NaDiMa Dialogue 8

Developing Scenarios for Disaster Risk Reduction
Day II

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Today's schedule

Day 2 (24 April)
Independent group work (9am CET)

Break (12pm CET)
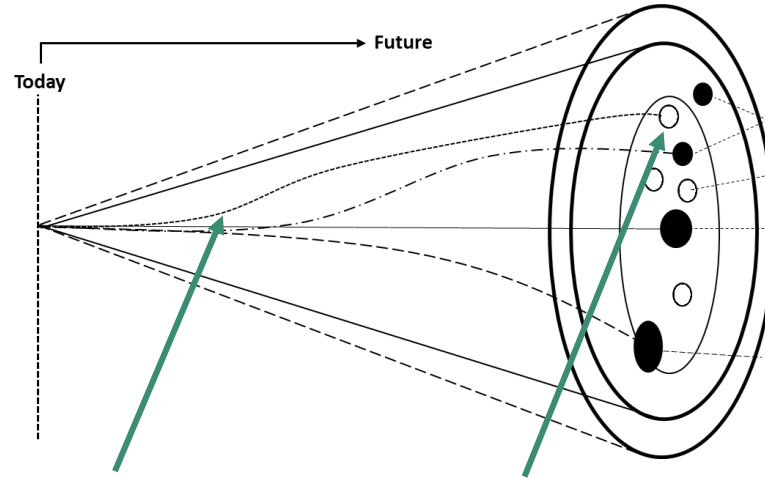
Using scenarios (1pm CET)
- Monitoring progress through indicators
- Scenario communication

Presenting and discussing scenarios
- Supervised group work
- Group work presentations

Discussion / Q&A

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Indicators

At this point, we need to know…

… that we'll end up there.

- Indicators are observable phenomena that can be monitored to track events, spot emerging trends, and warn of changes.

- Can have various usages, but are often paired with scenarios

- Value-added: Humans often miss gradual change or patterns are too complex to realise impact

Indicators

- Howto:
  - Identify events, situations, or elements you will expect to see when a certain scenario realises
    - Potentially: Structured brainstorming or evaluating drivers can help
  - Review and discard/merge all redundant indicators
  - Examine that each indicator meets the following five criteria:

Observable	• The indicator must be observed and reported by a reliable source
Valid	• The indicator must be relevant to the scenario's end state • Must be inconsistent with alternative explanations
Reliable	• Collected data must be of sufficient quality to evaluate the indicator
Stable	• The indicator must be useful over time and allow to track events
Unique	• The indicator needs be consistent with one scenario only.

- Making indicators more sophisticated: Scale rating for each indicator's relevance, assigning levels of confidence, list gathering sources

