



Analysis to Action:

An Executive Education Program on Disaster Risk Finance in Africa

2 – 6 September 2019
Stellenbosch University



STRATEGIC FORESIGHT: RESPONDING TO A VUCA WORLD



RESPONDING TO A VUCA WORLD





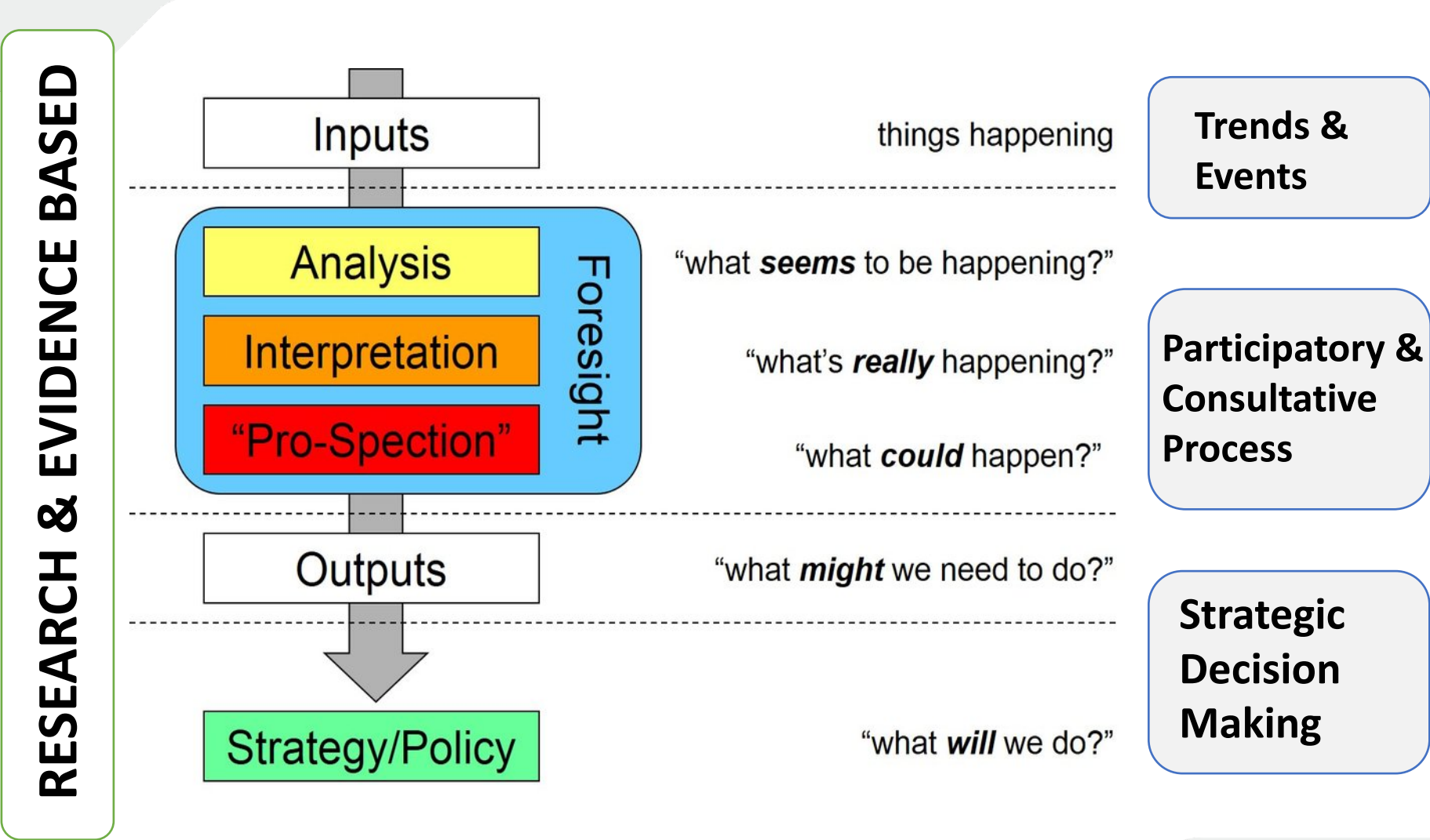
What is Strategic Foresight?



Strategic foresight is the ability to create and maintain a high-quality, coherent and functional forward view and to apply the insights in useful ways:

- *to anticipate new trends and eventualities;*
- *detect adverse conditions and risk;*
- *explore best approaches;*
- *guide policy and shape strategy.*

