



Paths of the future:
Scenarios for Mali 2030

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ISBN: 978-99952-878-5-6

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Ségou, 2017



Table of contents

Preface	05
Summary	06
Scenario 01: The Permanent Crisis	08
Scenario 02: Mali on the Move	11
Scenario 03: Modest Recovery	14
Scenario 04: Chaos	16
Short Introduction to Scenario Planning as a method	18
Annex	20



Preface

Mali has gone through the most serious crisis in terms of politics, security and identity since its independence in 1960. It has had to face the invasion of the north-eastern part of its land by jihadist groups and rebels in 2012, the innumerable crimes and general insecurity which followed, then the coup d'état which shattered all state institutions. The complete collapse of institutions and public administration has demonstrated clearly the need to reconsider the concepts of the state and communal life, but also to objectively measure the size of the challenges Mali is facing concerning security, the economy as well as social, cultural and environmental matters.

As far as the individual and collective trauma which the people are still suffering is concerned, 2017 seems to present an opportune moment to question the nature and foundations of the institutions, as well as the validity of the development policies. The aim is to cast a critical eye on the factors (human and natural) and the trends (national and international) which influence the living conditions of communities in order to then draft scenarios of a common future for the Malian population, which takes the nation's challenges into account.

The Mali 2030 Scenarios are a joint contribution by the Centre d'Etudes et de Réflexion au Mali (CERM) and the Friedrich Ebert Stiftung (FES). They examine issues such as institutional reform, demography, youth, employment, education, socio-economic development, social inequality, national and sub-regional security, terrorism, religious fundamentalism, the implementation of the Agreement on Peace and Reconciliation, regional integration, justice and governance.

In total, four scenarios for a possible development of our country by 2030 are proposed. The first scenario, "The Permanent Crisis", refers to the continuation of the chronically bad living conditions of the previous decades. A second scenario, "Mali on the Move", tells of the country overcoming the crisis, returning to normalisation of production channels and the living conditions in the communities. "Modest Recovery", the third scenario, suggests a gradual improvement in the indicators of socio-economic and human development, while the central challenges remain unsolved. The fourth and last scenario, "Chaos", envisages the territorial and political break-up of the country.

This contribution by CERM and FES seeks to provide a position paper suggesting relevant approaches and political decisions and which can be used as a base for a more in-depth prospective study. The underlying aim is to assure the quality and sustainability of the policies and strategies put forward by the decision-makers in Mali and by the international community, in order to make peace and security permanent features of social life in our country and in the sub-region.

M. Ousmane SY

President, CERM

Commander of the National Order



Summary

The Friedrich-Ebert-Stiftung (FES) has already quite some experience with scenario work and has had relevant success with this approach in the past. The FES uses scenario building as an important strategic tool to identify difficulties or obstacles of a given country and analyze the interplay of external and internal factors.

The scenario workshop in Mali was jointly conducted by the Centre d'Etudes et de Réflexion au Mali (CERM) and the FES. The Scenarios Mali 2030 should act as a guidepost and warning to the country's development options by drawing the attention of sociopolitical actors to the influencing factors and possible futures.

Over a period of four days the workshop in Ségou brought together participants of different backgrounds, both in terms of academic training as well as geographical origin, including men and women. Diversity was crucial in the composition of the team.

SCENARIO 01

The Permanent Crisis

In 2030, despite Mali's territorial integrity being intact, major problems persist in terms of security, economy and social issues. Several reforms were unsuccessful. National and social cohesion has been badly damaged by assertions of identity. Secularism has been called into question by the meddling of religious players in political and social matters. The situation is viewed unfavourable internationally, causing a reduction in the resources from abroad (Malian diaspora and international aid). Decentralisation has not produced the results hoped for. In the eyes of the people the elected representatives lack legitimacy. The

people's mistrust of the administration and the justice system has grown. Land speculation has risen to an extremely worrying level. Certain areas for the exploitation of natural resources and mining are under the control of armed groups. Mali's army remains weak. The Barkhane and MINUSMA military forces have scaled back their personnel. Corruption and impunity, which benefit the mafia-like networks at the top levels of the state, have created a big disconnect between the people and their elites. Instead of embodying the expected coherent unity of regulatory systems, the country seems to head into collapse. The country is standing at a crossroad.