Indicators

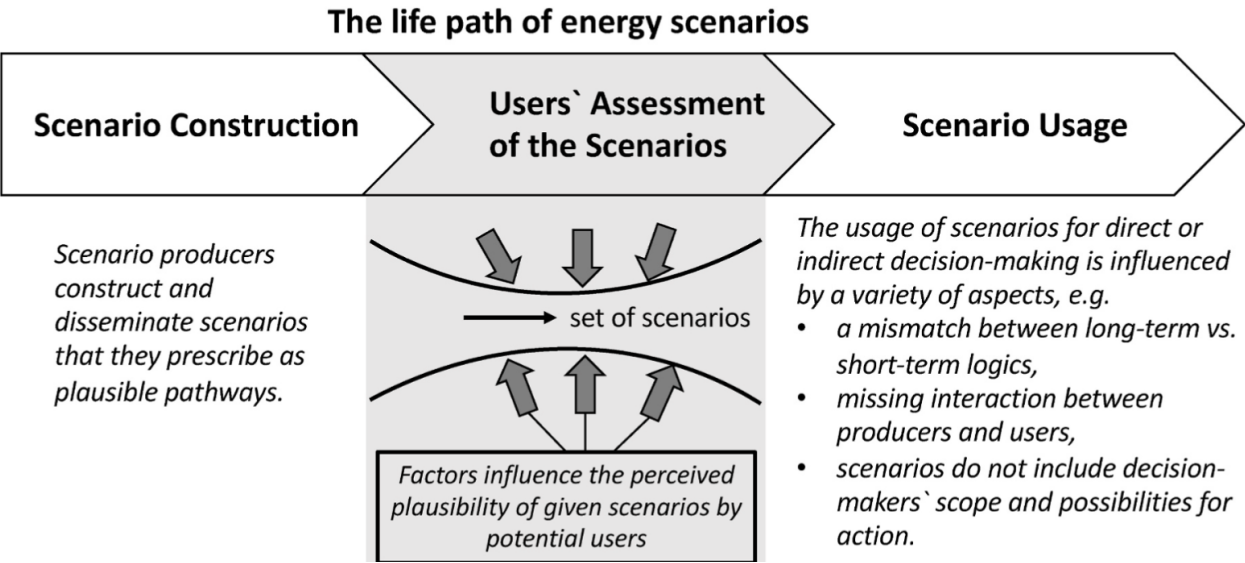|	Transformation	Reform Gone Awry	Choices Deferred	Degeneration
External actors				
Saudi position	Crisis needs a strategic response.	Meddling.	Support to all factions. Just enough to stabilize.	Meddling.
Western position	Reform focus	Paralysed.	Counter-terrorism (CT) focus. Little reform conditionality.	Paralysed.
Financial inflows	Massive investment.	Little or none.	Just enough to stabilize situation. Emphasis on military aid for CT.	Little or none.
Internal situation				
Rule of law	Improving.	Growing lawlessness.	Security efforts focused against armed Islamists.	Collapsing.
Elite position	Development of long-term strategic vision of 'sustainable corruption'.	Moves to replace key commanders resisted. Overt conflict.	Business-as-usual works, supported by aid inflows.	Facing terminal crisis. Overt conflict
Security-sector reform	Managed transition.	Too fast, provoking resistance.	Superficial.	None or increasingly meaningless
Patronage system	Slow erosion.	Losers become spoilers.	No change.	Collapsing.
Investment	Non-hydrocarbon investment that creates jobs.	No change.	No change.	Declining.
Corruption	Corruption 'take' decreases to a level that allows reinvestment.	Ineffective efforts.	No change.	Increasing.
Economic development	Employment and tax take improves.	No initial change, followed by decline.	No change. No challenge to 'old money' elite.	Collapse.
Humanitarian situation	Significant poverty but welfare payments working.	Welfare payments avert worst of crisis.	Minimal humanitarian aid. Patronage buffers crisis.	Massive crisis.
Position of government	Cautious reform. Extension of basic services.	Rapid reform, without strength to implement.	An instrument of elite consensus.	Increasingly irrelevant.
Popular participation in governance	National Dialogue drawing in civil society, women.	Initial enthusiasm, but growing protests and strikes.	Purely cosmetic. Lack of buy-in from key groups. 'Change Square' opposes.	None. Growing opposition. Subsistence-level self-reliance.
Tribal position	Sheiks see benefits in participation.	Pipelines cut.	Patronage buys consent. Local crises sputter.	Local self-reliance. Pipelines cut.
Regional position	Houthis and southerners participate in National Dialogue.	Houthis and southerners initially participate in National Dialogue.	Divisions and contested representation. Opposition to dispensation.	Fragmentation into zones of local control.

User assessment

The life path of energy scenarios

Scenario Construction	Users` Assessment of the Scenarios	Scenario Usage

Scenario producers construct and disseminate scenarios that they prescribe as plausible pathways.

→ set of scenarios

Factors influence the perceived plausibility of given scenarios by potential users

The usage of scenarios for direct or indirect decision-making is influenced by a variety of aspects, e.g.
- *a mismatch between long-term vs. short-term logics,*
- *missing interaction between producers and users,*
- *scenarios do not include decision-makers` scope and possibilities for action.*

Table 1
Overview of analysed theoretical concepts of plausibility.

| In scenario planning, plausibility is associated with...		
Informal logic and inference [50]	*Narrative storytelling* [51–53]	*Cognitive capabilities* [56]
	The corresponding disciplines are consulted:	
Philosophy of sciences, informal reasoning [57–60], argumentation theory in policy studies [60]	Narrative theory [62–64], including notions from linguistics, structural and cultural narrative theory	Cognitive and educational psychology [65–70]
	Key notions on how plausibility assessments are made:	
• A statement's plausibility can be explicitly assessed by evaluating the credibility and reliability of the source of the statement. • The plausibility of an argument depends on the persuasiveness of the data and the evidence.	• The plausibility of a narrative is dependent on whether the narrative adheres to generalized internal structures, or 'story grammars'. • A narrative's plausibility is dependent on the story's resonance with cultural identities and well-established rules of social interaction.	• Processes and resources involved in individuals' plausibility judgments include: the relation between plausibility and congruence of information with individuals' own beliefs, their cognitive and emotional involvement in the topic, their personality traits and styles.

Schmidt-Scheele, R. (2020). 'Plausible'energy scenarios?! How users of scenarios assess uncertain futures. *Energy Strategy Reviews*, *32*, 100571.

