structural change | Remaining public driven structures and low level of industrial modernization |
| Technology policy and investment climate | High level of conservation of economic structures and own interests |
| Public budgets (internal/external financing) | Low level of tax revenues (and unclear level of external financing) |
| Technological performance and infrastructure | Technological backlog and low level of infrastructure |
| Foreign Direct Investments (FDI) | Low level of FDI in industry and services (and unclear level of FDI in resource-oriented businesses) |
| Official development assistance (ODA) | High level of official development assistance (with unclear influence of financiers/external organizations) |
| Climate Change and environmental pollution | Low level of own environmental pollution (with unclear consequences of climate change) |
| Environmental policy and environmental awareness | Generally low level of environmental awareness (political, economical, societal) |
| Relation to Western world (influence/attitude) | Turning away from the West |
| Relation to NIC-states (influence/attitude) | NIC-models remain meaningless for Africa |
| International trade (exports / imports) | Low export power (with unclear relevance of imports) |



Scenario 2:

Sell-out

Absorption of raw-materials tightens split of societies

Ruling powers govern efficiently with the aim to milk African soil. Resource industries including land for agricultural usage are very attractive also for foreign investments. This economic focusing leads to social split which is softened by traditional family structures. Rigid value systems and strong national identities support social cohesion. Globally, Africa's role is the raw material supplier, which leads to environmental and economic problems in the future.

Totalitarian systems work self-righteous, but efficiently

Africa is politically dominated by totalitarian, but executable nation states. Potentates are widely accepted and govern their countries resolutely. Their authority is based on the use of armed forces as internal political instrument. As state officials are paid regularly, they work efficiently and are less vulnerable for corruption. This reliability gives additional stability and keeps citizens accepting the system. Rule of law depends on the individual despot – if the ruler is mitigated, legal certainty is given. The public budget is limited as tax revenue is low. For that reason, other income needs to be generated, either through a high debt level or by selling raw materials on the global market.

Resource industries as cash-cow in the national and global focus

This focus on raw materials leads to a dominance of the primary sector. Economy strongly relies on agriculture and resources and does not really invest in the modernization of industrial production. International financiers are keen

on raw materials and invest in resource industries. Land grabbing is strong – internally as well as by global companies. Apart from this focus, technological development and innovation in other industrial sectors is very low. Infrastructure is developed according to the special needs: For the exploitation and transportation of agricultural products and raw materials, everything is available. The primary sector is the cash-cow of African economy, and ruling powers intensively use the sellout for their own advantage. Not everybody profits from this development. The lack of sustainable economic development leads to a new social split. People with jobs within resource-based industries earn reasonable money and can afford their living, but all other sectors stagnate or even suffer from the weak development. There is an increase of poverty within the economical success.

Social economic split, but strong traditional structures support cohesion

Another fact which supports the social split within society is the big educational difference. The lower class has only limi-

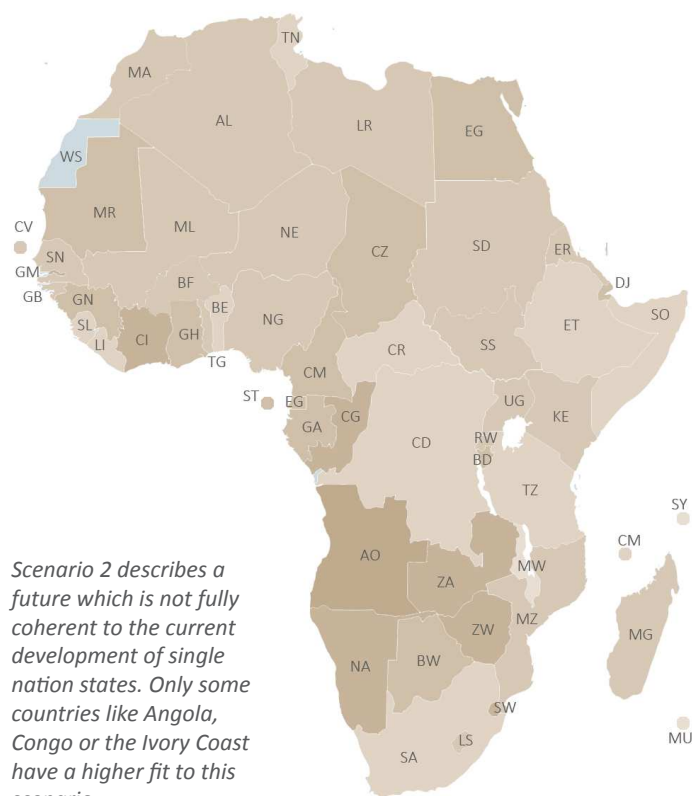
ted access to higher education and no chance to social advancement. Although income situation and educational gap split society, there are only few social conflicts. One reason are the strong traditional family structures which support cohesion. The value systems are rigid and give orientation. In addition, national identities play a big role in this system of strong nation states. The importance of family structures and national identities keep many people from migration although their perspectives are bad.

Resource absorption and urbanization lead to a high level of pollution

Africa has an overall low interest in environmental protection. Politics focus on securing structures (including the expansion of infrastructure) and retention of power, economy is mainly interested in short-term results and the biggest part of society has to work hard to feed their families. So, direct effects of resource absorption and strong urbanization lead to a high level of pollution.

Africa's role is the global raw material supplier – which is a dangerous short-term strategy

Different nation states follow completely different directions regarding their attitude towards other countries. Some tend to follow western economies' footsteps and try to intensify global trade, others follow own ideas or concentrate on regional trade or intergovernmental agreements. As the sell-out of raw materials is the major income for many nation states, Africa's role in global trade is mainly the export of resources. Consumer goods from all over the world are imported – as long as they are affordable. Because Africa is seen as a successful global supplier, official development assistance is on a lower level. In sum, Africa is stable, but on a dangerous way: Selling out the lifeblood of a whole continent may cause big problems for future generations.