SCENARIO 02

Mali on the Move

In 2030 Mali is on the move upward surge. The social climate has quietened down, the state's authority has been reinstated and security restored. A new political leadership has been elected democratically which profits from its broad legitimacy. A consensual review of the Agreement for Peace and Reconciliation in Mali has enabled the conflicts among communities to be resolved. Jihadist groups have been largely marginalised, if not completely neutralised. The central state has abolished the personalised management of administrative functions. The laws suppressing illicit enrichment, corruption and financial crime have been applied effectively. The new policy of regionalisation has allowed the election by universal direct vote of regional executives and their provision with staffing and financial means. Local authorities are efficiently implementing regional development programmes. Technical and financial partnerships really support Mali in its efforts to develop and to restore peace and security. The

defence and security forces of Mali are in control of all of the national territory. They work closely with the sub-regional forces of ECOWAS and G5 Sahel. MINUSMA and Barkhane left Mali in 2025. Mali's economy is much more diversified as a result of increased involvement on the part of the private sector. Levels of unemployment have been significantly reduced. Social security is in place for all citizens. The country is an internationally recognised partner and is well integrated in the sub-regional and African structures.

SCENARIO 03

Modest Recovery

Mali is slowly recovering in the year 2030. The state has difficulty in exercising its control over all of the national territory. A modest level of economic development is bringing about a minimum of social stability. The Agreement for Peace and National Reconciliation is being implemented. The regionalisation process is allowing greater administrative autonomy and a fairer distribution of resources. The implementation of the law on military planning and the G5 Sahel scheme has enabled the size of MINUSMA to be reduced to a symbolic presence. Mali's new constitution has been passed following a referendum. The creation of a senate and a court of auditors have brought about better control of public finances. The national policy on worship and religion has created a statute for clerics and confessional organisations. Using alternative methods of solving conflicts has reduced pressure on the justice system. The new party charter has radically reduced the number of political parties. The creation of sustainable, qualitative infrastructure is facilitated by the policy of public-private partnership (PPP). But the risk of public debt remains consid-

erable. At an international level, citizens of Mali living abroad illegally are being forcefully repatriated. Nevertheless, the country is holding on to its place at the table of democratic nations.

SCENARIO 04

Chaos

In the year 2030 Mali is a country divided into two or more entities, the entities themselves weak and at great risk of socio-political implosion. The population is dispersed as a result of the conflicts between and within communities and of repeated social crises. The implementation of the Agreement for Peace and National Reconciliation has failed, just as have the reforms of the defence and security sectors. This means that the people do not recognise the national army, but rather the factions which secure the varying regions. Corruption and financial crime have reached unprecedented levels and the parallel economy is causing great damage, with trafficking in arms, drugs and people. Appropriation of land is leading to violent conflicts. Integrated sectors of production, such as animal husbandry, agriculture and fishery have collapsed. Deprivation and poverty aggravate the claims from specific groups. Insecurity has taken on many different forms and a climate similar to civil war prevails everywhere. The countries of the sub-region have issued an embargo against Mali and the international community increasingly envisages the legal partition of Mali. Barkhane left the country 3 years ago and MINUSMA only covers a southern zone, stretching from Kayes to Ségou. General instability and insecurity seem to be in place on a long-term basis.



Scenario 01: The Permanent Crisis

In the year 2030, even though Mali's territorial integrity is intact, major problems persist in terms of security, the economy and social issues. Numerous reforms have been attempted but did not meet the support of the citizens due to the seriously eroded trust in the elite's power and ethics. The acute problems of everyday life are punctuated by regular, prolonged strikes in all sectors. The assertion of identity is causing considerable disruption of national and social cohesion. Secularism is being permanently called into question due to the interference of religious figures in political and social matters. Questions regarding security persist in a large part of the country and rob the people living there of the usual resources for their livelihood, for example animal husbandry, agriculture and fishing.

As a consequence of the disorderly enforcement of the provisions contained in the Agreement for Peace and Reconciliation in Mali, regular rebellions by armed groups in areas in the centre and north of the country have taken place. The result is a rise in crime. This situation has led to a climate of fear in varying places in Mali, notably in those areas where the state is insufficiently engaged.