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User assessment
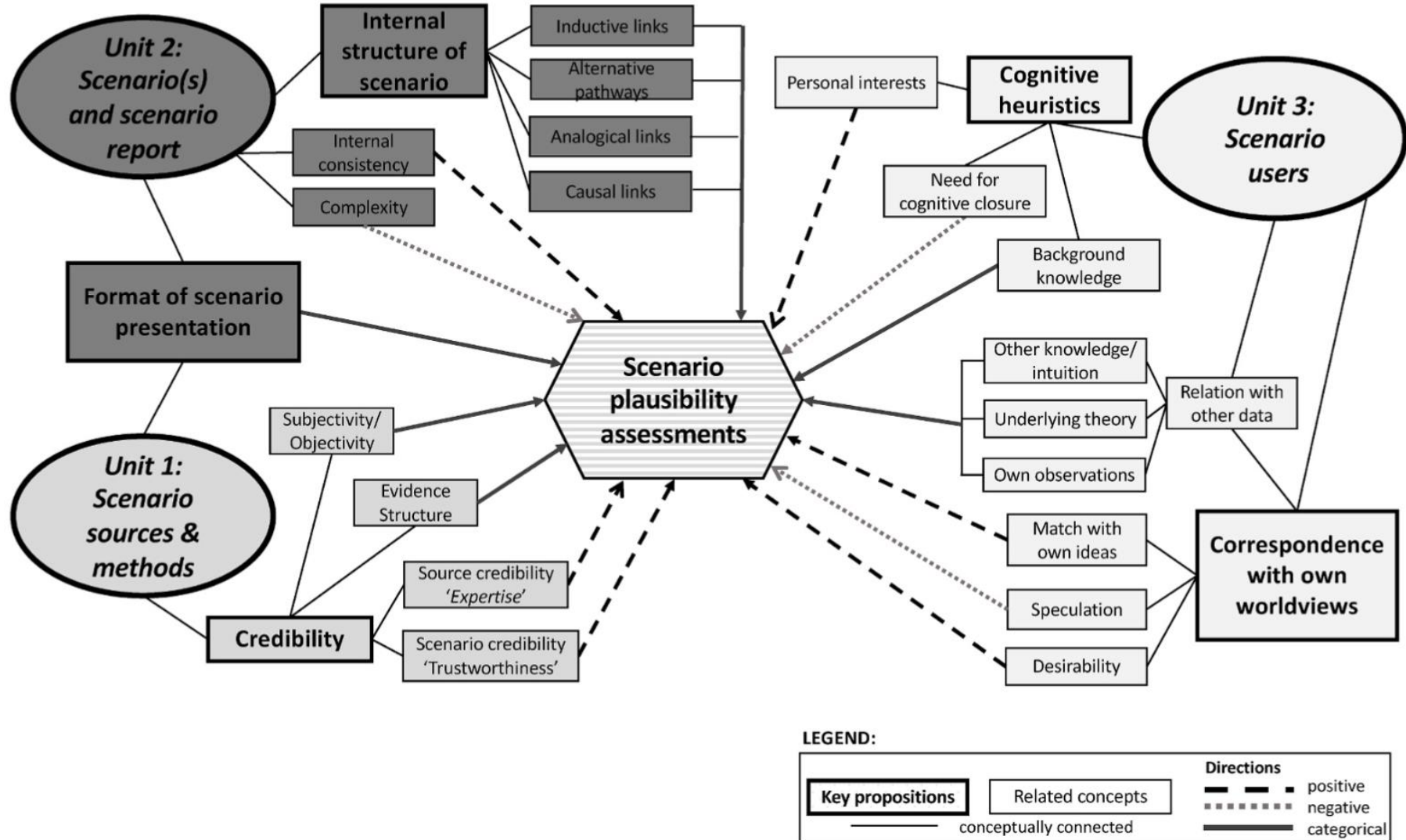
Schmidt-Scheele, R. (2020). 'Plausible' energy scenarios?! How users of scenarios assess uncertain futures. *Energy Strategy Reviews*, *32*, 100571.

Communicating scenarios

- Communicating scenarios requires (see Ringland, G., & Schwartz, P. P. (1998). *Scenario planning: managing for the future*. John Wiley & Sons.):
    - Opening remarks describing their uses, or offer a success story
    - Clearly present the question being looked at
    - Use vivid names and glossy booklets
    - Use interesting story lines, and a memorable timeline
    - And provide a process by which the scenarios can be used by the organization to decide what to do next.