Scenario 2 describes a future which is not fully coherent to the current development of single nation states. Only some countries like Angola, Congo or the Ivory Coast have a higher fit to this scenario.

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| Demographics (Migration/Urbanization) | High migration pressure (with unclear level of urbanization) |
| National states and political integration | Dominance of national states |
| Political systems / Participation | Dominance of efficient and accepted totalitarian states |
| Internal political stability / Government effectiveness | High level of government effectiveness (with unclear level of internal political stability) |
| Military/violent conflicts / Role of military | Military primarily as an important internal actor |
| Rule of law / Corruption | Low level of corruption (with unclear level of rule of law) |
| Internal conflicts (societal, cultural, ethnic, religious) | Low level of societal conflicts (with unclear level of cultural, ethnic and religious conflicts) |
| Education (Literacy, Higher education) | Strong educational split within the societies |
| Ethno-linguistic structure and fragmentation | High relevance of national identities (with unclear relevance of ethnic identities) |
| Value systems (Tolerance, changeability) | Rigid and less tolerant value systems |
| Societal development / Individualization | Traditional family structures support societal cohesion |
| Economic development / Wealth | New societal split between new middle class and lower class |
| Primary Sector (Agriculture & Resources) | High level of primary sector (with unclear influence of public authorities) |
| Industrial development / Structural change | International investors focus on resource-industries - industrial structures are less modernized |
| Technology policy and investment climate | High level of conservation of economic structures (with unclear level of innovation support) |
| Public budgets (internal/external financing) | Low level of tax revenues (and unclear level of external financing) |
| Technological performance and infrastructure | Low level of technological performance (and unclear level/quality of infrastructure) |
| Foreign Direct Investments (FDI) | FDI concentrate on resource-based industries |
| Official development assistance (ODA) | Low influence of financiers/external organizations (with unclear level of official development assistance) |
| Climate Change and environmental pollution | High level of own environmental pollution (with unclear consequences of climate change) |
| Environmental policy and environmental awareness | Generally low level of environmental awareness (political, economical, societal) |
| Relation to Western world (influence/attitude) | Turning away from the West / Africa in the footsteps of the West |
| Relation to NIC-states (influence/attitude) | NIC-models remain meaningless for Africa / Africa in the footsteps of the emerging NIC-states |
| International trade (exports / imports) | Strong exportpower based on resources / Strong role as sales market |



Scenario 3:

New workbench

Economic success following the Far-East-models

African nation states are dominated by ruling powers which see the Far East Model as savior. The consequence is a structural change towards industrial mass production. The often authoritarian systems are powerful enough to enforce their politics, and they govern efficiently and ensure stable nation states. As people have economic perspectives and live in legal certainty, they accept the system and follow their leaders into the concept of Africa as the new extended global workbench.

Totalitarian, but reliable systems govern efficiently and encourage political stability

Totalitarian nation states – or at least systems with a clear tendency towards authoritarianism – dominate the African continent. Ruling powers lead their countries efficiently and reach a high level of internal political stability. One important instrument for the citizens' acceptance is an administration which works efficiently in a reliable legal framework. Rule of law is on a high level, and people see no reason why they should rebel against the system. Military plays a minor role internally as well as externally as there are no bigger conflicts. In this relatively peaceful world, armed forces have a clear preventive role. Democracy is not more than a lip service and civil societies become stunted. As there is no chance to have influence on political decisions, the high level of corruption is a serious challenge: Companies and single persons tend to pay bribe money to reach individual goals. Public budgets are based on a high debt level. Tax revenues depend on each nation's economic development.

Economic structural change towards industrial mass production

Economy policy focusses on modernization and structural changes. Industrial production and an innovative service industry are seen as economic drivers for the future. Newly industrialized countries like China are role models for African rulers. For that reason, agriculture and resources are not supported intensively. Politics focus on technological performance and a high quality of infrastructure to attract foreign direct investments. This change from primary sector towards industry and services leads to shrinking earnings for people from the lower class who mainly work on farms or mines. People with higher qualified jobs in the industry and service sector profit, and the new middle class grows.

Social peace due to good economic perspectives and political stability

Societies are stable as a growing middle class has reasonable incomes, and political stability and a low level of conflicts

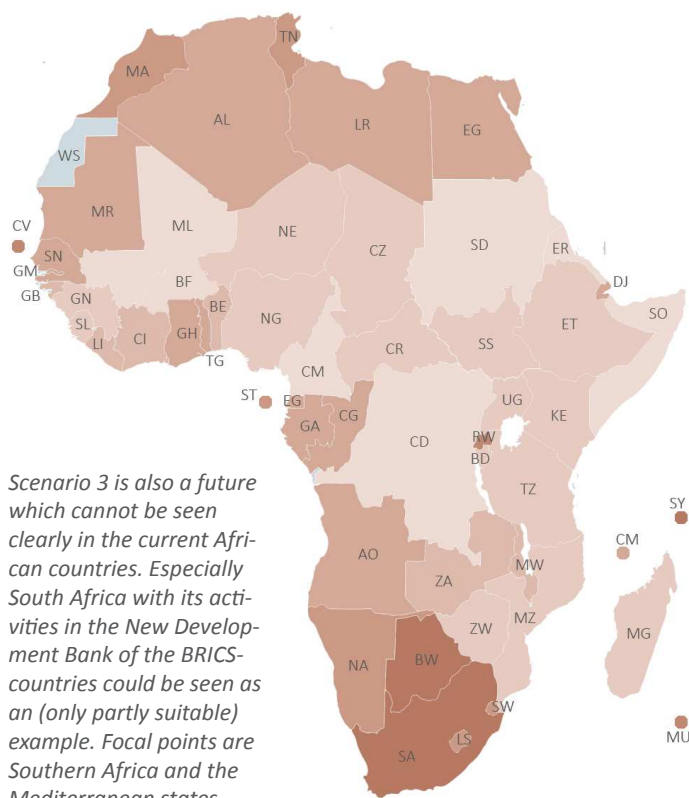
support social peace as well. The access to even higher education is easy which gives young people the chance to develop. Perspectives for the future are as good that only few citizens migrate to western or Asian countries. National identities play an important role. Traditional value systems and clan structures lose relevance. People strive for change and want to reach individual goals. Their education allows them to leave families and homeland and move to bigger cities for professional careers. Cohesion within societies shrink – everybody mainly wants to optimize his own life.