At the same time, on an international level the situation has evolved unfavourably as a result of the populist parties coming to power in the West and their economic situation. Consequently there is a continuous decline in funding from the technical and financial partners (TFP) coming from these countries. Due to the reduction of

international aid, weak investment in the economy, the difficulty in carrying out reforms, and an absence of civic spirit, the economic situation has become grim. Growth has stagnated and the citizens' purchasing power is on the decline.

Since areas outside of state control did not participate in the national and communal elections, representatives lack legitimacy. Although it was provided for in legislation and implemented on an institutional level, extensive decentralisation did not deliver the desired results. In particular the allocation of funds remains inadequate and below the levels stipulated in legislation.

The citizens' mistrust of the government and the justice system has increased, especially due to the impunity which characterises the varying crimes and the proliferation of scandals having no impact on the elites. The justice system is further characterised by the weak commitment of magistrates and a lack of ethics. Furthermore, vast swathes of territory remain outside the control of the Malian state, whose authority is deteriorating on a daily basis.

Despite the implementation of the Law on Military Planning, the Malian army remains weak. The same inadequacies persist in recruitment, in the moral rearmament of troops, in funding equipment and in the army's ability to react to varying hotbeds of tension. The towns under the authority of the state of Mali are also taking in more and more displaced persons from areas controlled by bandits and armed groups, as a consequence of conflicts between communities, jihadist activities and the mergers of factions sometimes arising towards certain communities. Purchasing power has experienced a growing decline over the twelve years preceding 2030. The fruits of the growth of very nearly the UEMOA norm of 5% are badly distributed. The weak industrial fabric of 2018 has deteriorated as a result of a shortage of investors and the mushrooming of the commercial sector, both formal and informal. The security issue has begun to have an effect on the economy, causing

both international and national investors to leave. From the south to the north, the tourist industry in Mali is moribund.

Land speculation has become rife. Despite not inconsiderable natural resources, bad management and exploitation by certain economic players prevent these riches from reaching the people. Furthermore, the conditions in traditional gold mining have deteriorated; this sector affects 3 to 4 million citizens and is still only poorly regulated by the state. A part of the areas containing these natural resources remains under the control of armed groups.

Against this background of rampant corruption and blatant individualism, social values are experiencing a sharp decline and the lack of civic spirit is taking on a worrying dimension. The power of the state to respond to the people's needs through basic social services has declined, in particular as a result of the flood of people leaving the occupied areas, high population growth and the aging infrastructure. The education system is creaking under the growing weight of the pupils and students.

In the large towns the water problem has become critical. Moreover, uncontrolled urbanisation causes a progressive degeneration of living conditions. Health centres and hospital facilities are burdened with outdated equipment and an absence of competent staff throughout all sectors.

The population of Mali has doubled in the last 12 years. The growing influence of religious leaders and their subsequent leverage on political game players has undermined policies on family planning and contraception. This situation has a negative effect on basic social services and reduces the already low level of literacy. The inadequate usage of pesticides, dubious agricultural practises and global warming coupled with increasing desertification has led to an imbalance in nature and soil erosion.

The general increase in conflict zones or in catastrophes in the world has resulted in the international community's attention being drawn away from Mali. Year for year there is now a significant decrease in the manpower of Barkhane and MINUSMA forces.

In 2030 Mali is in serious trouble. Governance over the last 10 years has been marked by corruption on the part of the elite classes, on a scale incommensurable since the advent of democracy. The climate of impunity and the mafia-like networks which are becoming increasingly apparent at the highest levels of state have led to a break down between the normal citizens and the elites. With the state nearing collapse, the need for change is becoming inevitable. Although territorial integrity is still intact, challenges are numerous: The security situation is worrying, economic growth is fragile and the country is unquestionably at a crossroad.



Scenario 02: Mali on the Move

In the year 2030, Mali is on an upward move. The social climate has calmed, security has been restored and, thanks to the effective implementation of a policy of regionalisation, regional and local authorities are achieving remarkable progress at the local level. A succession of social movements has led to the renewal of political leadership.

This leadership came to power democratically after the majority of the population of Mali supported the political vision it had proposed, but also due to a growing sense of dissatisfaction on the part of the people. The new leadership, which encompasses an important aspect of the Malian dynamic power, concentrates on political changes which benefit all the people of Mali. It

stands for the qualities necessary for a new kind of leadership: a sense of common interest, probity, competence, excellent morality and patriotism. Mali's civil society has played a large part in the birth of this new leadership. After unsuccessful initiatives by discredited political groups, the civil society joined together to demonstrate their discontent in a non-violent manner and militated actively and successfully for a change of regime as a prelude to general elections.

