

Environmental Scenario Analysis

METIER Training Course No 7

- MODULE 4 -

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Module 4

How to set up an environmental scenario exercise

Introduction

Module 1 : What are environmental scenarios

Module 2 : How to develop environmental scenarios

Module 3 : How to analyse environmental scenarios

Module 4 : How set up an environmental scenario exercise

Module 5 : How to use environmental scenarios

Reflections

How to set up a scenario exercise

When **setting up a scenario exercise**, think about the following:

- Framing the **purpose** of a scenario exercise
- Defining the **scope** of a scenario exercise
- Establish **project organisation** for a scenario exercise
- Facilitating **participation** throughout a scenario exercise

Framing the purpose

Focus: Science / Research

- need to ensure high degree of *credibility*
- often emphasis on the scenario analysis (and less on the scenario process)

Focus: Education / Public Information

- need to ensure high degree of *relevance*
- scenarios need to be informative, scenario process educational

Focus: Strategic Planning / Decision Support

- need to ensure high degree of *legitimacy*
- crucial to involve decision-makers / stakeholders in scenario development

Defining the scope

Important questions to consider up-front:

- How long will it take to develop the scenarios?
- How much does a full scenario exercise cost?
- How to involve stakeholders?
- How to involve experts?
- Which issues to focus the scenario exercise on?
- What time horizons should the scenarios address?
- What geographical scale should the scenarios address?
- What balance between qualitative and quantitative analysis?

Different degrees of stakeholder involvement

Stakeholder involvement	Role of stakeholders	Role of 'scenario team'	Explanation
Consultation	Support	Lead	'Scenario team' (experts) develop scenarios, input from stakeholders limited to review and advice.
Co-design	Content support Process co-lead	Content lead Process co-lead	Scenario process and focal issue established in cooperation, scenarios developed by 'experts'.
Co-decision	Process and content co-lead	Process and content co-lead	Scenario process and the scenarios themselves are developed jointly, often with external facilitation.
Decision	Lead	Support	Role of 'scenario team' limited to organisation, facilitation, give input to scenarios upon request.

Why worry about scale?

Most environmental scenario exercises focus on processes that play out across **multiple geographical scales**.

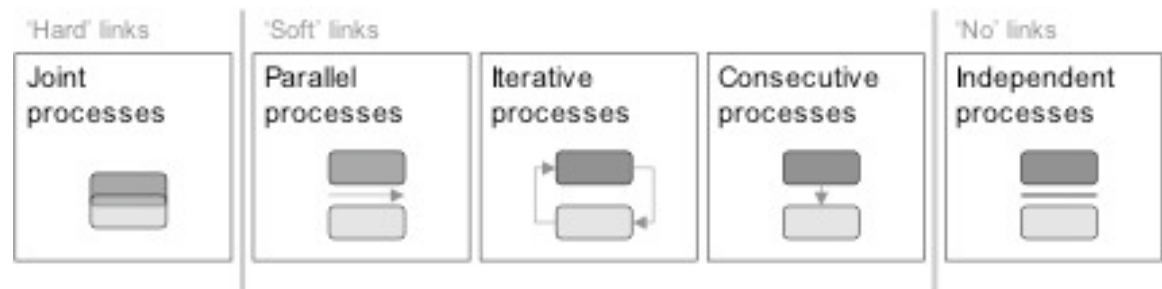
The simplest way to consider multiple scales is by addressing a single scale and including the most important drivers from higher scales as **external drivers**.

However, often there are strong feedback cross scales - in these cases it can be desirable to **link scenarios across scales** (i.e. be it via the process and/or outcome).

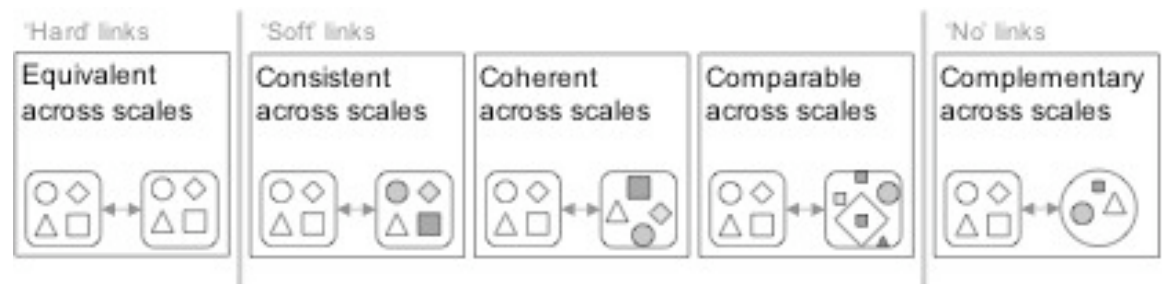
Linking scenarios across geographical scales

Scenarios can be linked across geographical scales via the scenario development process, or by ensuring linkages and consistencies in the scenarios.


