Massive pollution caused by industry and urbanization are widely accepted

Environmental protection is not a big issue in such a society. People think that they have renounced for a long time und now simply deserve to live and consume without restrictions. Politics and economy also focus on short-term achievements. For this reason, pollution caused by industry and private households massively grows. This effect is much bigger than the influence of global warming.

Export orientation and the role model of emerging markets are political guidelines for African nation states

Africa's national economies overcome the old grey markets and develop into modern economies built on industrial products and services for the export. Global trade is intensive, and Africa is a significant export player. Based on this economic success, most nation states turn away from the idea of copying western democracies. They see their ideal future more in the success stories of emerging markets. And many countries reached their first goal: They are economically independent from official development assistance. For the ruling powers it seems to be clear: The far-east model leads to stability as well as to independency from western ruled global organizations.



Scenario 3 is also a future which cannot be seen clearly in the current African countries. Especially South Africa with its activities in the New Development Bank of the BRICS-countries could be seen as an (only partly suitable) example. Focal points are Southern Africa and the Mediterranean states.

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|--|---|
| Demographics (Migration/Urbanization) | High migration pressure in more and more urbanized societies |
| National states and political integration | Dominance of national states (with unclear integration into supranational organizations) |
| Political systems / Participation | Dominance of efficient and accepted totalitarian states |
| Internal political stability / Government effectiveness | High levels of government effectiveness and internal political stability |
| Military/violent conflicts / Role of military | Low role of military as an important internal actor in an relatively peaceful environment |
| Rule of law / Corruption | Rule of law is generally given, but corruption as a main problem |
| Internal conflicts (societal, cultural, ethnical, religious) | Generally high stability of societies |
| Education (Literacy, Higher education) | Generally high educational level: from literacy towards higher education |
| Ethno-linguistic structure and fragmentation | High relevance of national identities (with unclear relevance of ethnical identities) |
| Value systems (Tolerance, changeability) | Change as a new societal norm (but with lower level of tolerance) |
| Societal development / Individualization | Strong individualization and lower cohesion of societies |
| Economic development / Wealth | Formation of a new middle class (with unclear economic development of the lower class/poverty) |
| Primary Sector (Agriculture & Resources) | Low level of primary sector - Politics sets other priorities |
| Industrial development / Structural change | Strong modernization of industrial structures (with unclear role of international investors) |
| Technology policy and investment climate | Policy focusses on support of innovation and change - less support of traditional structures |
| Public budgets (internal/external financing) | High degree of external financing / debt level (with unclear level of internal taxation) |
| Technological performance and infrastructure | High level of technological performance and high quality of infrastructure |
| Foreign Direct Investments (FDI) | FDI concentrate on industry and services |
| Official development assistance (ODA) | Africa develops more independently from official development assistance and international organizations |
| Climate Change and environmental pollution | Massive environmental pollution (based on own economic activities and consequences of climate change) |
| Environmental policy and environmental awareness | Political and economical elites drive environmental protection |
| Relation to Western world (influence/attitude) | Turning away from the West |
| Relation to NIC-states (influence/attitude) | Africa in the footsteps of the emerging NIC-states |
| International trade (exports / imports) | Strong exportpower based on industry products and services (extended workbench) |



Scenario 4:

In western footsteps

Triad of democratic systems, prosperity and active civil societies

Democratic systems are successfully implemented and supported by the majority of Africans within active civil societies. Value systems of the new middle class have strongly moved from traditional towards global identities. Dynamic economies emancipate from the addiction to traditional grey markets and support modernization and structural change. Due to its growing success on the export markets, Africa has found its place within the global arena – economically and politically.

New democratic systems work efficiently and are highly accepted

Africa's nation states are characterized by democracy and fundamental principles of rule of law. Administration works efficiently and leads to a wide acceptance of the new political system. People trust justice as legal certainty is on a high level. Individuals can express their political will throughout democratic votes and see no need for paying bribes. As most countries develop positively, the political situation is stable and democratically elected representatives do not need military forces to defend their authorization. Generally, Africa and the world around are relatively peaceful and armed forces are only needed for prevention and representation.

Modernization and structural change push economic development

As economy grows and people earn good money, tax revenue is on a high level and nation states have an abundant budget. To push economic development, public investments

mainly focus on modernization of industrial structures. The technological performance is already on a high level, and reasonable investments in infrastructure also pay off. This focus of economic policies and the attractive frame conditions encourage international investors to bring money to Africa. The financiers trust in African management and workforce and support autonomous operation of African companies. The primary sector plays a minor role, but industrial and service sector grow consistently. People widely profit from this boom: Workforce is needed in diverse professions and well educated employees earn good money. But also members of the lower classes manage to leave poverty behind as there are many jobs for lower qualifications as well. There are only few losers within African economies.

African societies successfully adopt Western values and generally agree with the changes

The prospering economy leads to stable and pleased societies. People are thankful for this development and know that democratic values and global free trade aid and abet

Africa's growth. Societies in general live global values and tolerate different attitudes. Willingness to change is seen as a stimulus for political, economic and cultural advancement – without losing sight of their origin. Migration pressure is low, and if people leave their homelands and move to bigger cities, they do it for learning or working reasons. As higher qualifications are needed on the labour market, education is widely accessible. Family and clan structures lose relevance as people more and more adopt western lifestyle and values. Naturally, the transformation of civil societies is not completely without side effects. Some minorities which are afraid to lose their traditional African identities are left behind.

