



Scenario Planning

The Future of Makhanda



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Creating Scenarios

1. Focal Issue/Decision
2. Key Environmental Factors
3. Trends & Driving Forces
4. Ranking (Impact vs. Uncertainty)
5. Scenario Logics
6. Narratives and Storytelling

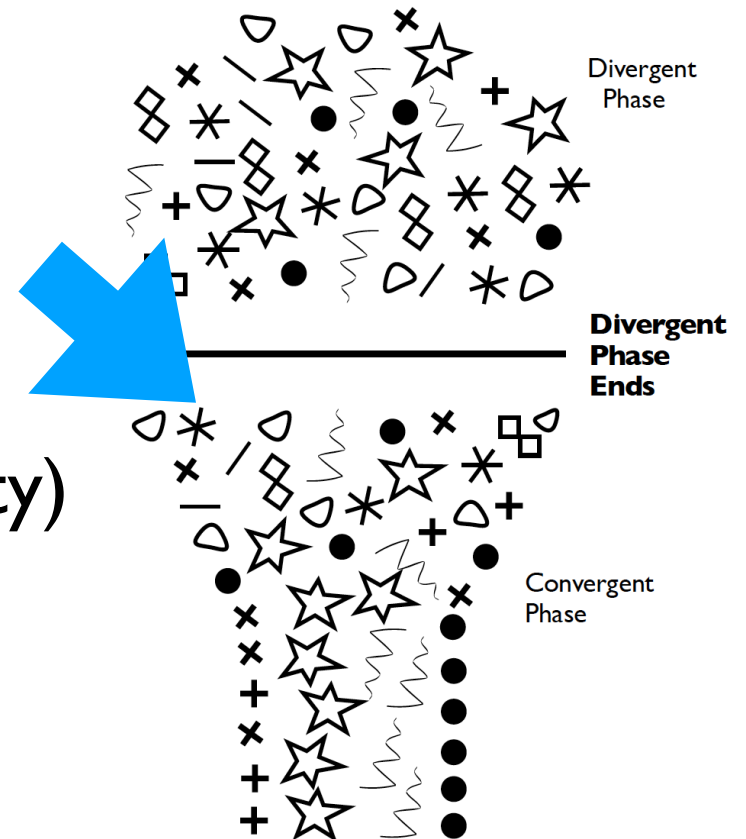