Various tensions between the conflicting parties made it necessary to reinterpret the Agreement for Peace and Reconciliation in Mali, a consensus on which could finally be reached. This resulted in the conflicts between communities being resolved, particularly in the Kidal and Ménaka re-

gions, but also in the centre of the country. The state could be restored throughout the whole country. The application of the Agreement for Peace and Reconciliation in Mali especially as regards the social and economic matters has led to a marginalisation of the jihadist groups.

As part of a state reform, administrative processes were redefined and personalized management of said structures reduced. The new government has completely modernized the administration by extending electronic administration, results-based management and placing stronger controls on administrative structures so that they deliver a real public service to the people. The laws suppressing illicit enrichment, corruption and financial crime have been applied effectively and the offenders have been punished. The relevant departments have been streamlined. A huge reform of the justice system has been implemented, with the recruitment of magistrates and court officials, the creation of new courts, the provision of equipment and the reformation of the High Council of the Judiciary to form a justice system administered in an ethical manner.

As the initial decentralisation did not provide the results expected, a regional policy has been put in place with the election by universal direct vote of regional executives who were then provided with staffing and financial means. Local authorities are efficiently implementing regional development programmes in education, health, agriculture, community safety etc. All the regions possess administrative autonomy, as well as the necessary skills and resources.

The international technical and financial partnerships support Mali in its efforts to restore and develop peace and security. Mali's defence and security forces have recruited sufficient amounts of personnel and are well trained and equipped. The troops' living standards have been improved, the chain of command has been re-established and discipline restored. These defence and security forces are capable of ensuring security

throughout the whole country and work with sub-regional forces of ECOWAS in the case of cross-border operations affecting Mali and other countries in the sub-region. The reform of the defence and security forces is effective and MINUSMA and Barkhane left Mali in 2025.

Basic social services and the formation of human capital, education, professional education,, literacy and instruction by the state and society have been reshaped. The health and sanitation sectors were expanded to cater to the entire population. The social security system is now all inclusive. Access to drinking water and energy is facilitated by increased well-drilling and investments in renewable energy, particularly solar energy. To adequately deal with climate change, adjustment programmes educate and sensitize all social groups in environmental projection.

Large sensitization campaigns also occurred in the health sector, where family planning support and greater access to reproductive health care services have become broadly accessible. Thanks to a cultural policy with focus on unity and promotes citizenship, traditional values of tolerance and good inter-communal relations are setting the tone for interactions between ethnic groups. Traditional methods of conflict resolution are at key in newly developed mechanisms for managing inter- and intra-community conflicts.

An agrarian reform concentrating on sustainable and modernised family and more intensive farming was implemented to encourage better natural resource usage. The mining sector has been reorganised and is controlled better. Taxation of the sector has been adapted to the new regionalisation and local authorities collect a fair share of the funds raised. Mali's economy is more diversified, with increased involvement of the private sector. Energy costs, thanks to public investment and the public-private partnership, specifically in the solar energy sector, are falling to such an extent that national industries are becoming competitive in processing goods. The increase in the quantity and quality of the

road infrastructure is providing a boost to business transactions across the country, including in some of the most isolated areas. Unemployment has been reduced significantly, most particularly among young people, as a result of good policies on labour and job training in line with the need for the sustainable development of Mali. The economic integration of sub-regions has led to the development of mutually beneficial economic partnerships. Mali and the sub-region are in a position to re-negotiate the economic partnership agreements with the European Union due to their socio-economic policy having a positive impact in the reduction of unemployment and the flow of migrants to Europe.

Mali is on the right track in the year 2030. Peace has been re-established, territorial integrity is ensured, economic recovery is under way and universal social security is available. The country is an internationally recognised partner and is well integrated in sub-regional and African structures.



Scenario 03: Modest Recovery

Prey to an array of problems, Mali is emerging from an acute crisis and finds itself on the road to a modest, yet steady recovery in 2030. This revival is taking place on the back of a difficult but progressive expansion of the state over the entire national territory, as well as of modest economic development, enabling the gradual stabilisation of the social situation.