Environmental awareness becomes an affordable issue

Coincidentally with prosperity, environmental awareness grows. People can now afford many products and begin to think about sensible consumption. Education also leads to a higher awareness for sustainability in terms of economic, social and ecological effects. This high consciousness slowly leads to a more acceptable pollution level.

Role model of western market economy is quite successful and widely supported

African nation states purposely follow western footsteps. As the overall development is consistently good, there is no need for intensive official development assistance anymore. The masterplan is to produce innovative high-quality goods which are attractive for the global market. This philosophy distinctly differs from the copy- and mass production-models of newly industrialized countries like China. Africa believes in global trade and western democracy.



Scenario 4 is – from a Western point of view – a very idealistic future, which could currently be seen in South Africa and Botswana as well as in the Seychelles and Mauritius. Also Tunisia and Ghana show significant consistencies to scenario 4.

| | |
|--|--|
| Demographics (Migration/Urbanization) | High migration pressure in more and more urbanized societies |
| National states and political integration | Strong nation states with growing integration into supranational structures |
| Political systems / Participation | Dominance of efficient and accepted democracies with active civil societies |
| Internal political stability / Government effectiveness | High levels of government effectiveness and internal political stability |
| Military/violent conflicts / Role of military | Low role of military as an important internal actor in an relatively peaceful environment |
| Rule of law / Corruption | Strong constitutional states with low level of corruption |
| Internal conflicts (societal, cultural, ethnical, religious) | Generally high stability of societies |
| Education (Literacy, Higher education) | Generally high educational level: from literacy towards higher education |
| Ethno-linguistic structure and fragmentation | Strong development of global identities |
| Value systems (Tolerance, changeability) | Open and tolerant societies with high willingness to change |
| Societal development / Individualization | Social oriented civil societies replace traditional extended tribal family structures |
| Economic development / Wealth | Overall positive level of economical development - new middle class and massive reduction of poverty |
| Primary Sector (Agriculture & Resources) | Low influence of public authorities on primary sector (with unclear relevance of primary sector) |
| Industrial development / Structural change | High level of international investments drive modernization of industrial structures |
| Technology policy and investment climate | Policy focusses on support of innovation and change - less support of traditional structures |
| Public budgets (internal/external financing) | High level of tax revenues (and unclear level of external financing) |
| Technological performance and infrastructure | High level of technological performance and high quality of infrastructure |
| Foreign Direct Investments (FDI) | FDI concentrate on industry and services |
| Official development assistance (ODA) | Low level of official development assistance (with unclear influence of financiers/external organizations) |
| Climate Change and environmental pollution | Less consequences of climate change (with unclear level of environmental pollution by own economic activities) |
| Environmental policy and environmental awareness | Generally high level of environmental awareness (political, economical, societal) |
| Relation to Western world (influence/attitude) | Africa in the footsteps of the West (politically, cultural and economically) |
| Relation to NIC-states (influence/attitude) | NIC-models remain meaningless for Africa |
| International trade (exports / imports) | High export power (with unclear relevance of imports) |



Scenario 5:

Economic colonialism

Temptation and Resistance against economization and westernization

Implemented democratic systems are seen as puppets operated by the West within African citizens. They do not accept ruling powers as they dislike the political direction of westernization and economization – and strong foreign investments increase economic dependency. Civil societies more and more split up as traditional values lose relevance, but western value systems are also widely rejected. African societies strive for emancipation but are closely integrated into economic mechanisms.

Democratic systems are rejected as people mistrust the purity of their intention

Politically, Africa is in a difficult position. Decision levels are fragmented, and although rule of law leads to running systems, people widely resist against Western-style democracies. They argue that ruling powers are only puppets operated by the west. Nevertheless, public administration works efficiently, and corruption is on a low level. Anyhow, the lack of acceptance endangers political stability and opens opportunities for authoritarians to destabilize. Ruling powers do not use military forces to defend their authorities, and external security situation is uncritical. In most African states, armed forces are only needed for prevention. The efficient system administers a still working economy which creates reasonable tax revenues. So, resistance of the citizens is the major challenge for elected ruling powers.

Economic development is strongly dependent on foreign investments

African public authorities have no significant influence on economic development. Economies profit from good infra-

structure and modern industries which attract international investments. These comprehensive foreign direct investments push the modernization and technological performance of Africa's economies. At the same time, the money of the traditional economic powers leads to a strong dependency which is widely seen as »economic colonialism«. Structural change leads massively to a growing importance of industrial production and services. This development shows negative effects on wealth: The gap between middle and lower class begins to grow again. The output of the primary sector is low and does not attract international financiers. Many farm or mining workers lose their jobs and have no perspectives anymore.

Shattered societies fear the lack of individual perspectives and blame westernization as reason

One reason for the lack of individual perspectives is the education gap. Only few people get access to the expensive higher education. This inequality supports social conflicts and a growing individualization within societies. People just try to reach their own advantage, and social cohesion more