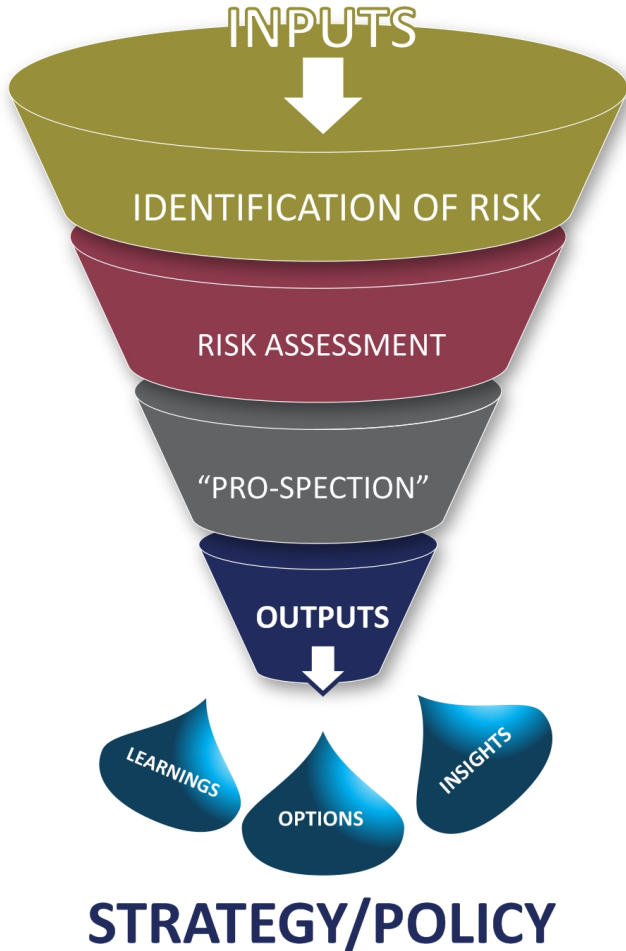
It represents a fusion of futures thinking with strategic management and planning.





Applying Strategic Foresight in DRF

RESEARCH & EVIDENCE BASED

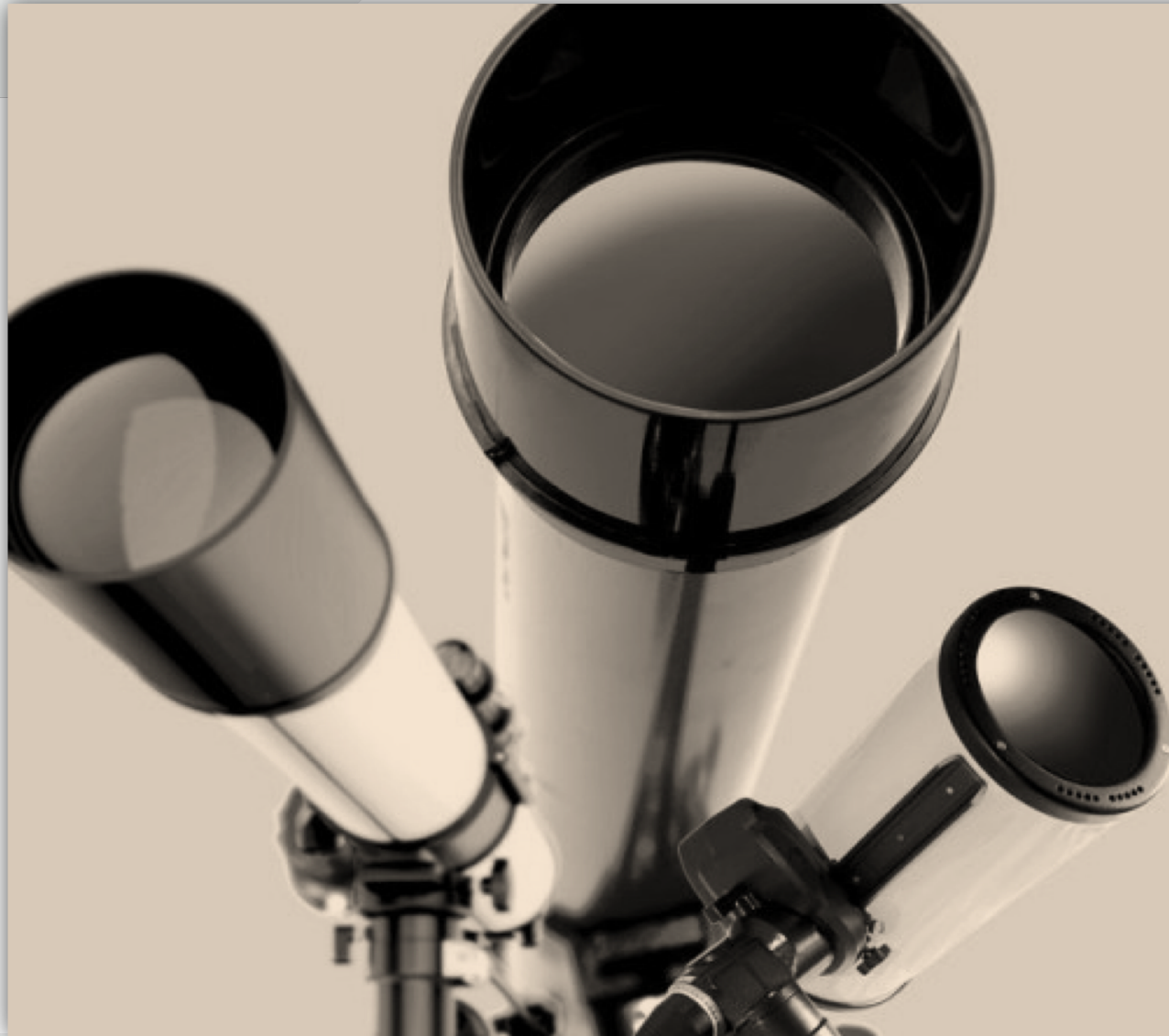


CONTEXTS, EVENTS & INNOVATION
 The changing global context and the need for disaster risk finance
what is happening?

PARTICIPATORY & CONSULTATIVE PROCESS
 The disaster risk financing value chain
what seems to be happening? | what's really happening? | what could happen?

