

# AMDC Shifting Ground: A Strategic Foresight Framework to Transform African Mining

SAIIA Webinar Launch

Tuesday, 19 November 2024

14:00-15:30 (SAST)

SAIIA Futures Programme



**Have a set of headlights for driving in the dark**



# Strategic Foresight: One definition

- Strategic foresight is **the ability to create and sustain a variety of high quality forward views** and to apply the emerging insights in organisationally useful ways; for example, to detect adverse conditions, guide policy, shape strategy; to explore new markets, products and services.

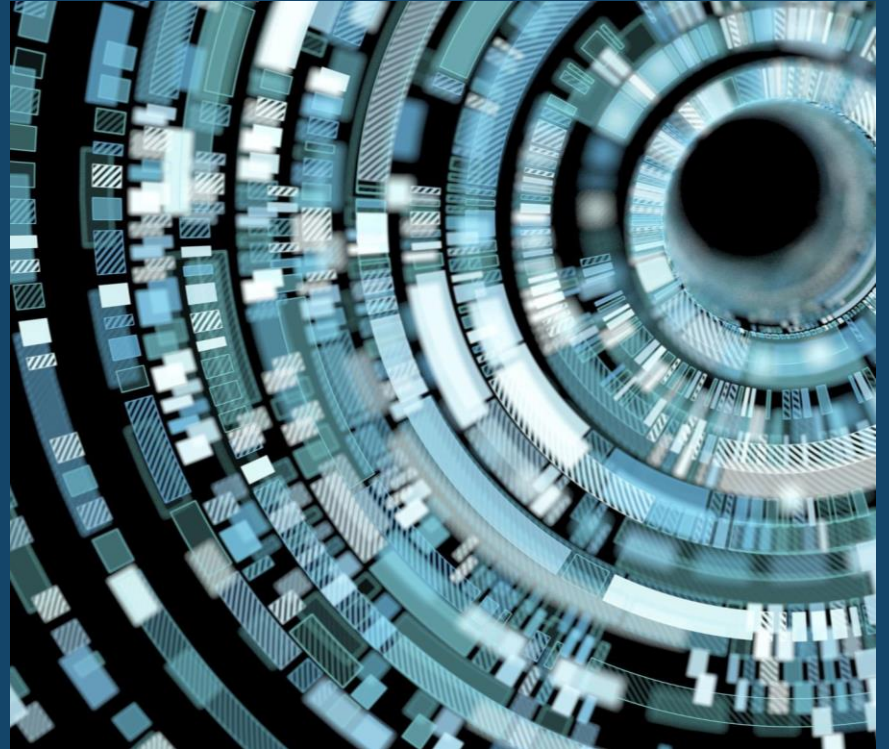
... a process that attempts to broaden the boundaries of perception in four ways:

1. **By assessing the implications of present actions, decisions, etc. (consequent assessment)**
2. **By detecting and avoiding problems before they occur (early warning and guidance)**
3. **By considering the present implications of possible future events (pro-active strategy formulation)**
4. **By envisioning aspects of desired futures (preparing scenarios)**

Richard Slaughter

# Research Objectives

- Supporting the role of the AMDC in advancing transformative futures of mining across Africa
- Strengthening the AMDC as a centre of excellence to work with member states
- Better navigating and anticipating the complex mining environment and acting on critical signals before they happen



# Builds on previous and ongoing work on extractives

## AMV, EVs, Battery Value Chains, Critical/Green Minerals Supply Chains & Geopolitics

### Policy Briefing

196

June 2020



### Futures Literacy in Mining: Empowering the AMV

DEON CLOETE

#### Recommendations

- The AMVC should institutionalise futures literacy, foresight and anticipatory governance capabilities in the African mining sector by establishing an 'African Futures of Mining' working group.
- Futures literacy, foresight and anticipatory governance should be incorporated as key themes in the annual Africa Forum on Mining and other relevant forums to support AMV implementation and share good practice.
- The AMVC should build partnerships and networks with research and training bodies to support the establishment of futures literacy action laboratories that use collective intelligence-gathering methods to foster AMV awareness, adoption and adherence.
- The AMVC should create an anticipatory governance competency framework for achieving the AMV Action Plan by adopting futures methodologies that raise awareness of changes, explore impact, provide alternative futures, and develop strategies for action towards transforming African futures of mining.