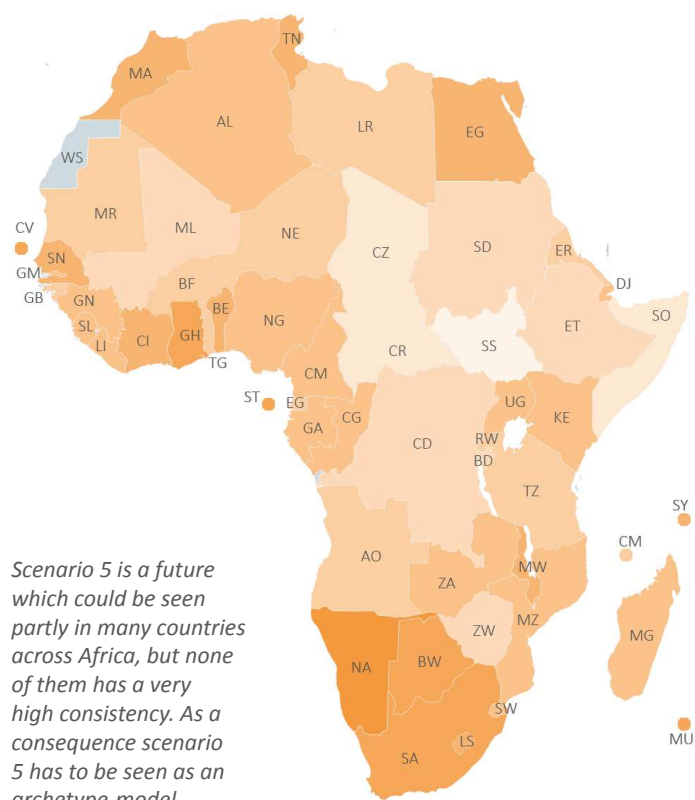
and more shrinks. Willingness to change is very low, but as many people have no perspectives in their homeland, they move to cities to search for a job. Migration into other countries is also an option if people are desperate enough, but they prefer to move to neighbor states as the western lifestyle and democracy is seen critically.

The need for environmental protection is obvious, but the implementation is weak

Some political and economic elites drive environmental awareness as they see the result of massive pollution. Urban society does not care, and growing industrial production leaves big ecological footprints. So the majority has no interest in environmental protection, but some parts of the system see the relevance of reduced environmental damage. Positive effects of their efforts are negligible due to the lack of extensive implementation.

Africa's ruling powers follows western economization without support of African people

Western states have a big influence on economy and politics which is seen critically within Africa. Many international organizations try to steer the development of African states. Official development assistance is low as there is no big need in most of the states. Society dislikes the western influence and would prefer something like the Chinese way with bigger cultural, economic and political independency. In global trade, Africa plays an important role as viable outlet. As African products are of average quality and not massively cheaper than European or American products, export rates are medium and develop only slowly. Overall, Africa struggles primarily because of the lack of acceptance for the political direction. People feel uncomfortable with just following global philosophies and feel that they have to pay for Western consumerism.



| | |
|---|---|
| Demographics (Migration/Urbanization) | High level of urbanization (with unclear migration pressure) |
| National states and political integration | Strong internal regionalization - Fragmentation of political decision levels |
| Political systems / Participation | Strong resistance against change and democratic structures |
| Internal political stability / Government effectiveness | High level of government effectiveness (with unclear level of internal political stability) |
| Military/violent conflicts / Role of military | Low role of military as an important internal actor in an relatively peaceful environment |
| Rule of law / Corruption | Strong constitutional states with low level of corruption |
| Internal conflicts (societal, cultural, ethnical, religious) | Massive societal conflicts |
| Education (Literacy, Higher education) | Strong educational split within the societies |
| Ethno-linguistic structure and fragmentation | Wide variety of ethnical, national and global identities |
| Value systems (Tolerance, changeability) | Low willingness to change (with unclear level of tolerance) |
| Societal development / Individualization | Strong individualization and lower cohesion of societies |
| Economic development / Wealth | New societal split between new middle class and lower class |
| Primary Sector (Agriculture & Resources) | Market mechanisms restrict development of agriculture and resource-based industry |
| Industrial development / Structural change | High level of international investments drive modernization of industrial structures |
| Technology policy and investment climate | Laissez faire - Weak influence of public authorities on economy and technology |
| Public budgets (internal/external financing) | High level of tax revenues (and unclear level of external financing) |
| Technological performance and infrastructure | High level of technological performance and high quality of infrastructure |
| Foreign Direct Investments (FDI) | High level of FDI in industry and services (and unclear level of FDI in resource-oriented businesses) |
| Official development assistance (ODA) | High influence of financiers/external organizations (with unclear level of official development assistance) |
| Climate Change and environmental pollution | Massive environmental pollution (based on own economic activities and consequences of climate change) |
| Environmental policy and environmental awareness | Generally low level of environmental awareness (political, economical, societal) |
| Relation to Western world (influence/attitude) | High influence of economy and Western lifestyle is seen critical |
| Relation to NIC-states (influence/attitude) | "Chinese way" of economic and political independence as objective |
| International trade (exports / imports) | High relevance of imports: Africa as a sales market (with unclear export power) |



Scenario 6:

Think West! Go West?

Totalitarian systems under pressure

Western oriented societies are governed by obviously overstressed potentates whose politics widely failed. To protect struggling national economies, political authorities support the primary sector and build isolated trading areas. This intervention just intensifies the economic problems. People are widely disenchanted and try to leave their split societies behind. They strive for prosperity and western lifestyle, and as development assistance has no significant effect, many people try to migrate to western states.

Despotic sovereigns struggle as their politics fail

The dominating totalitarian systems in Africa are politically in a critical phase. Potentates govern not very successfully at discretion. National administrations widely failed and lead to decreasing stability, mistrust and resistance within societies. The political answer is even less transparency and democracy – and that is not to mention the level of participation which in fact does not exist at all. There is also no legal certainty for individuals. Corruption is a big problem as state officials are prone to additional income and political decision-making processes are not transparent. But not only regarding their citizens, potentates act arbitrary: International cooperation is also rare. Even neighbouring states do not really collaborate which is one reason for a high number of military conflicts within the continent.

Protected national economies develop weakly

As economic side conditions are also challenging and many companies are in the red, tax revenue is low. Politics try to protect national economy which together with weak infrastructure leads to very low foreign direct investments. Structural changes in economy are faltering. The primary sector is strongly influenced by public authorities and is no economical driver due to low global demand and the technological backlog. In this stagnating economic environment, only few elites profit. The average standard of living remains low and supports massive social conflicts. Access to higher education is limited which constrains professional careers of individuals and economic development, too.