The country's revival has been made possible thanks to responsible leadership from the governing class, active involvement on the part of society and help from external partners. Following an intense phase of general insecurity throughout the country, including serious incidents, the enforcement of security and peace measures based on the Agreement on Peace and

Reconciliation in Mali has been achieved. Despite initial disputes, the implementation of regionalization policies has become the key element of change: Allowing more administrative autonomy and a fairer distribution of resources, and in combination with a new law on military planning, has gradually led to more peace, above all in the north and central Mali. Following the complete implementation the G5 Sahel scheme, MINUSMA has been steadily reduced to a symbolic presence.

Other important elements in the country's revival were a series of quite drastic, structural reforms, contributing to the preliminary restoration of the people's confidence in state institutions. After an initial delay, Mali's new constitution has re-

ceived strong support in a general referendum. The creation of a senate and a court of auditors has enabled good control of public finances. The question of the environment has been added to the traditional remit of the Economic, Social and Cultural Council for approval by the highest advisory body in the country. A national policy on worship and religion, with a statute for clerics, has been drawn up and is slowly reducing the influence of religion in politics.

As regards justice, several successful reforms against corruption have been carried out, including the creation of a commission on conduct and ethics at the High Council of the Judiciary, to deal with any denouncements of dishonest magistrates by the people. As a result, corruption and impunity have declined. Other reforms, helped by the support of partners, have significantly improved the living standards of those working in the criminal justice system. The burden on the classical justice system has also been relieved by using alternative methods of solving conflicts.

The new party charter has radically reduced the number of political parties. In order to strengthen their electoral reach and thereby achieve and exercise more power, the political parties have had to use their disposable funds in an efficient manner, i.e. towards campaign training. With the help of international partners, technical and financial cooperation was conducted to maximize the electoral organizational efforts and communication and informational tools put in place for efficient gathering of electoral results. To meet the demands for greater transparency by the people and partners, political leaders were forced to declare their wealth and income, allowing for allowing a greater extent of citizen control.

Thanks to a committed and inclusive policy of citizen involvement with the support of the United Nations and other external partners, the citizens of Mali have rediscovered their sense of patriotism and responsibility, which manifests itself in a more active participation in the electoral process and which has significantly reduced the purchas-

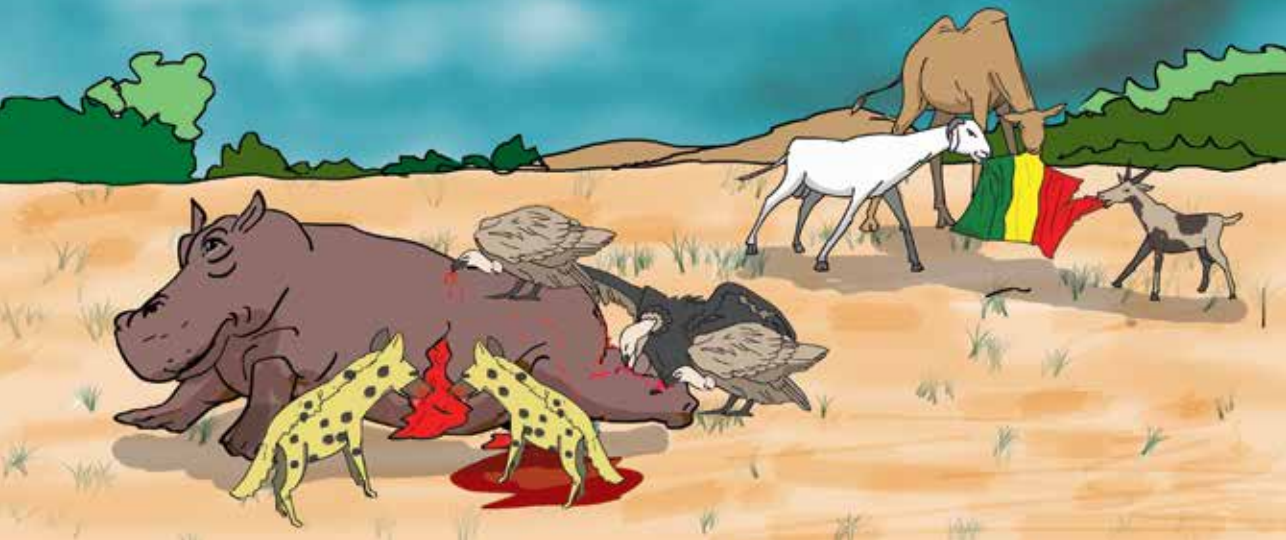
ing of the electoral conscience.

