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## **Project Proposal**

# **The South African Scenarios Study: Two Decades of Learning**

November 2005

## **Executive Summary**

The SA Node of the Millennium Project, in conjunction with the African Futures Institute, seeks funding support in the amount of \$60,000 to support a research project to document, analyse and compare the conceptual, methodological and analytical approaches used by the more than ten major scenario exercises that were conducted in SA before and after the 1994 constitutional transition; assess the impact these various scenarios had in shaping the development of society; and extract the learning from these to build foresight capacity in SA and Africa.

The project will be run for a period of about one year from commencement. However a first Phase will be embarked upon immediately on the basis of funds that have been raised to date (see Annexure B).

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## **Introduction**

South Africa had seen several scenario exercises conducted during the period of its political and constitutional transformation. According to an initial list compiled by the SA Node of the Millennium Project, at least 3 major scenarios were conducted in the run-up to the 1994 constitutional and economic transition, which all helped to facilitate the transition. In the ten years thereafter, at least a further 10 “national” scenario exercises were conducted, ranging from the future of trade unions to energy needs. Other relevant or related scenarios have been conducted on regional concerns, including on topical issues such as Zimbabwe and HIV/AIDS.

Thus we have over 18 scenario exercises that have been conducted over two decades which present a powerful, live case study – how did they work and what did they achieve. The learning that can be extracted is tremendous.

## **Problem Specification / Project Description**

In 2005 when the SA Node reflected on what projects it should embark upon in its mission to enhance futures thinking and study in South Africa, the execution of a multi-stakeholder, national scenarios exercise was an early option identified. However, important questions were raised about what the purpose would be of conducting “yet another scenarios exercise.”

This led to reflection on the range of scenarios studies that have already been conducted in SA over the past two decades, how they had been conducted, and what they had achieved. A number of issues were identified:

1. The approaches used for these studies (conceptual, analytical and methodological) have not been interrogated to derive learning from them.
2. There has been no clear mapping (beyond anecdotal indications) of the impact or benefits derived from these exercises.
3. There has been no collection and documentation of these various scenario exercises in such a manner as to make them a useful and accessible resource.

Therefore, from the point of view of enhancing the capacity for futures studies in the region, this wealth of experience has not had the magnitude of contribution that might have been achieved.

In discussions between African Futures Institute and the SA Node it was determined that a project that:

- document the scenarios exercises,
- analysing and comparing the conceptual, analytical and methodological techniques used in those scenario exercises, and
- assessing the practical outcomes that were achieved by them,

would be an important contribution to strengthening and deepening the understanding and capacity for futures research in South Africa. The benefit will not only be localised to SA and Africa, but can have wider international relevance as well.

## Justification

It is the mission of the SA Node to:

- spread the culture of futures thinking in the region;
- deepen expertise in futures amongst institutions and individuals in Southern Africa; and
- galvanise and mobilize Southern African experts and networks to participate in the activities of the Millennium Project.

This project presents an opportunity to do all of the above based upon interrogating past work which will also give guidance on why and how futures studies can be conducted based on past experience.

## Objectives

To document, analyse and compare the conceptual, methodological and analytical approaches used by the 18 major scenario exercises that were conducted in SA before and after the 1994 constitutional transition; assess the impact these various scenarios had in shaping the development of society; and extract the learning from these to build foresight capacity in SA and Africa.

## Project Activities

The following activities are envisaged:

Activity	Duration
1. Recruit and train 8 students (M or PhD level) to assist the project as research assistants (RAs): a. Develop and provide RAs with a research framework and standard documentation and reporting formats to allow comparability of results; b. Expose RAs to key concepts, philosophies, and methods and processes of futures study.	1 month
2. Gather information on futures studies of national importance conducted so far in SA and draw up a comprehensive list of such studies. Summarize each identified study in specified format.	2 months

3. Conduct interviews with the main actors and scholars involved in the studies identified to discuss the theoretical underpinnings, the methodological framework, the various outputs, and assess specific impact of each on the country's development (or other impact). Other stakeholder interviews and secondary research may also be required. Documentation and reporting.	3 months
4. Organizing 2-days workshop, gathering various stakeholders (including the authors of these studies and targeted stakeholders);	1 month
5. Analysing and preparing a synthesis of this research, outlining commonalities and differences in approaches and impacts and drawing up lessons for the future.	3 months
6. Development of publications and dissemination.	2 months
<b>Total Duration:</b>	<b>12 months</b>

The project will be run for a period of about one year from commencement. It will start once the necessary funds have been raised. Ideally, a timeframe of November 2005 – November 2006 is envisaged to capitalise upon periods of student availability.

### **Outputs**

- Documentation of at least 16 SA scenarios
- Synthesis report of analysis
- Stakeholder workshops
- Publications and other dissemination activities (e.g., public seminar)
- Contribution to human capital development by supporting graduate students

### **Expected Outcomes**

- Learn from the scenarios and the actual outcome of developments in SA how scenarios can be used most optimally to ensure development and progress.
- Build the capacity of futurists in the region.
- Build a network of futurist who liaise and work with one another and spread the use and knowledge of futures work through the region.