Disenchanted and split societies dream of western prosperity and lifestyle

People strive for prosperity and western lifestyle and as they do not believe in prompt changes within Africa, many

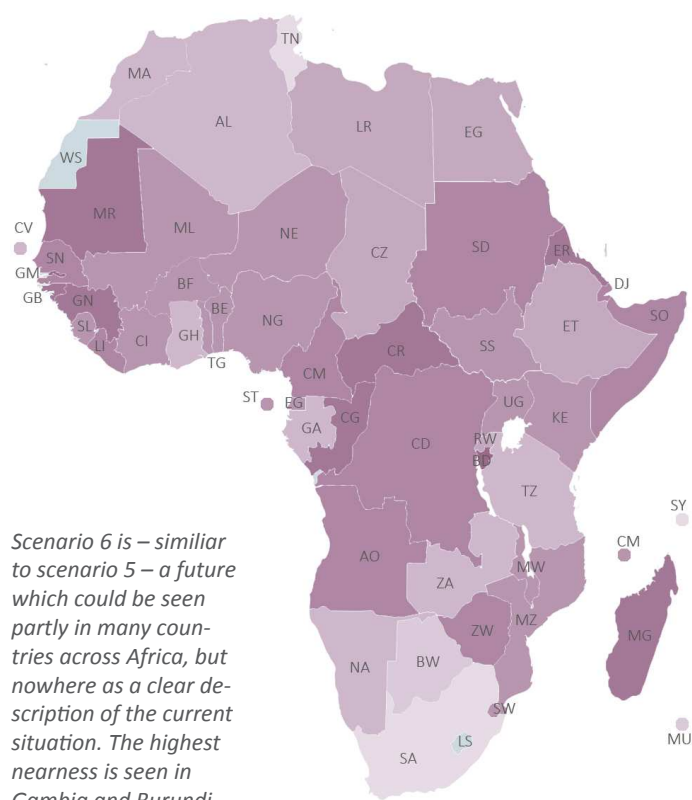
leave their homeland. Societies more and more split up as individualization grows and social cohesion loses relevance. This development goes hand in hand with a growing level of urbanization: People leave their families and village communities and move into major cities. These places accommodate a wide variety of ethnical, national and global identities coming from all over the continent. But this change is not sufficient for many Africans. They dream of a radical different life and migrate to western industrialized countries if they can afford the trip.

Environmental and climate issues on top of economic challenges

Political and economic players focus on short-term achievements and neglect environmental aspects. Anyway, the consequences of climate change massively affect Africa. As this is a global issue, African nation states are not able to reverse global warming on their own. Society knows about environmental and climate issues, but not everybody acts eco-friendly as existential fear is much stronger.

Africa as unimportant global player is dependent on development assistance

As production is low and not competitive, the export power of the continent is limited. Africa is an unimportant player in global trade and due to its weak economic power dependent on official development assistance. There are numerous direct assistance projects in many African regions and nations, but the influence of international economic organizations is low as the distribution and effects of measures are rarely controlled. Newly industrialized countries gain strong influence on economic development, but are widely seen critical. Economy and society see their future in the western value system while totalitarian political systems struggle. The African continent is intensively searching for its identity and role in the world.



| | |
|--|---|
| Demographics (Migration/Urbanization) | High migration pressure in more and more urbanized societies |
| National states and political integration | National states with fragmented decision levels |
| Political systems / Participation | Growing scepticism and/or resistance against totalitarian systems |
| Internal political stability / Government effectiveness | Low level of internal political stability and low level of government effectiveness |
| Military/violent conflicts / Role of military | High number of violent conflicts (with unclear role of military in internal affairs) |
| Rule of law / Corruption | Low level of rule of law and high level of corruption |
| Internal conflicts (societal, cultural, ethnical, religious) | Massive societal conflicts |
| Education (Literacy, Higher education) | Limited access to higher education (with unclear development of literacy and basic education) |
| Ethno-linguistic structure and fragmentation | Wide variety of ethnical, national and global identities |
| Value systems (Tolerance, changeability) | Change as a new societal norm (but with lower level of tolerance) |
| Societal development / Individualization | Strong individualization and lower cohesion of societies |
| Economic development / Wealth | Overall low level of economical development - only a strong elite is developing positive |
| Primary Sector (Agriculture & Resources) | Strong influence of public authorities on primary sector (with unclear relevance of primary sector) |
| Industrial development / Structural change | Low relevance of international investors (with unclear level of modernization/industrialization) |
| Technology policy and investment climate | High level of conservation of economic structures (with unclear level of innovation support) |
| Public budgets (internal/external financing) | Primarily external financing of public budgets |
| Technological performance and infrastructure | Technological backlog and low level of infrastructure |
| Foreign Direct Investments (FDI) | Generally low level of foreign direct investments |
| Official development assistance (ODA) | High relevance of official development assistance (ODA) with limited influence of financiers/external organizations |
| Climate Change and environmental pollution | Massive consequences of climate change - independent of own environmental pollution |
| Environmental policy and environmental awareness | Low level of environmental policies (with unclear environmental awareness within societies) |
| Relation to Western world (influence/attitude) | Societies strive for Western culture and lifestyle |
| Relation to NIC-states (influence/attitude) | Growing influence of NIC-countries (with unclear attitude within societies) |
| International trade (exports / imports) | Low export power (with unclear relevance of imports) |



Scenario 7:

Erosion of existing order

Anarchy and collapse of nation states

African potentates tumble and fall – and bring down the existing order. The political chaos and economic failure lead to existential difficulties for African societies. People have to migrate to survive, but as ethnic identities and traditional structures are central pillars of moral concepts, they prefer countries with familiar value systems. The collapse of nation states result in chaotic circumstances, and a new and stable political order is more than overdue.