- Regarding different audiences (see Henrichs, T., Zurek, M., Eickhout, B., Kok, K., Raudsepp-Hearne, C., Ribeiro, T., ... & Volkery, A. (2010). Scenario development and analysis for forward-looking ecosystem assessments. *Ecosystems and human well-being: A manual for assessment practitioners*, *10*.):
    - Scientific audience: Keep the communication geared towards outcomes, data, and methods
    - Policy-makers and stakeholders:
    - Long-term contrasting scenarios have a greater potential to challenge and inspire mind-sets than sole reference scenarios. Exploratory scenarios that cover a broader framework of social, technological, economic, environmental, and political driving forces in a consistent manner are more suitable to challenge "mental maps" and to challenge participants to think about "weak signals" or "early warnings" of change.
    - Scenarios need to be presented in an appealing, easy to understand, and communicative format, including standard visualisations but also newspaper articles or fictive letters from the future. Do not operate a broader outreach action process based on a traditional project report only.
    - Government and public administration are not monolithic blocks, and the expectations toward the scenarios can vary much according to the level of decision making. Experts on the working level usually prefer a more technical approach than high-level decision makers do
    - Set the expectations right from the beginning and to stress that scenario exercises are tools to support decision making. Often, decision makers in government (especially at higher levels) may seem somewhat biased toward forecasts or reference scenarios forecasts and might be overwhelmed by sets of scenarios that seem confusing rather than helpful in taking decisions effectively

Scenario visualisations
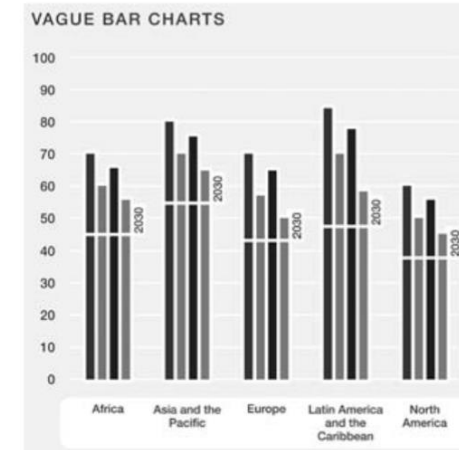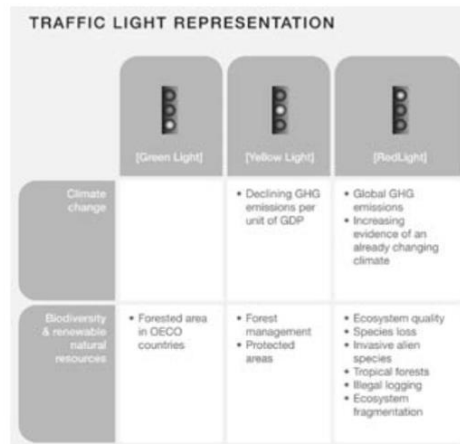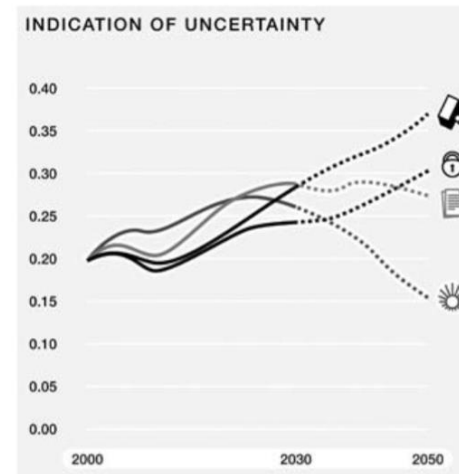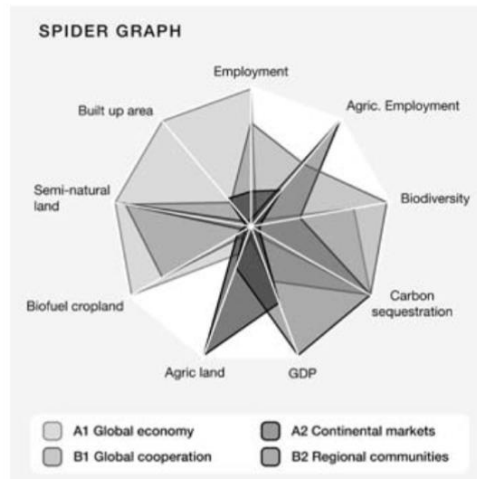
Henrichs, T., Zurek, M., Eickhout, B., Kok, K., Raudsepp-Hearne, C.,
Ribeiro, T., ... & Volkery, A. (2010). Scenario development and analysis
for forward-looking ecosystem assessments. *Ecosystems and human
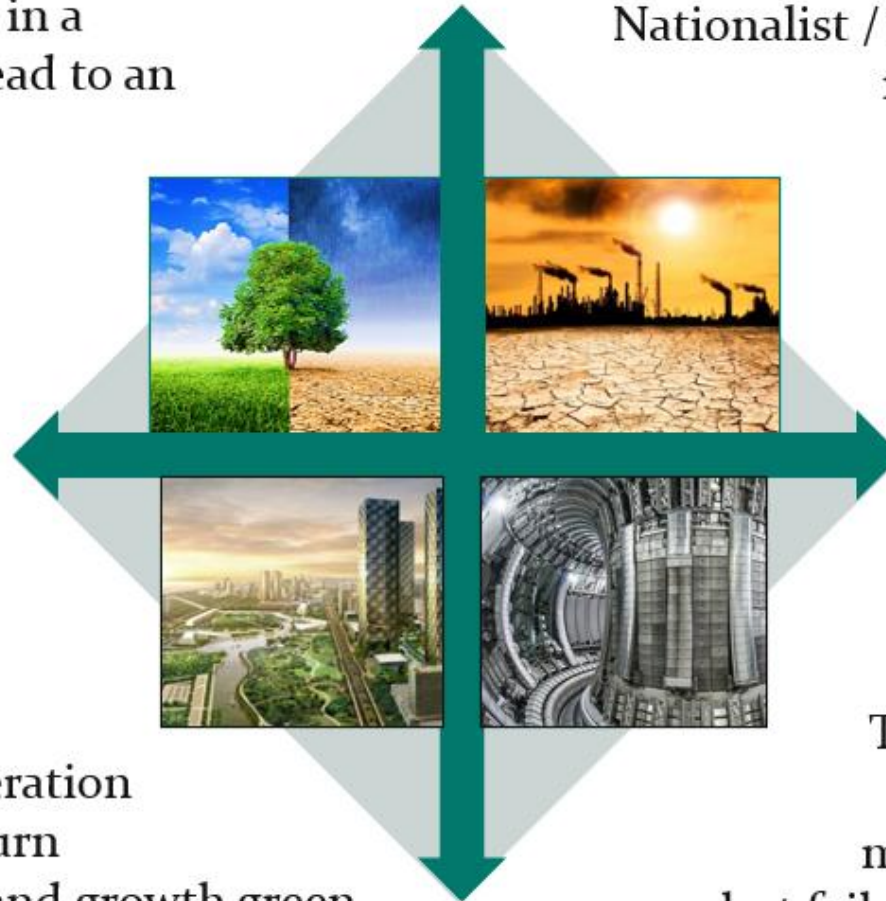well-being: A manual for assessment practitioners*, *10*.):