STRATEGIC DECISION MAKING
 Disaster risk financing strategies
what might we need to do? | what will we do?

| | |
|--|--|
| DAY 1 SETTING THE SCENE | CRISIS AND FINANCIAL RISK IN AFRICA CONTEXTS AND DEVELOPMENT IMPACTS CHANGING NATURE OF DISASTERS AND INNOVATIONS |
| DAY 2 FINANCIAL RISK MANAGEMENT AND INSTRUMENTS | FUNDAMENTALS OF PUBLIC FINANCIAL MANAGEMENT FUNDAMENTALS OF DISASTER RISK FINANCING DRF FINANCIAL INSTRUMENTS AND RISK POOLING |
| DAY 3 PUTTING DRF INTO PRACTICE DATA AND TOOLS FOR DECISIONS | THE USE OF DATA IN DRF INTERROGATING DATA TO MAKE INFORMED DECISIONS DEVELOPING A RISK LAYERING STRATEGY WITH NATIONAL DATA AGRICULTURAL INSURANCE |
| DAY 4 OPERATIONS FOR IMPACT | SATELLITE DATA ADAPTIVE SOCIAL PROTECTION MAPPING, MANAGING AND INFLUENCING STAKEHOLDERS |
| DAY 5 INNOVATION AND RESOURCES | DISPLACEMENT COMMUNICATING YOUR STRATEGY AND STORY-TELLING ACTION PLANS |

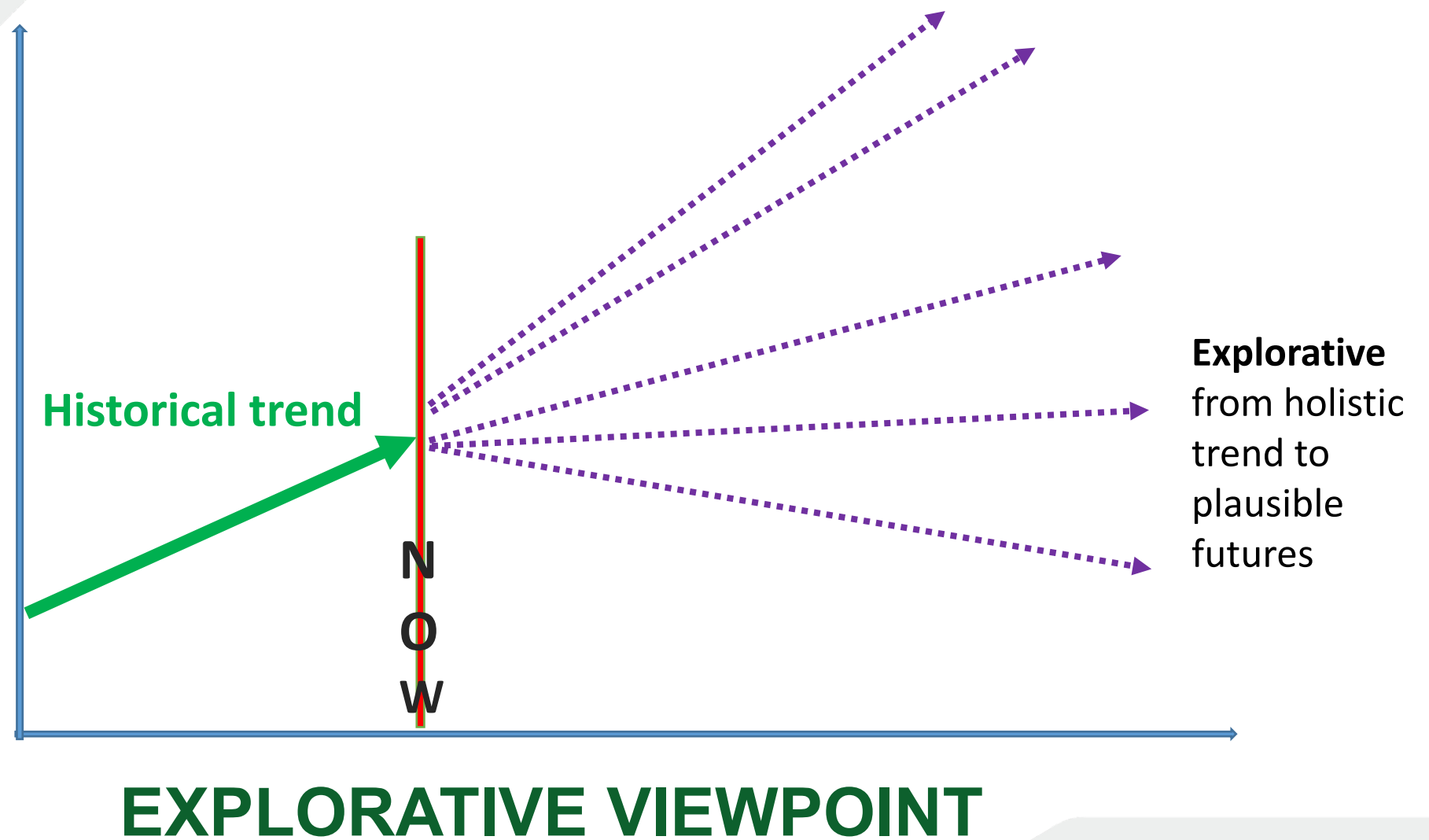


Discerning Possible Futures:

- There is a set of plausible futures rather than one fixed future
- We have some influence over the future
- **CREATE THE FUTURE**

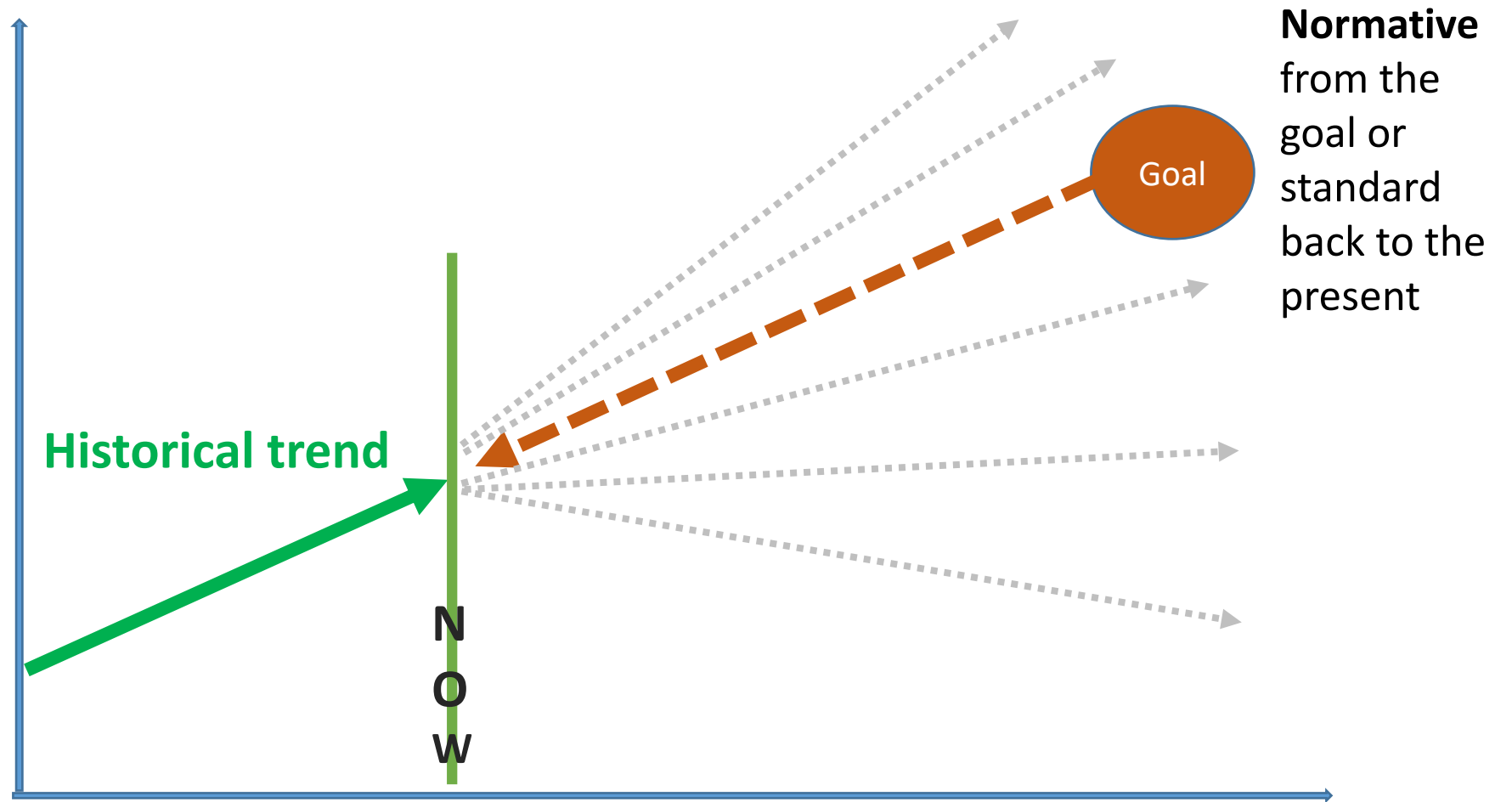
Approaches to Futures Thinking

INNOVATIONS ACROSS AFRICA



Approaches to Futures Thinking

INNOVATIONS ACROSS AFRICA



NORMATIVE VIEWPOINT



CHALLENGES OF NAVIGATING UNPREDICTABLE RISKS



Have you ever considered...?

- What is really behind this...
- Where this really comes from...
- If we do this, what will happen is that...
- The real consequence of this will be that...
- What most people don't realise about this...
- What could happen down the road...
- We would be in trouble if...