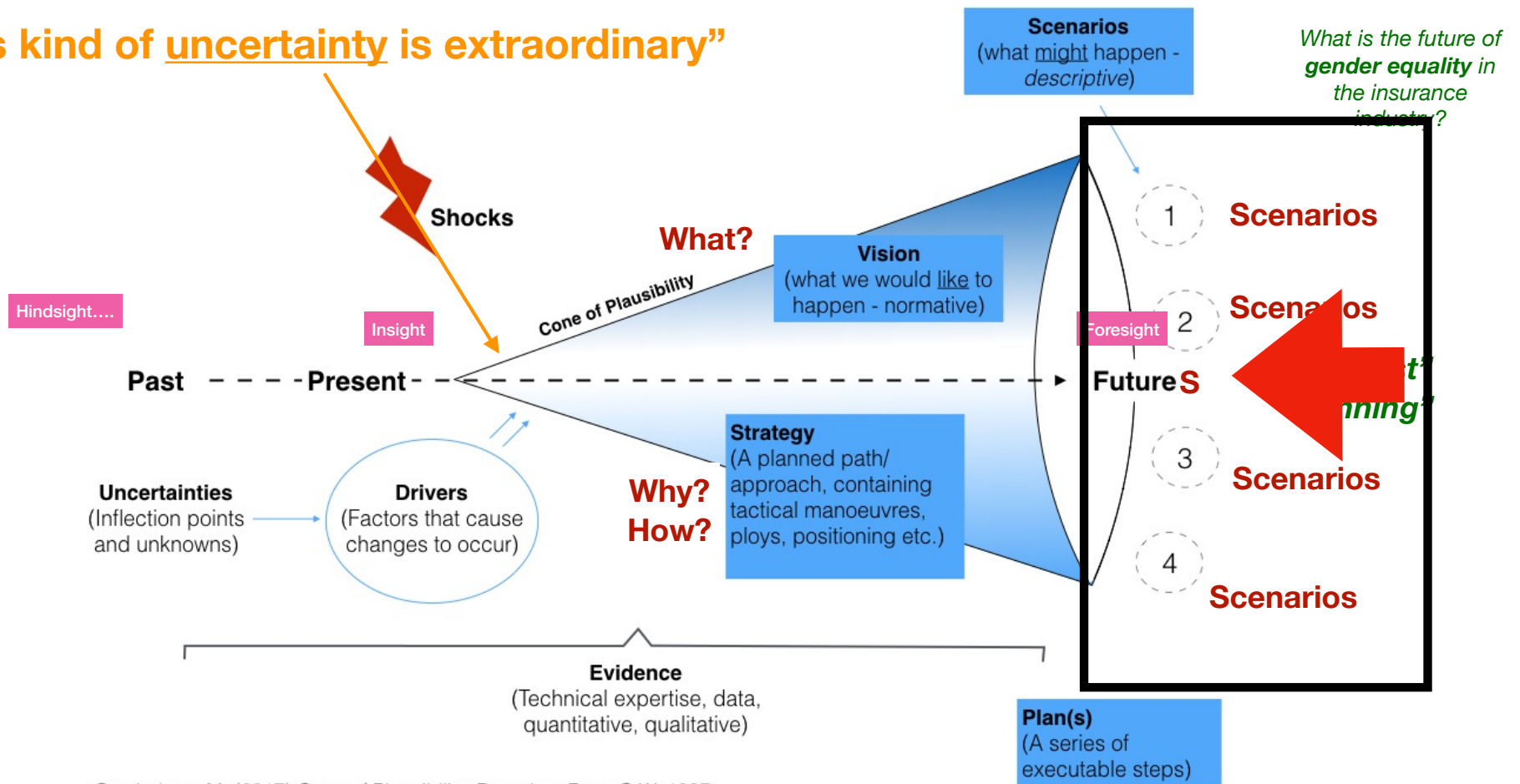
Figure 16: Scenario Discussion



Cone of Plausibility

Scholars: Andy Hines, Peter Bishop, Clem Bezold, Alexander Fink, Richard Slaughter, Igor Ansoff, Sohail Inayatullah, Riel Miller and Roberto Poli

“This kind of uncertainty is extraordinary”