Scenario visulisation

Business as usual

Conflicting interests in a tense environment lead to an ambiguous future energy system.

Survival of the Fittest

Nationalist / regionalist world without regard to decarbonisation ends in large-scale climate catastrophes
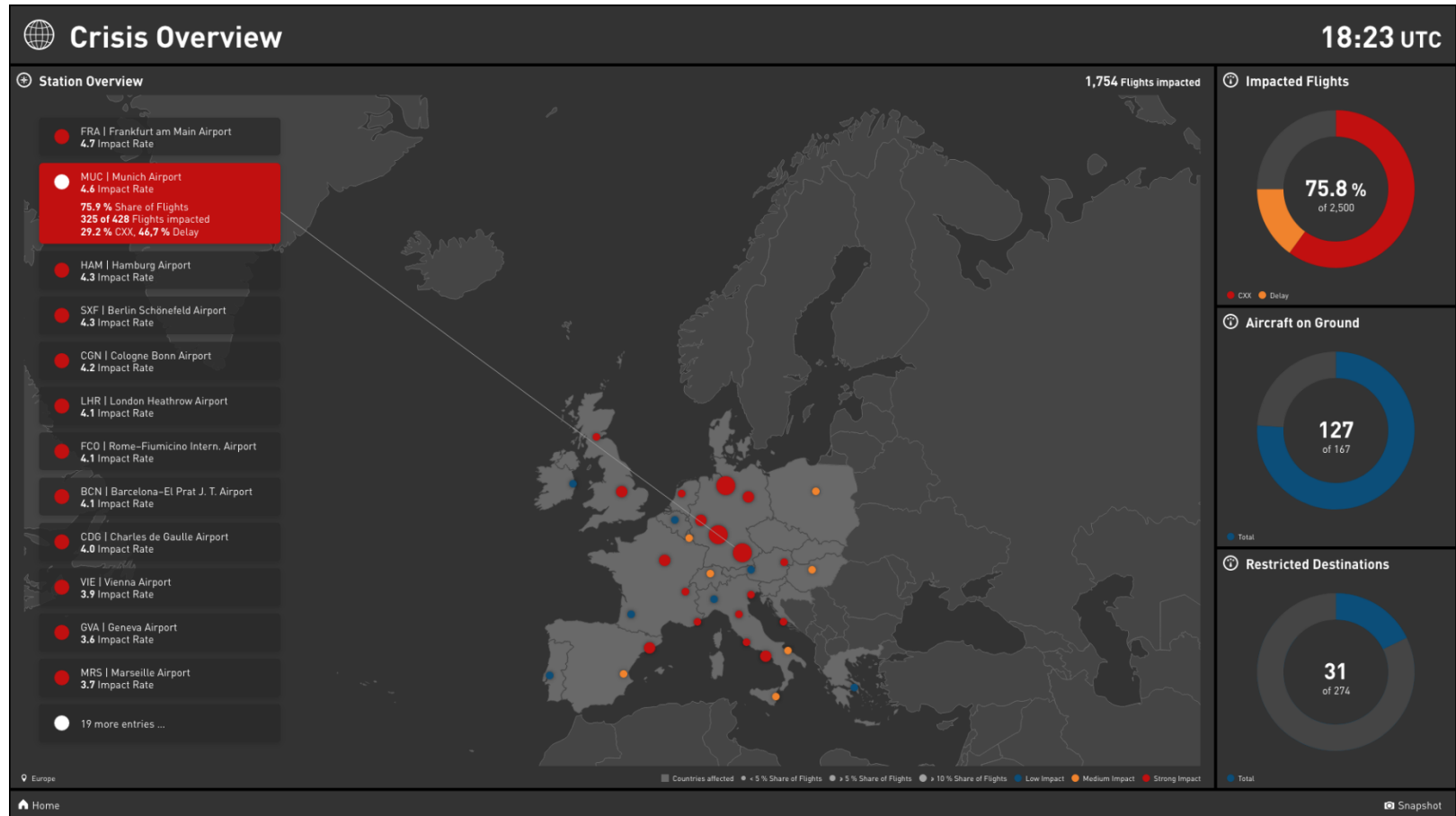