Linking the process



Linking the scenarios



Linking process and outcome

	Joint process	Parallel process	Iterative process	Consecutive process	Independent process
Equivalent					
Consistent					
Coherent					
Comparable					
Complementary					

Guest lecture

Multi-scale participatory scenario development

by Kasper Kok

Establishing project organisation

Important players in a scenario exercise (simplified)

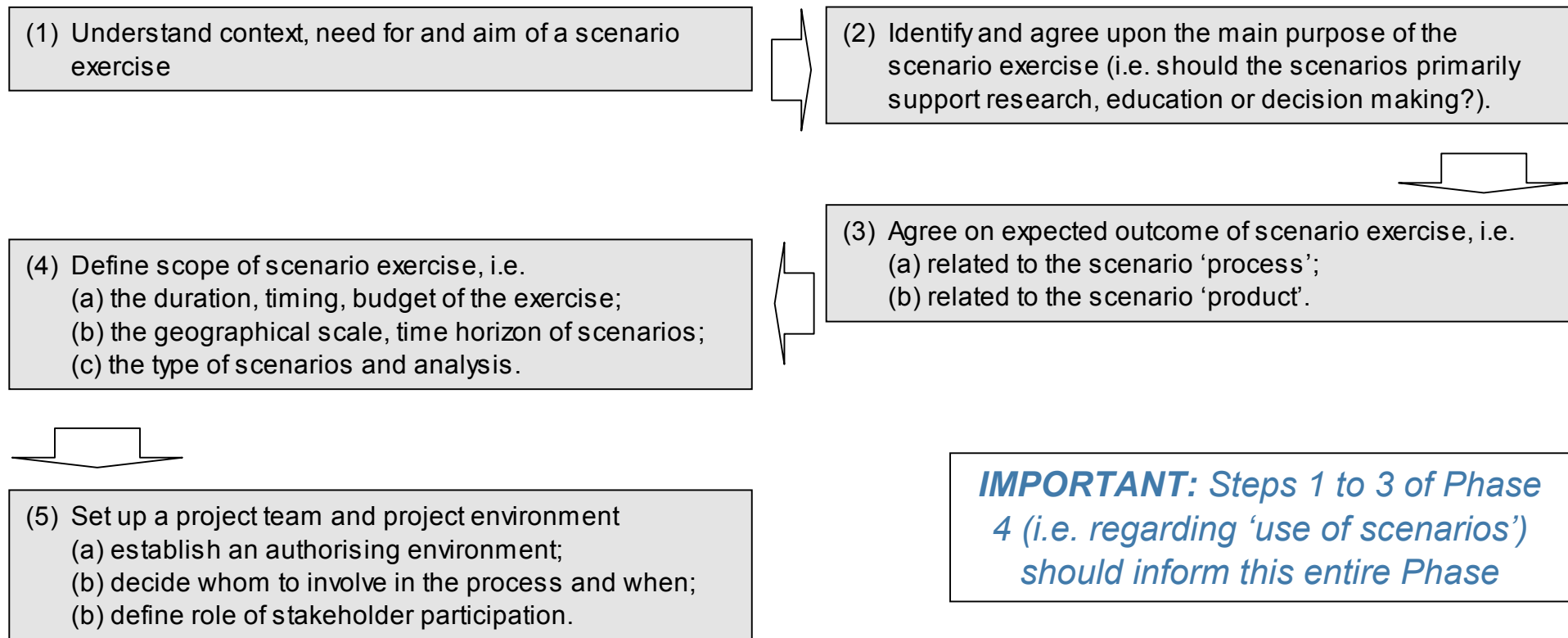
- **Authorising environment** - ‘client’ of the scenario exercise
- **Scenario team** - organises the scenario exercise
- **Scenario panel** - develop the scenarios, often stakeholders
- **Facilitator** - moderates & facilitates the scenario process
- **Experts / ‘resource persons’** - analyse the scenarios, offer background information and expertise
- **Scenario users** - the eventual ‘audience’

Facilitation skills and tips

Scenario processes often critically depend on good facilitation, this includes facilitators to guide the scenario panel by ...

- Establishing ground rules
- Paraphrasing
- Questioning
- Encouraging
- Dealing with difficult participants
- Moving along
- Summarising
- Getting to closure
- ...

How to set up a scenario exercise (quick reference sheet)



Continue with Phase 2 : How to develop scenarios