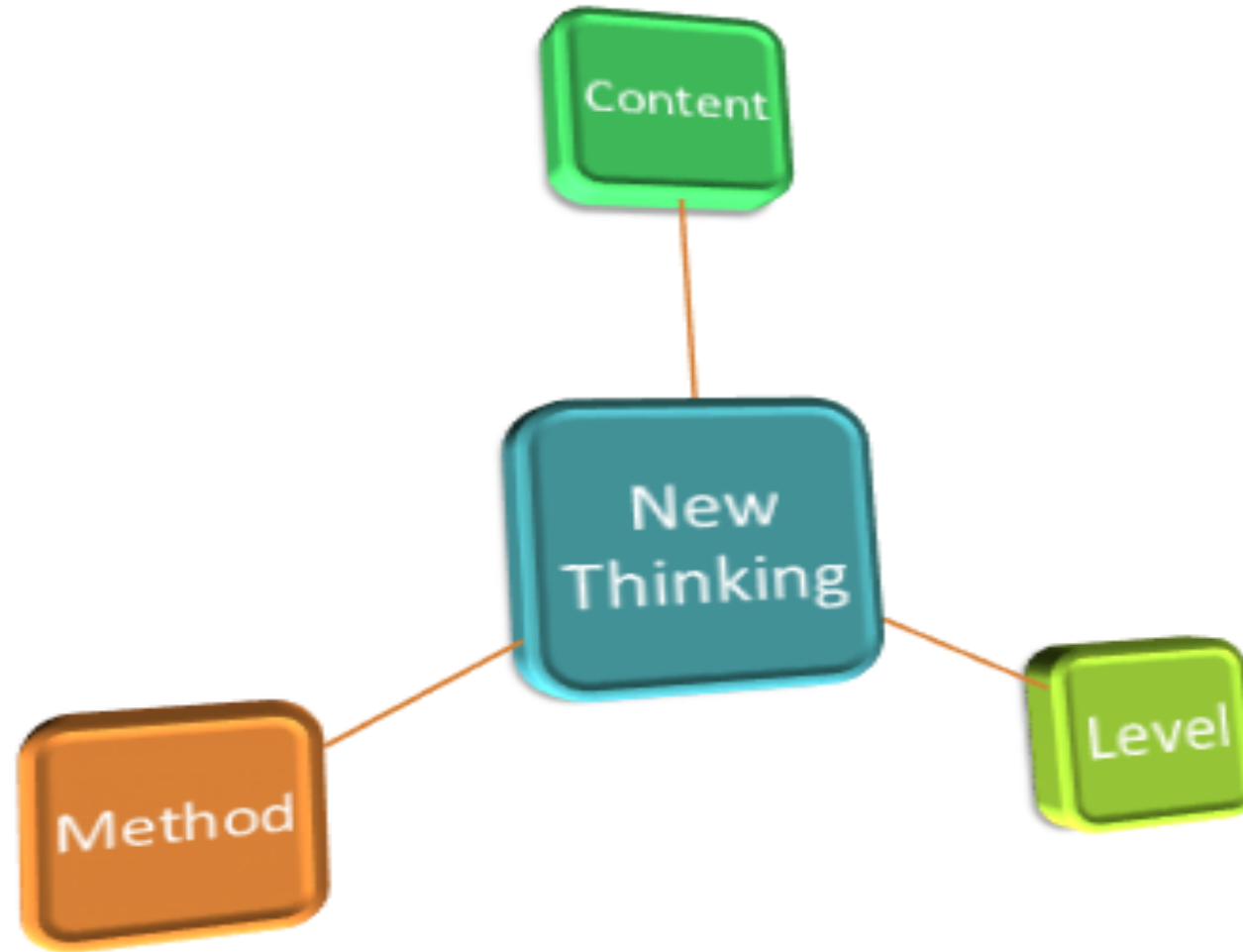
Multiple causality & effects in DRM

INNOVATIONS ACROSS AFRICA



Module 1





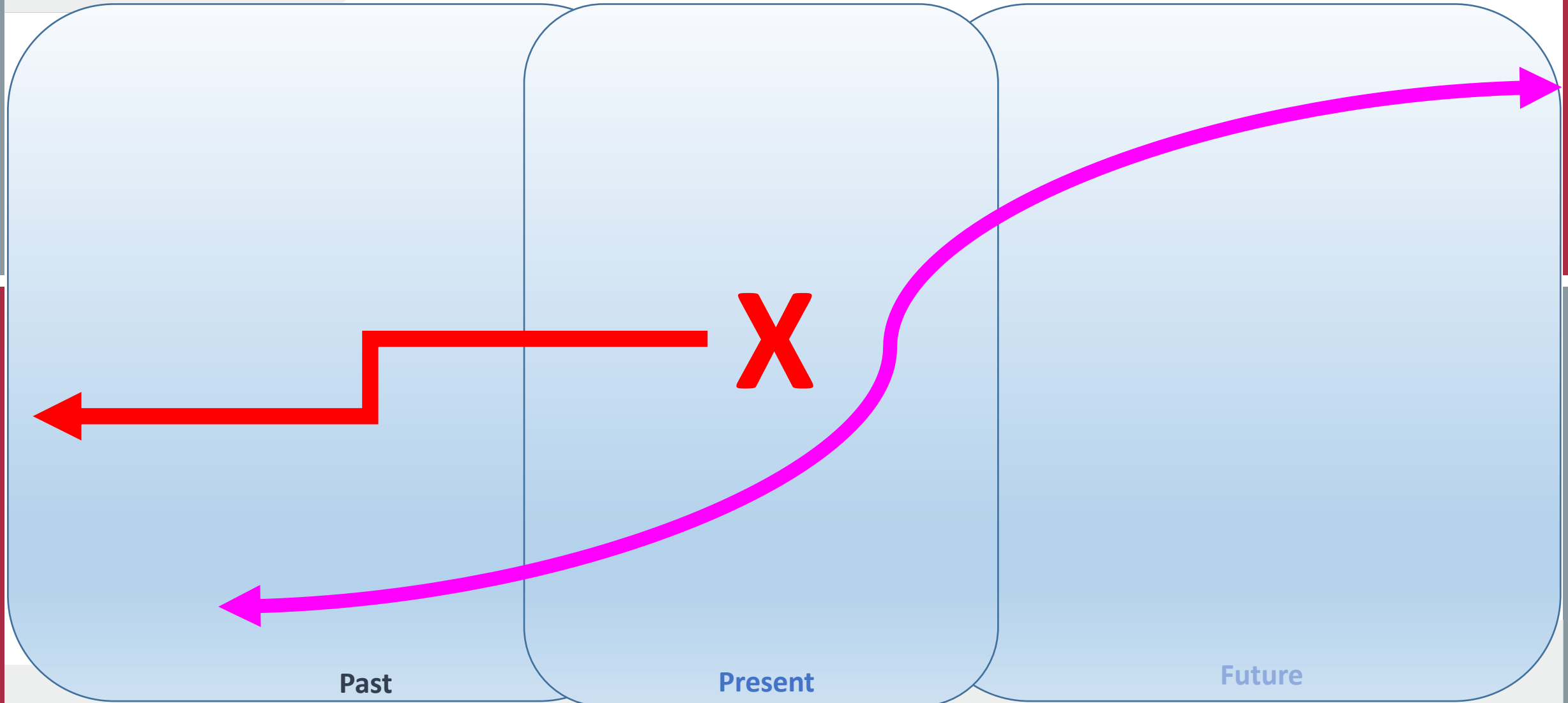


Not even to basics



Decision-making: Temporal