Failed African states tumble into political chaos

Many African states just failed. The former systems – often totalitarian ones – were not able to keep internal political stability on a minimum level, and public administration collapses. This lack of governmental control leads to anarchical structures where nobody can trust in legal certainty. The lack of rule of law is obvious. People know that they have to pay bribes if they want to support decisions. There is no democratic way to influence decision-making. Civil societies have no chance to develop considerably and see rebellion as the only way to express their disaffection. As citizens resist against totalitarian systems, potentates cause military actions to remain in power.

The lack of modernization leads to stagnating economy and existential difficulties

While there is no chance to overcome informal economy, tax revenues are consistently low and public budgets are limited. Public authorities try their luck in pushing agriculture and resource-economy. The selling-out of raw materials and

agricultural products should – in best case – push economy promptly, but in fact it is simply filling the potentates' pockets and on a mid- to long-term view, economic perspectives even shrink. Ruling powers try to preserve existing economic structures to defend own interests. This leads to stagnating economy and a lack of modernization and innovation. Only the dominating elite develops positive – the majority of the people have to face existential difficulties. Purchasing power is on a low level, and the tense economic situation does not invite foreign investors to seek their fortunes in Africa. In general, African economies are rarely integrated into regional and global trade.

High migration into countries with economic perspective and familiar value systems

Society faces additional problems as different ethnical identities collide and value systems are rigid and not very tolerant. Massive conflicts are the result and tighten the overall situation. People are rooted in extended family- and clan-structures and as education plays a minor role, they

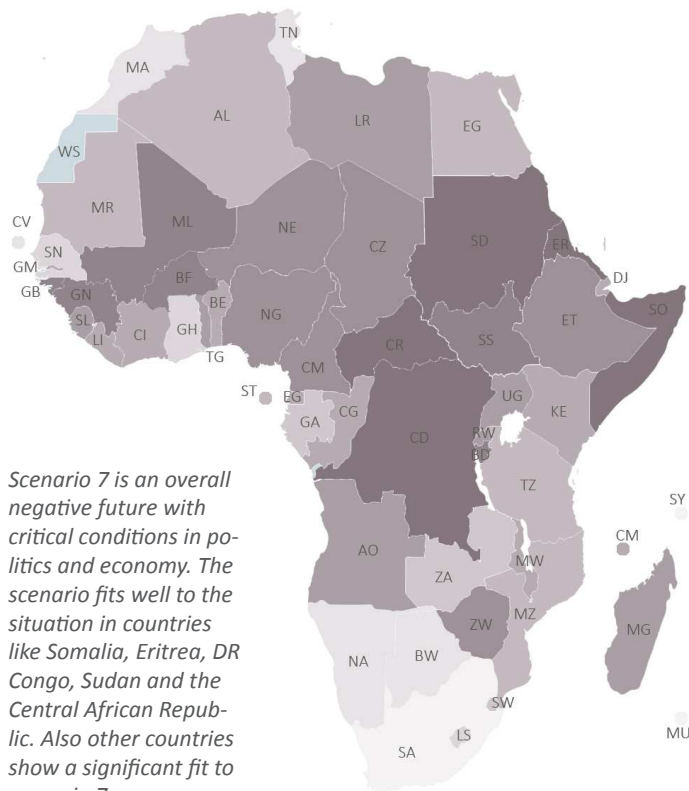
remain in those traditional and often rural structures. The traditional value systems include the rejection of alternative moral concepts – no matter if they have origin in western- or newly industrialized-countries. Nevertheless, migration pressure is high and many people leave their homelands. The reasons are poverty, missing individual perspectives as well as war and military conflicts. African migrants have no dream destination from the cultural point of view. They move to countries which give them a chance to build a new existence, but many of them struggle with foreign value systems. For that reason, many migrants search for a destiny within Africa where frame conditions are at least a little better.

Environmental protection has no priority

In such a tense overall situation, environmental awareness is generally on a low level. Society and economic players are focused on survival, and remaining ruling powers try to get back control. Facing acute problems, environmental protection is not a serious issue. Anyway, the weak economy does not produce intense pollution, and as urbanization is on a moderate level, there are no existential ecological problems.

Until a new political order is implemented, development assistance is a drop in the ocean

It is more than obvious that Africa is in an alarming condition. Global institutions offer development assistance on a high level, but there are serious problems of steering help. Due to the chaotic political situation and dangerous conflicts, money and goods cannot easily be given to those who need it the most. Countries which want to stop migration flow intensify their efforts, but within the tense situation all over the whole continent, even large sums seem to be a drop in the ocean. The implementation of a new political order is mandatory to turn around Africa's situation.



Scenario 7 is an overall negative future with critical conditions in politics and economy. The scenario fits well to the situation in countries like Somalia, Eritrea, DR Congo, Sudan and the Central African Republic. Also other countries show a significant fit to scenario 7.

| | |
|---|---|
| Demographics (Migration/Urbanization) | High migration pressure (with lower level of urbanization) |
| National states and political integration | Failed states – Disintegration of national states |
| Political systems / Participation | Growing scepticism and/or resistance against totalitary systems |
| Internal political stability / Government effectiveness | Low level of internal political stability and low level of government effectiveness |
| Military/violent conflicts / Role of military | Several all-over-war-situations |
| Rule of law / Corruption | Anarchical structures (Low level of rule of law and high level of corruption) |
| Internal conflicts (societal, cultural, ethnical, religious) | Several massive conflicts (societal, cultural, ethnical, religious) |
| Education (Literacy, Higher education) | Limited relevance of education |
| Ethno-linguistic structure and fragmentation | Dominance of ethnical identities |
| Value systems (Tolerance, changeability) | Rigid and less tolerant value systems |
| Societal development / Individualization | Dominance of extended tribal families and clan-structures |
| Economic development / Wealth | Overall low level of economical development - only a strong elite is developing positive |
| Primary Sector (Agriculture & Resources) | Public authorities drive agriculture and resource-economy |
| Industrial development / Structural change | Remaining public driven structures and low level of industrial modernization |
| Technology policy and investment climate | High level of conservation of economic structures and own interests |
| Public budgets (internal/external financing) | Low level of tax revenues (and unclear level of external financing) |
| Technological performance and infrastructure | Technological backlog and low level of infrastructure |
| Foreign Direct Investments (FDI) | Generally low level of foreign direct investments |
| Official development assistance (ODA) | High level of official development assistance (with unclear influence of financiers/external organizations) |
| Climate Change and environmental pollution | Low level of own environmental pollution (with unclear consequences of climate change) |
| Environmental policy and environmental awareness | Generally low level of environmental awareness (political, economical, societal) |
| Relation to Western world (influence/attitude) | Negative attitude of Western culture and lifestyle (with unclear influence) |
| Relation to NIC-states (influence/attitude) | Negative attit of NIC-countries (with unclear influence) |
| International trade (exports / imports) | Low integration into regional and global economies |