Revived global cooperation enables markets to turn civilisation, society, and growth green.

Technology-centred world with sudden advances manages to curb emissions but fails in deep decarbonisation.
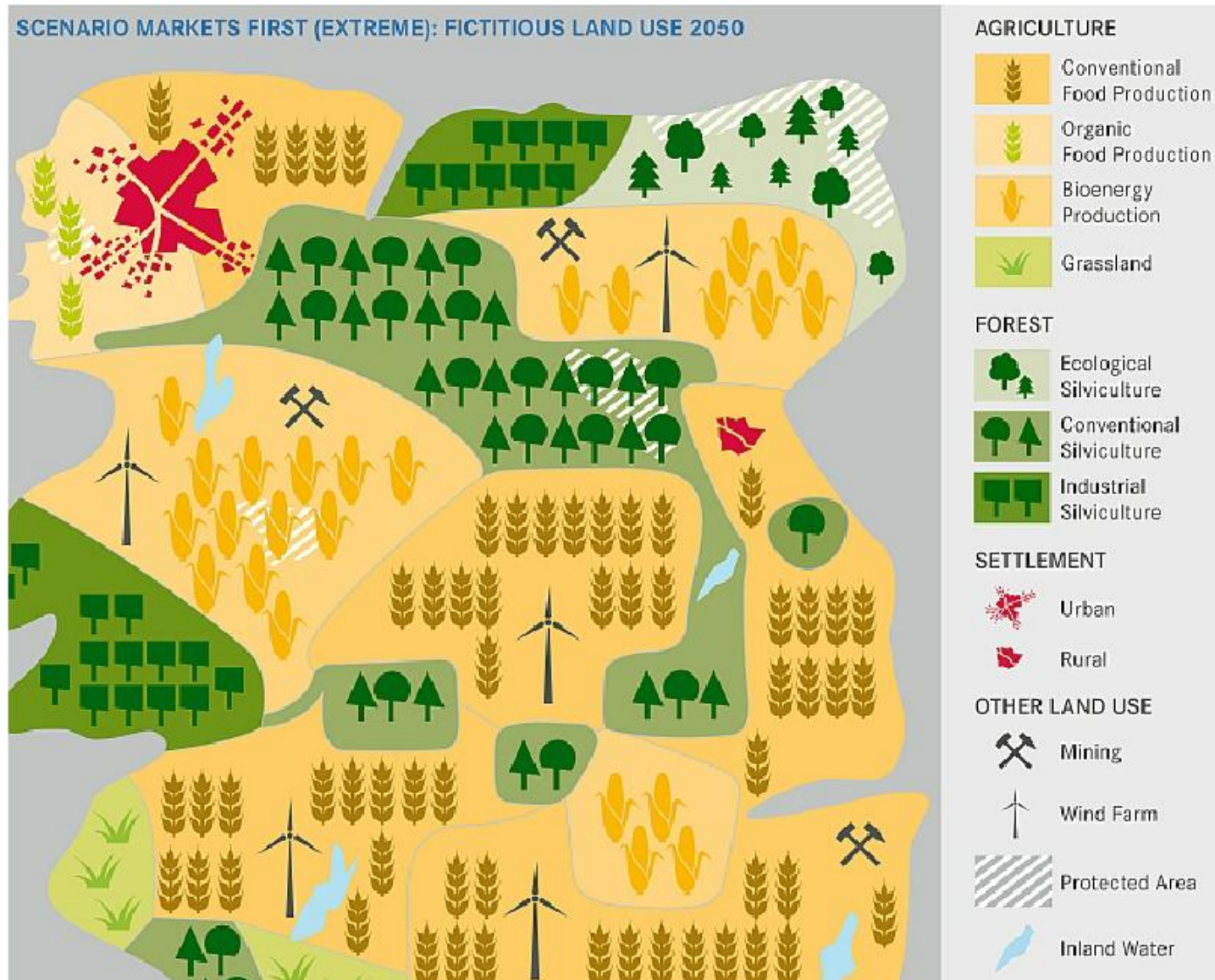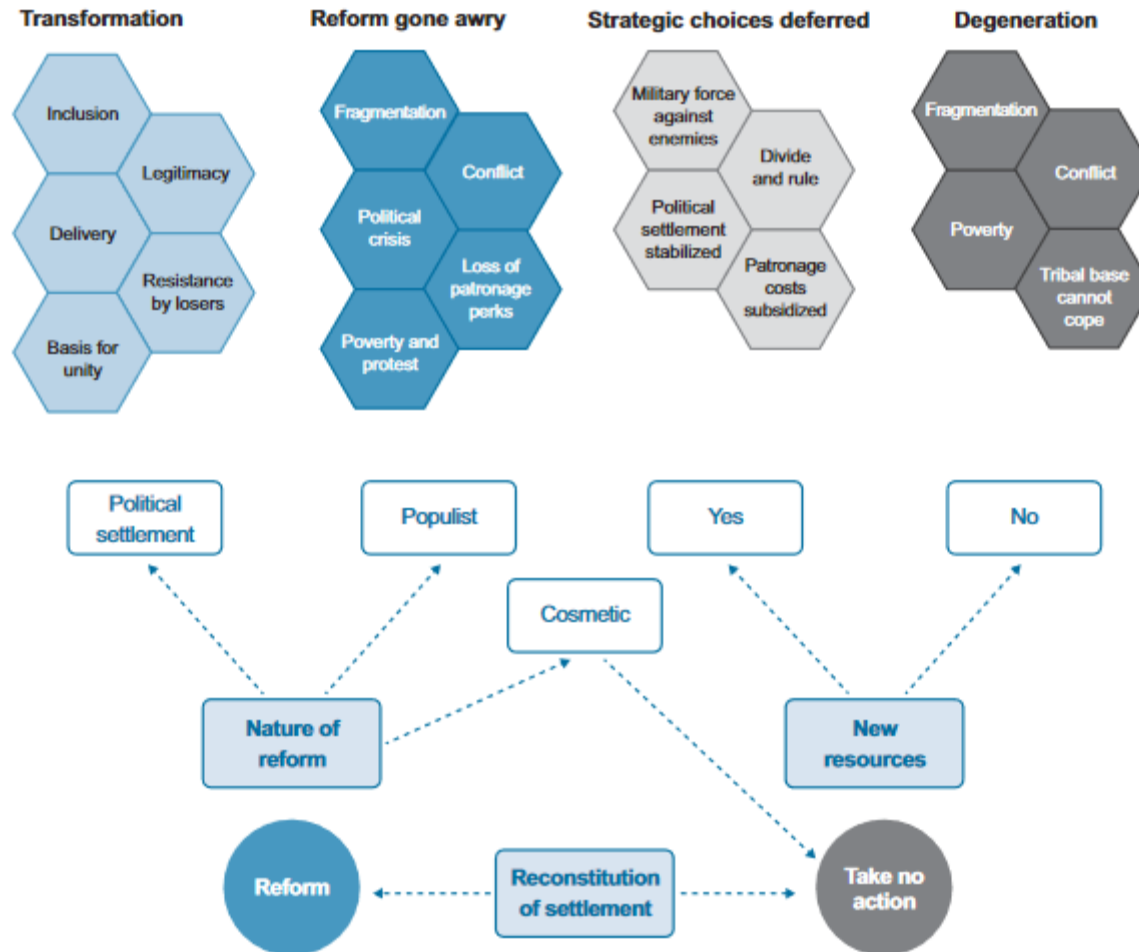
Green Cooperation