In the economic field, public finances have greatly improved with the implementation of proposed programmes, budgetary programmes and results-based management. The informal sector has experienced considerable growth, even though several measures have been taken to formalise it. The creation of sustainable, qualitative infrastructure has been encouraged and facilitated by the policy of public-private partnership. But the risk of public debt remains with the PPP financed by the public purse. The insecure food supply is still an issue.

To secure diversity, the rights of minorities have been recognised, room for development however persists. Tradition and modernity coexist without problem. Diversity has been taken into account on the question of languages. The already advanced process of regionalization, requires more time for full implementation.

In the sector sustainable human development, uncontrolled demography represents a significant challenge, along with its corollary of socio-economic problems. The effects of climate change increase the impoverishment of the people, particularly in rural areas, contributing to youth emigration. Access to quality health care and adequate social protection remains difficult. Timid efforts to develop services in towns are insufficient to stop uncontrolled urbanisation. Despite persistent efforts to promote Malian culture and cultural heritage, the tourist sector is plagued by continuing insecurity.

In the year 2030 Mali, haltingly, but strategically, is retrieving its former place on the international scene. Communication with its diaspora is perpetuated, despite challenges of forced repatriation of Malians abroad without legal status. The national socio-economic revival, admittedly still modest, is on the right path thanks to the progressive normalisation of the political and security situation.



Scenario 04: Chaos

In the year 2030 Mali is a country divided into two or more entities, making it weak and at great risk of socio-political implosion. This de facto partition is characterised by violent conflict and insurrections in large parts of the country. The general instability and insecurity seem to be a permanent fixture. Certain regions do not possess core attributes of a state, those which do have them are shaken to their foundations. Mali is divided territorially and its population is dispersed as a result of the conflicts between and within communities and of repeated social crises. The origins of this collapse into chaos can be found in the failure of the Agreement for Peace and National Reconciliation in Mali. The successive failures to hold conference on national consensus, constitutional reform and the difficulties of organising communal elections in commu-

nities with interim authorities have led to substantial crises and violent uprisings. The weak legitimacy of elected institutions and absence of parliamentary elections has fostered to the formations of states within the state.

Due to the poor resource management, defence and security reforms could not reinstate trust in the Malian armed forces. Instead of maintenance and acquisition of material equipment the Malian army continuously deteriorated in line with increasing demoralization and loss of discipline by ground troops.. Military results reflect this and even the adoption of a permanent state of defence by the forces remains ineffective in protecting the national territory. Under these pre-conditions the proponents of Islamic religious extremism find themselves in a situation

from which they can profit to increase their attacks and commit random terrorist acts, literally with the aim of terrorising the defence forces of the different parts of the country.

Corruption and financial crime have reached unprecedented levels and the parallel economy of arms and narcotics creates more and more damage while confrontations over border conflicts add their daily toll of desolation in every part of the country.

The effects of climate change have led to significant migration caused by the considerable weakening of animal husbandry, agriculture and fishing. But the financial impact of this weakening and displacement also had serious consequences for poverty, leading to the sharpening of claims by specific groups: social demonstrations characterised by unlimited strikes have taken place and have resulted in the destruction of public and private property, causing massive legal and illegal migration.

The human capital has been affected by the closure of educational facilities, the inefficiency of the health services as well as by the fact that general troubles in transport and business have provided a favourable scenario for growing insecurity and a climate approaching civil war.

This explosive situation has led to an embargo placed on Mali via the sub-region. The international community more and more mentally prepared for a permanent partition of Mali.

The official sector is considerably weakened while the informal sector expanded into all economic branches and poverty is growing. The misappropriation of the meagre tax and customs income only serves to increase the entities' inability to fulfil the elementary needs of the people.

Large refugee movements are taking place throughout the country, especially of women and youth. These spontaneous movements result in illnesses, increased criminality and desperate actions.