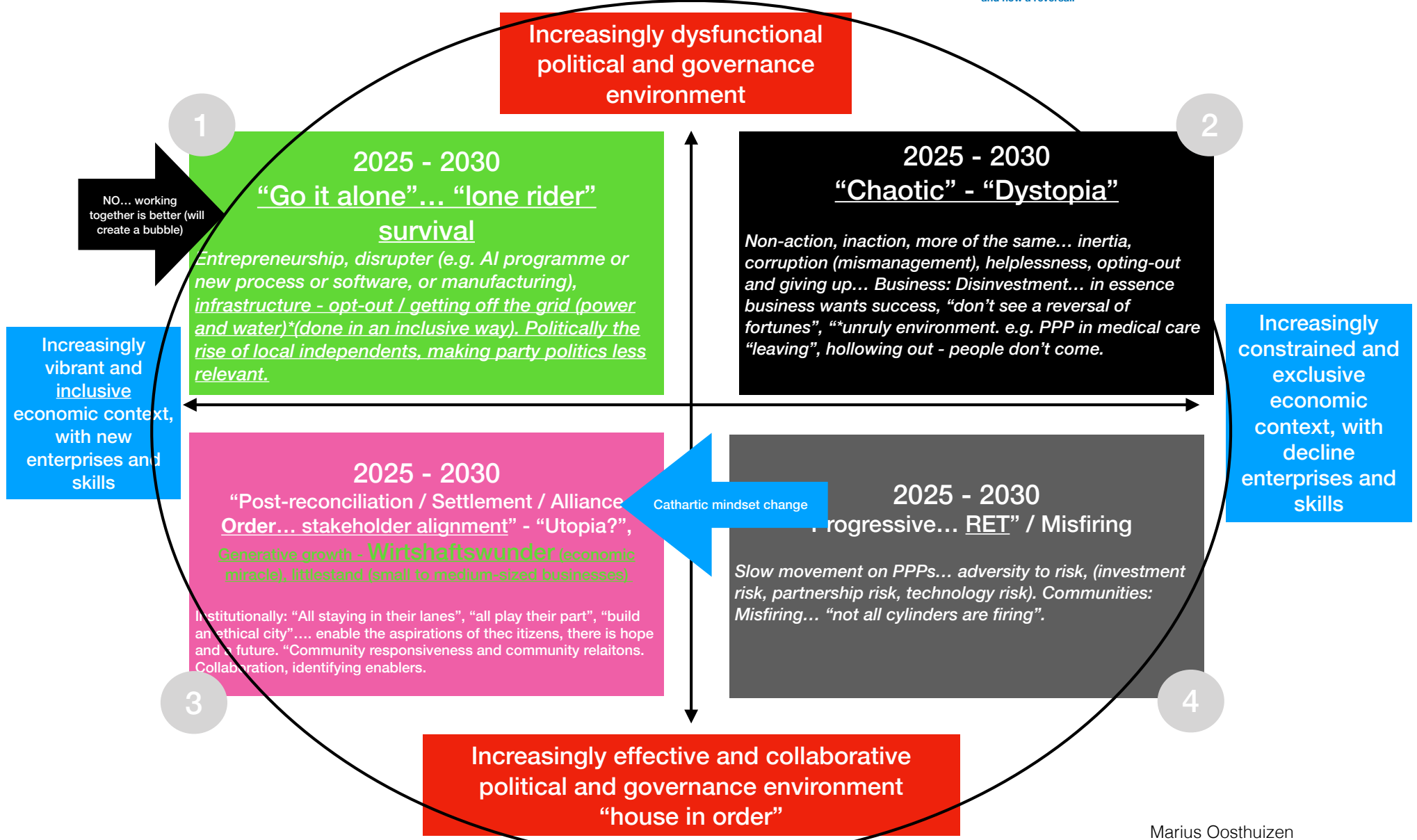
Oosthuizen, M. (2017) Cone of Plausibility. Based on Rutz, C.W. 1987.

Framework: Cone of Plausibility, Jay Ogilvy in Riel Miller, 2011

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POLITICS AND GOVERNANCE: (institutions)
 Responsiveness, capacity, cohesiveness & effectiveness of the municipality (lack of accountability and consequences)

ECONOMIC:
 Collaboration between emerging businesses, with small, meaningful actions (quick wins), survival of big businesses? Ability for individuals to make a living, cut through red tape and access markets. Role of migrants as business owners ("takeovers") *Disinvestment and decline of property values, unemployment - Increased investment and property values a decade ago, and now a reversal.



NO... working together is better (will create a bubble)

1

2025 - 2030
 "Go it alone" ... "lone rider" survival
 Entrepreneurship, disrupter (e.g. AI programme or new process or software, or manufacturing), infrastructure - opt-out / getting off the grid (power and water)*(done in an inclusive way). Politically the rise of local independents, making party politics less relevant.

Increasingly vibrant and inclusive economic context, with new enterprises and skills

2

2025 - 2030
 "Chaotic" - "Dystopia"
 Non-action, inaction, more of the same... inertia, corruption (mismanagement), helplessness, opting-out and giving up... Business: Disinvestment... in essence business wants success, "don't see a reversal of fortunes", "*unruly environment. e.g. PPP in medical care "leaving", hollowing out - people don't come.

Increasingly constrained and exclusive economic context, with decline enterprises and skills

3

2025 - 2030
 "Post-reconciliation / Settlement / Alliance Order... stakeholder alignment" - "Utopia?", Generative growth - Wirtschaftswunder (economic miracle), littlestand (small to medium-sized businesses)
 Institutionally: "All staying in their lanes", "all play their part", "build an ethical city".... enable the aspirations of the citizens, there is hope and a future. "Community responsiveness and community relations. Collaboration, identifying enablers.

Increasingly effective and collaborative political and governance environment "house in order"

4

2025 - 2030
 "Progressive... RET" / Misfiring
 Slow movement on PPPs... adversity to risk, (investment risk, partnership risk, technology risk). Communities: Misfiring... "not all cylinders are firing".

Cathartic mindset change