Outlook:

Working with scenarios

For successful use of scenarios, it is important that all participants have the same understanding of the function and effect of scenarios. This includes several general assumptions:

- Scenarios are not the »one and only true« future, but a possible course of the future. Individual elements in a scenario are not »the only possibility«, but usually »the one that matches best the other elements in the scenario«.
- Scenarios are not strategies but (thinking) tools for the development of better strategies.
- Scenarios are not objective, but »group-subjective« – which means that they represent the points of view of the scenario team.
- Scenarios contain no decisions, but present environments within which we have to make decisions.
- Scenarios are not »developed well« when they occur precisely, but when they support orientation, decision-making and learning processes in companies in a targeted manner.

Scenarios are used in diverse manners in companies and organisations. Below, six important application options are presented.

Evaluation of the scenarios and derivation of development paths (Use case 1)

For scenarios that are based on extreme future projections, probabilities cannot be sensibly determined. Since many decision-making processes will still require statements on current development trends, an evaluation can be performed after describing the scenarios. In this step of the procedure, the present, expectation and desired future are assessed for the projections of every single key factor. This permits the determination of trends, stabilities and changes, as well as opportunities and risks. At the same time, it can be shown towards which scenarios in the future space the current development points. Based on this, paths from today to the individual scenarios can be sketched. Often specific paths appear through which the change processes take place.

Consequence analysis (Use case 2)

Many of one's own action options are reactions to context developments. Therefore, it is often first about analysing the effects of the scenarios on one's own company, one's own organisation or region. In this effect analysis, all scenarios should be kept »in play« for as long as possible to thus also identify the opportunities hidden in the allegedly more negative scenarios and the often-suppressed dangers of superficially »good« development. For these opportunities and risks, specific options for actions in the form of measures, projects or programmes can be defined.



Robustness check (Use case 3)

External scenarios are like the »long-term weather report« for a transaction or an activity. Therefore, present strategies or concepts can be reviewed for their future capability with the help of scenarios. In this manner, the weaknesses of present strategies become clear. At the same time, it becomes recognisable whether and how far the strategies are robust against changes to the environment.

Scenario-supported decision-making (Use case 4)

How we handle uncertainty depends on how many and which context scenarios are considered in a strategic decision. Two extremes can be differentiated: in the scope of focused strategies, we focus on an expected scenario and develop a matching strategy. In the scope of robust strategies, several – or even all – scenarios are considered for actions taken. As a consequence, two types of scenarios can be differentiated from the strategy's point of view: strategy-forming scenarios are the basis of one's own action. Often, they are specified more closely, to serve as the basis for roadmaps and plans. Strategy-critical scenarios in contrast are not a basis for one's own strategy. However – and this is a central item of Szenario-Management™ – they should not be neglected. Such rather improbable scenarios must be observed. Therefore, they form the focus for systematic early recognition in the scope of scenario monitoring.

Scenario Monitoring (Use case 5)

Scenarios are like »maps of the future« – therefore, they should not be discarded after first use, but continue to be used. This process of regular observation of a future space developed by scenarios is called scenario monitoring. It can be linked with trend management to become an early recognition process.

Scenarios in change processes (Use case 6)

Scenarios have also turned out to be an important instrument in systematic change processes. They make external change possibilities as well as one's own options for action clearer and contribute to the openness of managers and organisations towards the future.

Main sources for scenario assessment

All 24 key factors are assessed by specific indicators which came from different sources including:

- **Berlin Institute for Population and Development:** www.weltbevölkerung.de/laenderdatenbank
- **CIA World Factbook:** www.cia.gov/library/publications/the-world-factbook/
- **Financial Times:** www.fdimarkets.com/
- **Fischer Weltalmanach 2016:** www.weltalmanach.de/
- **Heidelberger Institut für internationale Konfliktforschung:** Conflict Barometer 2014
- **Human Rights Watch:** World Report 2014
- **International Food Policy Research Institute (IFPRI):** The Global Hunger Index, www.ifpri.org/publication/2015-global-hunger-index-armed-conflict-and-challenge-hunger
- **Reporter ohne Grenzen:** Rangliste der Pressefreiheit, www.reporter-ohne-grenzen.de/weltkarte/
- **The Fund for Peace:** Failed State Index, www.laenderdaten.de/indizes/failed_state_index.aspx
- **The World Bank Group:** The Worldwide Governance Indicators (WGI) project, info.worldbank.org/governance/wgi/index.aspx#home
- **The World Bank Group:** data.worldbank.org/indicator
- **The World Bank Group:** Poverty in a rising Africa. Africa Poverty Report, 2016
- **Transparency International:** Corruption Perceptions Index 2014
- **trendwatching.com:** 5 African Consumer Trends for 2016; <http://trendwatching.com/trends/5-trends-for-2016-africa/>
- **UNESCO:** Demographic and Health Survey, Multiple Indicator Clusters Survey
- **United Nations:** Human Rights Risk Atlas 2015, maplecroft.com
- **University of Notre Dame:** Global Adaption Index (GAIN), index.gain.org/

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