## **Budget**

The SA Node of the Millennium Project has so far identified 18 major futures / scenarios studies developed in the period 1985 to 2005 that qualify as “futures studies of national importance conducted so far in SA.” Based on an average of 1 research assistant per 2 or 3 scenarios, the following budget is proposed:

<b>Item</b>	<b>Cost</b>
8 Research Assistants (M or PhD level)	R 192 000
RA Trainer & Supervisor	R 64 000
Workshops	R 36 000
Sustenance & Travel	R 35 000
Project management	R 38 000
<b>TOTAL (ZAR):</b>	<b>R 365 000</b>
<b>TOTAL (USD) approx.:</b>	<b>\$ 60 000</b>

The African Futures Institute has already raised a sum of \$10 000 towards this project, and the Embassy of Finland has pledged start-up support to the SA Node in the amount of \$4,400. A balance of about \$45 000 is therefore required in order to successfully complete the project. A first phase based on available budgets is proposed (see Annexure B) and interim measure while full funds are identified.

## **Project Implementation and Monitoring**

The project will be run by the SA Node of the Millennium Project ([www.samnode.co.za](http://www.samnode.co.za)) in collaboration with African Futures Institute ([www.africanfutures.net](http://www.africanfutures.net)).

RAs and supervisors will be arranged through strategic linkages with local universities.

## **Annexures**

- A. Summary of existing scenarios
- B. Phase 1 Proposal

## ANNEXURE A: SUMMARY OF EXISTING SCENARIOS

Full Title of Initiative	Author / Publisher	Date
<b>SOUTHERN AFRICA:</b>		
1. The world and South Africa in the 1990s	Clem Sunter	
2. Old Mutual	Old Mutual	
3. The Mont Fleur Scenarios	Pieter Le Roux	1990s
4. The Future of the Unions – September Scenarios	COSATU (The Congress of South Africa Trade Unions, September Commission)	1997
5. The Knowledge Intensive Services Business in 2007, and Scenarios 2014	CSIR	1997, 2003
6. Southern Africa 2020: Five Scenarios	Institute for Global Dialogue & Friedrich Ebert Foundation	2002
7. Southern African Scenarios 2015: Renaissance, Asymmetry or Decline and Decay?	South African Institute of International Affairs (SAIIA) for CIDA	2003
8. SADC 2015 Scenarios	CSIR	2003
9. Energy Scenarios	CSIR	2003
10. Africa 2025: What Possible Futures For Sub-Saharan Africa	African Futures Institute	2004
11. AIDS in Africa: Three scenarios to 2025	UNAIDS	2005
12. ZIMBABWE: A Pre-election Overview and Recovery Scenarios	SAIIA	2005
13. SAIRR 2015	SAIRR	
14. South African Futures 1997-2012	ESKOM	
15. ABSA 2015	ABSA Econ Dept	
16. Zimbabwe scenarios	DFA	
17. SA Government scenarios 2014	Office of the President	
18. DST Foresight studies	SA Department of Science & Technology	
<b>OTHER INTERNATIONAL / GLOBAL SCENARIOS:</b>		
19. Shell global scenarios	Shell	2004
20. Millennium Project global scenarios	MP	range
21. Kenya at the Crossroads: Scenarios for our Future	Institute for Economic Affairs & Society for International Devpt	2000
22. Global Scenarios Exploring Sustainable Development 2000-2050 (WCSD)	World Business Council for Sustainable Development.	1997

## **ANNEXURE B: PHASE 1 PROPOSAL**

The Finland Embassy has provided some start-up funding to the SA Node to initiate this project while the funds for the full exercise are identified.

The team intends to initiate the following activities based on this available funding, in addition to the amount pledged by African Futures Institute, between November 2005 and March 2006 with a view to having the full project funding procured during that same period for continuation and completion of the full initiative.

The following programme is proposed:

<b>Task</b>	<b>Duration</b>
<b>1. Project initiation</b> a. Establish Phase 1 Project Charter b. Develop job descriptions & recruit RAs	<b>2 weeks (Nov-05)</b>
<b>2. Recruit and train 8 students (M or PhD level) to assist the project as research assistants (RAs):</b> a. Develop research framework and first round mapping / assessment framework b. Develop standard documentation and reporting formats to allow comparability of results c. Training seminar for RAs to introduce them to key concepts, philosophies, and methods and processes of the study	<b>1 month (Dec-05 / Jan-06)</b>
<b>3. Gather information on futures studies of national importance conducted so far in SA / region and conduct first-round assessment</b> a. Identify and draw up a comprehensive list of such studies b. Collect information in order to summarize each identified study in specified analysis format c. Map each study into assessment framework d. Draft report on Phase 1 study	<b>2 months (Feb/Mar-06)</b>
<b>TOTAL DURATION:</b>	<b>Nov 05 – Mar 06</b>

The RAs will work in sub-teams in order to enrich their interrogation and capitalise upon multi-disciplinarity.

They will be supervised by Alioune Sall of the African Futures Institute who has significant experience in the field, and the project will be coordinated by Geci Karuri of the SA Node.