In this context the uncontrolled population growth just accentuates the weakening, even the breakdown of family structures with dramatic consequences for education, training and employment.

Each entity maintains its own means of defence, thus encouraging the risk of armed conflict. Insecurity is increased through the large scale and poorly controlled movement of arms. Furthermore, one of these entities under the yolk of Islamic extremists threatens a very fragile regional peace.

The international community is divided between those who support the armed minority groups and those who support the regime in Bamako. The Barkhane force withdrew from Mali three years ago now and MINUSMA has been reduced to covering the southern zone, from Kayes to Ségou. International organisations have suspended their aid. All available international aid is now administered via the United Nations. Neighbouring countries have stationed their troops along the border with Mali. They do not hesitate to close the borders or to intervene on Malian ground if this is preferable for their interests.

In the year 2030, Mali is a fundamentally weak country without territorial integrity. Chaos reigns in all the entities, which are unable to support themselves. General instability and insecurity seem to be in place on a long-term basis.



Short Introduction to Scenario Planning as a method

What are scenarios?

Scenarios are possible and different pictures of the future. They are not predictions nor are they visions of the future one would like to see (“wishful thinking”).

There are normative and explorative scenarios. Normative scenarios start with the question “What do we want?” Explorative scenarios start with the question “What can happen?”

What is the purpose of scenarios?

Scenarios are used for strategic planning in politics, business, society, academia, military etc. in order to be better prepared for future developments and unpredictable events.

Scenarios give a message to decision-makers in order not only to understand the future but also to influence it. By offering different pictures of the future they enable decision-makers and stakeholders to develop adequate strategies to reach or avoid a given scenario.

What are the rules of scenario planning?

Scenarios are the product of a very intensive process (workshops, writing and commenting) conducted by a scenario team of usually not more than 20-25 people and facilitated by an experienced moderator. Scenario planning follows „Chatham House rules“, which means that nothing that has been said during sessions will be quoted outside. Also, no single person or member of a working group will be identified with a specific scenario. All scenarios have to be affirmed by the whole team. Team members are participating in their personal capacity and not as representatives of institutions, organizations etc., although the team should reflect different

professional, political, institutional and other backgrounds.

Scenario workshops are not traditional seminars. There are no speakers and no audience. There is no hierarchy amongst participants. External resource persons might be invited to provide specific information to the team.

How is scenario planning done?

There are three phases: orientation, building and affirmation (usually corresponding with 3 workshops).

Orientation: defining the subject; stocktaking of the present situation as point of departure; defining driving forces (major factors that shape the future); and critical uncertainties (events that are unlikely but could happen).

Building: collecting ideas, stories and „newspaper headlines“, using the Metaplan method (writing cards). Clustering the cards and defining rough scenario outlines, and elaborating on these drafts in working groups.

Affirmation: “testing” the draft scenarios written in the meantime by the core team; scenarios should be relevant (connected to current thinking), challenging (raising questions about current thinking), plausible (logical and fact based), and clear (accessible, memorable, and distinct from one another).

How are scenarios structured?

All scenarios start with a picture of the situation in the target year (e.g. 2030). Then the path (events and developments) leading to that picture (scenario) is described. Amongst these

events and developments there usually is one or more „trigger“ (major driving force or critical uncertainty) that pushes the development in a certain direction, leading to the final picture

Why using labels and symbols?

Both draw the attention of the target groups more easily than a sober description, and one can immediately grasp the central message of a scenario. Examples: The „Icarus scenario“ in the South African Mont Fleur scenarios (crash of the economy), which contributed to a change of the economic policy of the new South African government or the “Law-of-the-jungle” scenario in the Geneva Scenarios on Global Economic Governance, which back in 2009 warned against the return of protectionism, which less than ten years later is a plausible scenario.

How should scenarios be disseminated?

Usually there will be a publication, power point presentations and videos that will be presented by members of the scenario team in public events and in the media. There are also specific presentations for target groups like political parties, trade unions, governments, NGOs etc. The network amongst team members that usually is emerging during the process of scenario planning can be of utmost importance for the dissemination of the scenarios.

This brief methodological outline draws mainly from Shell International, Scenarios: An Explorers Guide, The Hague 2008, and Adam Kahane, Transformative Scenario Planning, San Francisco 2012. (Revised version, November 2016).



Annex

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