Module 1





20 - 30 - 50



BEST PRACTICES IN FUTURES THINKING Application to DRF



Continuous change

+

Limited(?) power & control

+

Stakeholders with varying IQ & EQ

+

Limited budget

+

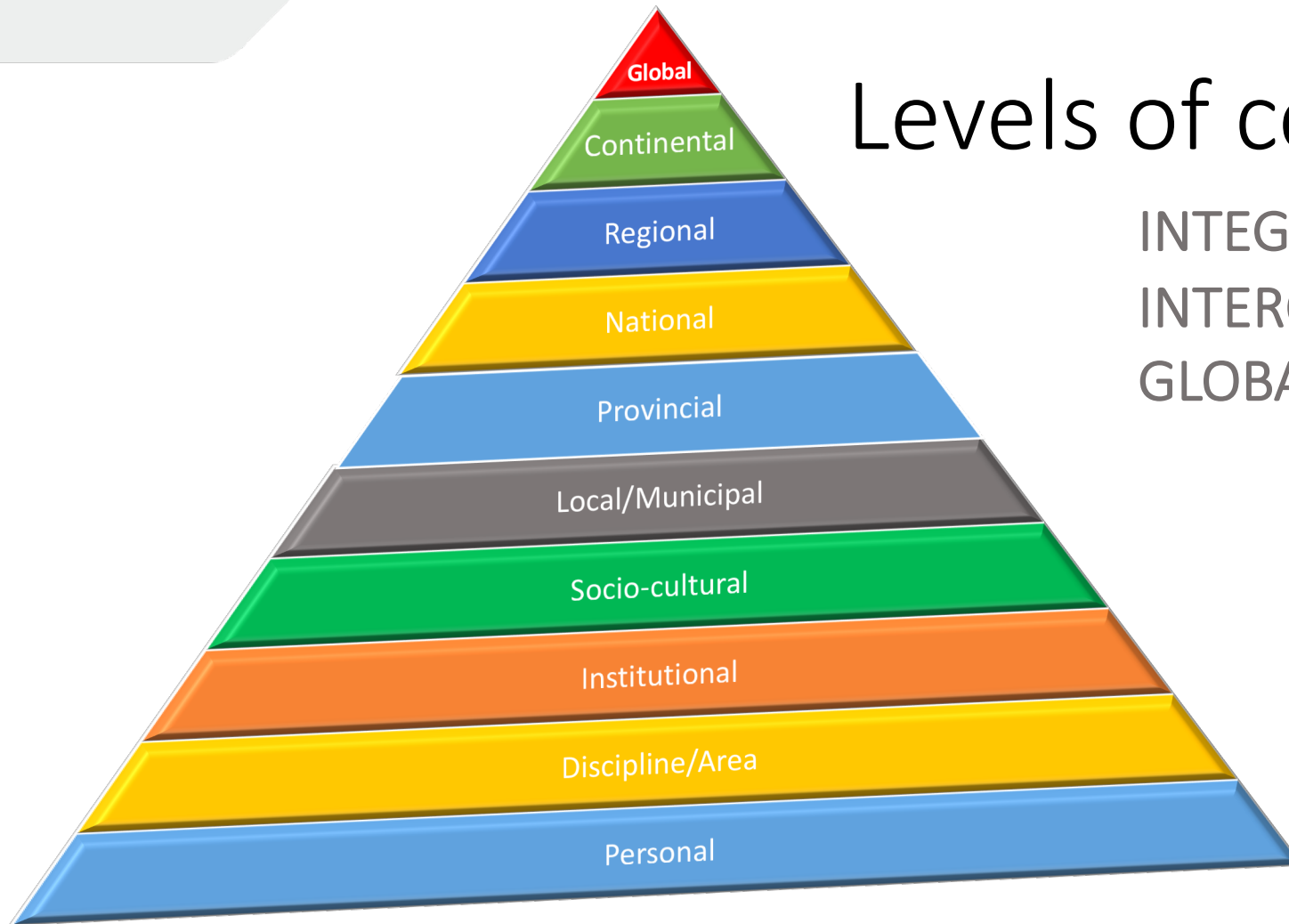
Lack of capacity

+

Relentless demand for higher performance

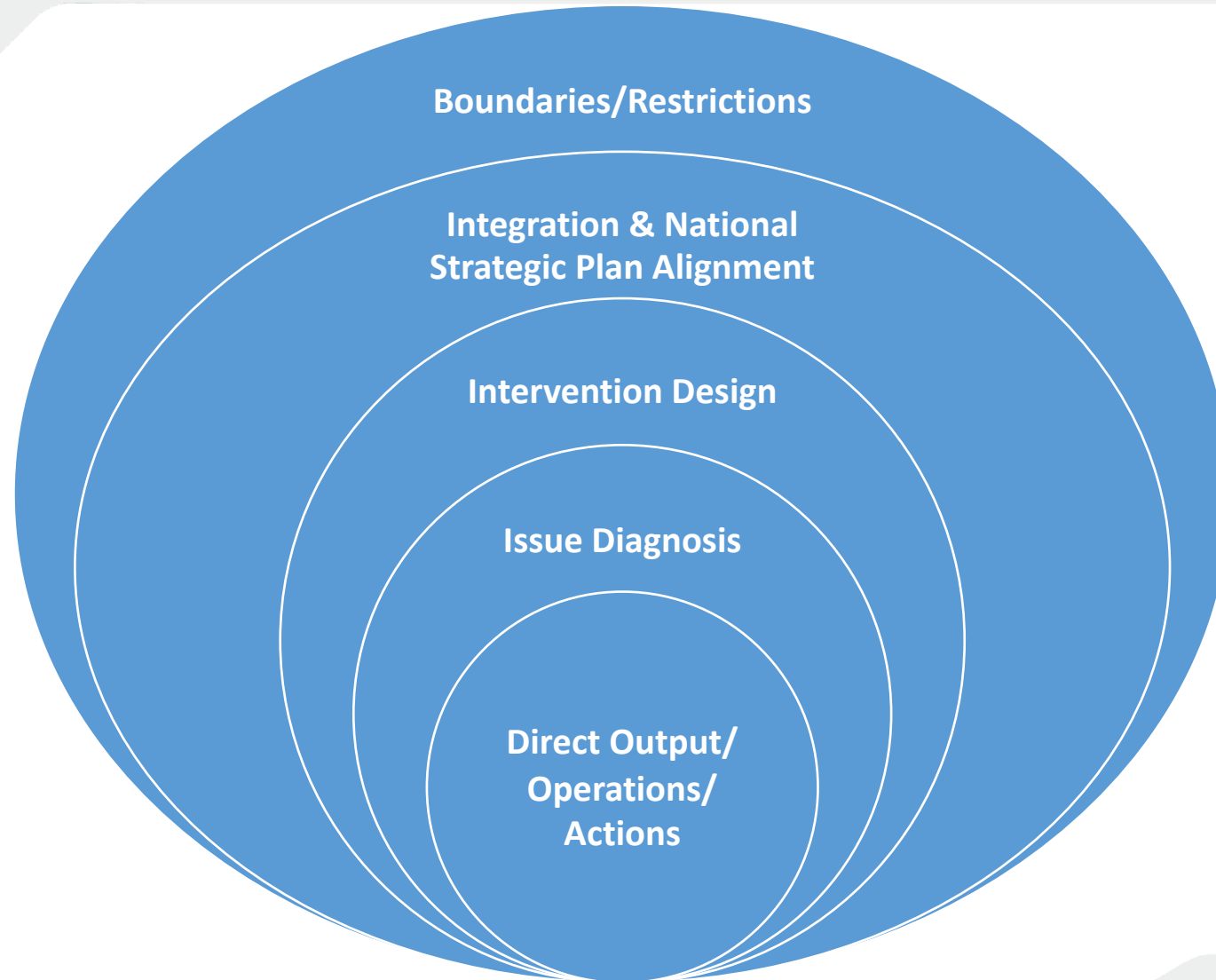
The Reality of
the Leader?

Conundrum: efficiency or innovation?