ClimateTech

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Scenario visualisation

Scenario visualisation

Scenario visualisation

Scenario visualisation

SCENARIO MATRIX FOR ONE OF THE DETROIT THREE AUTOMAKERS

High-priced

Engineer's challenge:
- Efficiency
- Protectionism

Green highways:
- Smaller cars

Neo-traditional consumer values

Inner-directed values

Long live Detroit:
- Muscle cars
- Brand

Foreign competition:
- Sportier cars
- Light trucks and vans

Low-priced
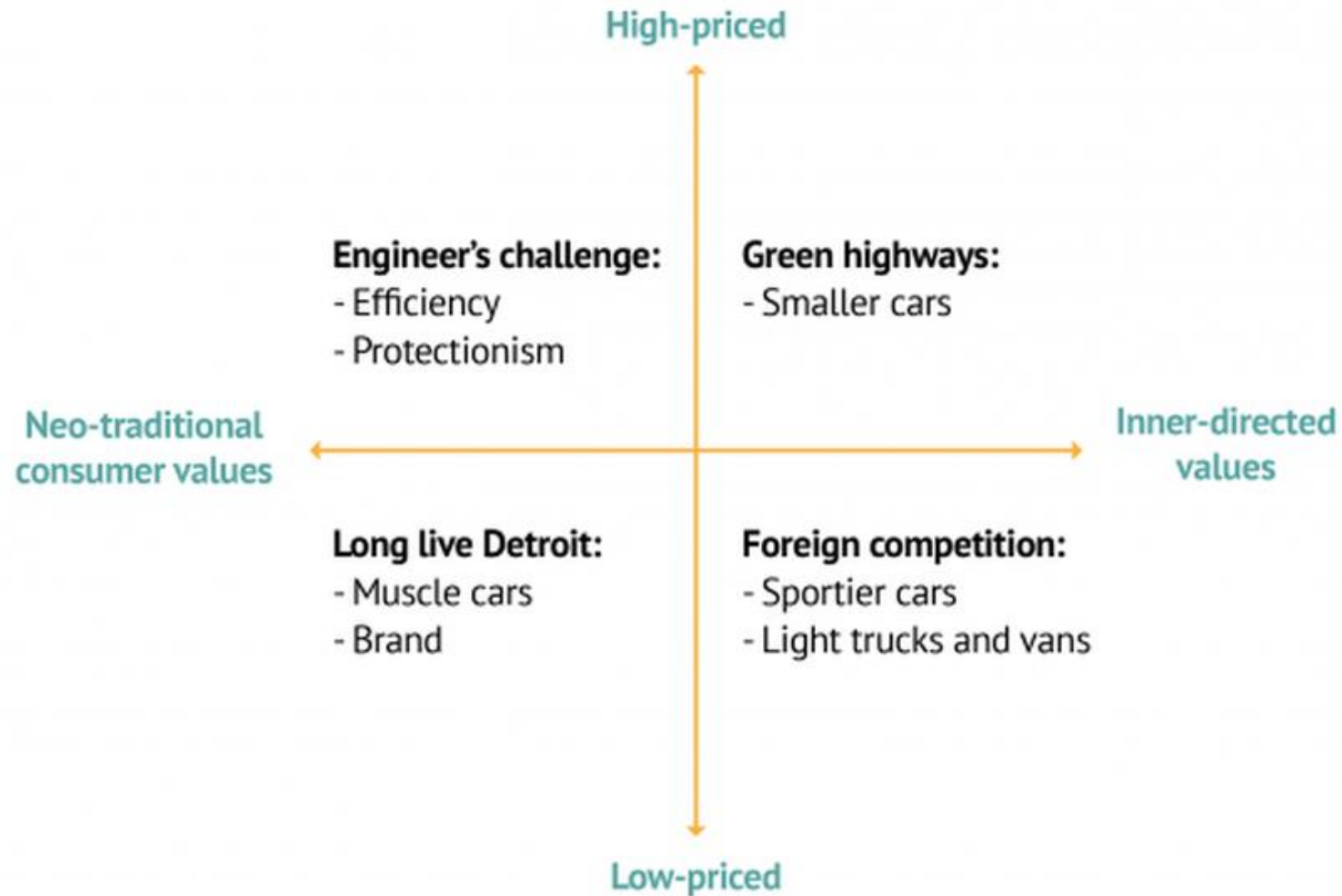
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Group assignments

Case 1: An earthquake in the Eastern Mediterranean

Case 2: Jordan's socioeconomic challenges – Covid-19 and beyond

Case 3: Wildfires threatening Antalya

Case 4: Iraq – Drilling in a tightening climate?

Case 5: A cold wave haunts Cairo