Levels of consideration

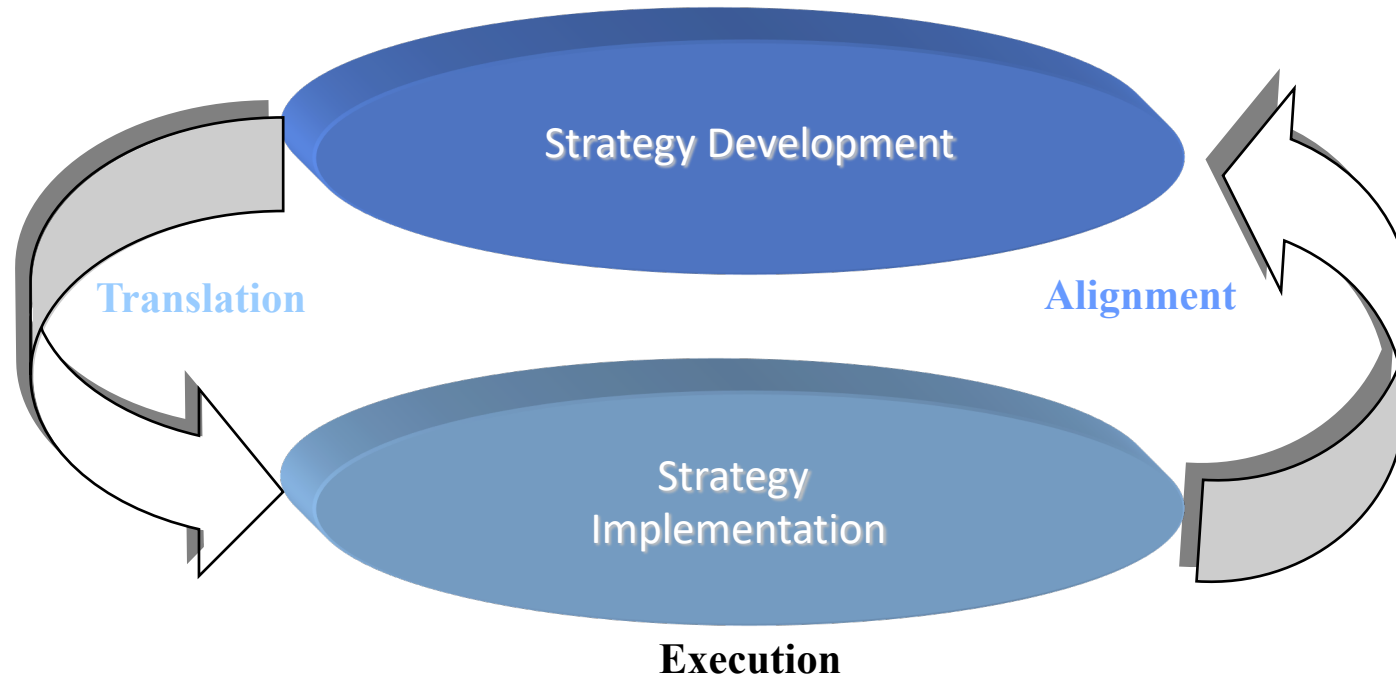
INTEGRATED AND
INTERCONNECTED
GLOBAL CONTEXTS



ENHANCING STRATEGIC PLANNING



Strategic Alignment For DRF



Considerations For DRF

INNOVATIONS ACROSS AFRICA



| Action | Focus | |
|-----------------------------------|--------------|--------------------|
| | Risk | Opportunity |
| Commission If we do... | Dominant? | |
| Omission If we don't... | | |

Considerations For DRF

INNOVATIONS ACROSS AFRICA



Trade-offs?

| | | Pleasure (Euphoria) | Some pain | Some pleasure | Pain (Despair) ? |
|----------|--|------------------------|--------------------|---------------------|----------------------------|
| Today | | | | | |
| Tomorrow | | ↓ | ↙ $P_{I>_<P_a}$ | ↘ $P_{I>(X)P_a}$ | ↓ $P_{a(t)<P_a(t)}$ |



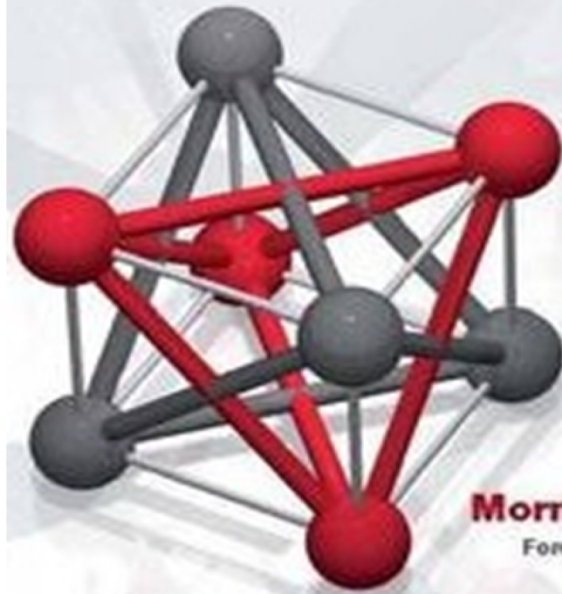
Scenario Dependency Matrix

| CONSEQUENCE | CONDITION | |
|----------------------|------------------------------------|------------------------------------|
| | If This... | If Not This... |
| Then That | Q1: Positive Mutual Conditionality | Q2: Alternative Conditionality |
| Then Not That | Q3: Mutual Exclusivity | Q4: Negative Mutual Conditionality |



SYSTEMIC LEADERSHIP LEARNING

Leadership Development
in the Era of **Complexity**



Morne Mostert Ph.D.

Foreword by Roy Marcus Ph.D.



INNOVATIONS IN COUNTRY CONTEXTS



COUNTRY CONTEXTS



INNOVATIONS



Self-actualisation and responsibility

- A personal dedication to prepare for the future

- Key insights

- Key commitments to action

Disaster Risk Financing & Insurance Program



Supported by:



Programme partners:



Copyright © Stellenbosch University. Some rights reserved.
The material featured in this publication is licensed under the Creative Commons Attribution-Non-Commercial License.

The sole responsibility of this publication lies with the author. The European Union is not responsible for any use that may be made of the information contained therein.