### Policy Insights

94

October 2020



### SADC Futures of Mining: Implications of Large-Scale EV Adoption

DEON CLOETE

### Occasional Paper

316

December 2020



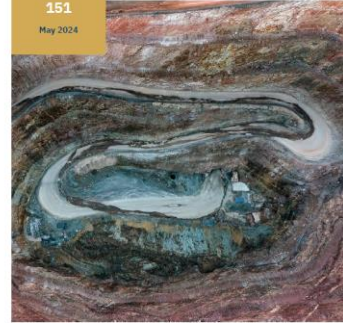
### SADC e-Mobility Outlook: Accelerating the Battery Manufacturing Value Chain

EDEM FOLI

### Policy Insights

151

May 2024



### Navigating Governance Challenges in African Critical Mineral Supply Chains

ADRIAN JOSEPH

### Policy Insights

155

August 2024



### Africa's Critical Minerals: Boosting Development Amid Geopolitical Challenges

GERAID NEMBA & COBUS VAN STADEN

African perspectives  
Global insights



African perspectives  
Global insights



African perspectives  
Global insights



African perspectives  
Global insights



African perspectives  
Global insights



# Builds on previous and ongoing work on extractives

## Futures of Critical Minerals – Series of 4 special reports & Policy Briefing

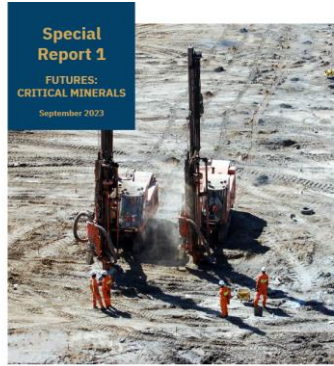


### Anticipatory Governance of Critical Minerals in SADC: Strategic Policy Pathways for 2035

DEON CLOETE, LETITIA JENTEL, LITHA MZINYATHI, NDEAPO WOLF, ALEX BENKENSTEIN & ADRIAN JOSEPH

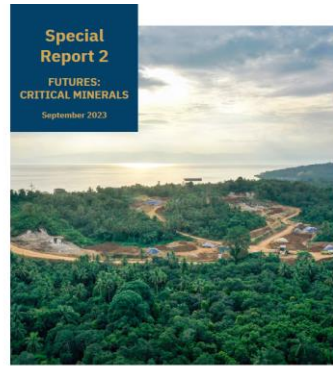
#### Recommendations

- The African Minerals Development Centre (AMDC), working with the UN Industrial Development Organisation, should develop a new continental and regional resource management system to enable a resource balanced economy.
- SADC member states' finance and mining departments should rethink financial innovations that will improve access to global markets and change outdated rules and thinking about financial markets to level the playing field towards long-term fair trade.
- The AMDC working with the SADC Business Council and the Mining Industry Association of Southern Africa should broaden new mining frontiers by prioritising bioregionalism in regional value chains development.
- The AMDC working with the UN Development Programme should create a new social contract that will build anticipatory governance for enhanced dialogue and cooperation on the future of critical minerals in SADC.



### Exploring the Critical Minerals Ecosystem in SADC Country Barriers and Enablers

DEON CLOETE, LETITIA JENTEL, NDEAPO WOLF, LITHA MZINYATHI, ALEX BENKENSTEIN & ADRIAN JOSEPH



### Navigating the SADC Critical Minerals Transition Towards Preferred Futures

DEON CLOETE, LETITIA JENTEL, LITHA MZINYATHI, NDEAPO WOLF, ALEX BENKENSTEIN & ADRIAN JOSEPH



### Re-imagining the Critical Minerals Ecosystem in SADC Building Anticipatory Governance

DEON CLOETE, LETITIA JENTEL, NDEAPO WOLF, LITHA MZINYATHI, ALEX BENKENSTEIN & ADRIAN JOSEPH



### Systemic Innovations for Critical Minerals in SADC Draft Strategic Framework

DEON CLOETE, LETITIA JENTEL, NDEAPO WOLF, LITHA MZINYATHI, ALEX BENKENSTEIN & ADRIAN JOSEPH



# Key Stakeholders Consulted

- Futures Literacy Workshop with the AMDC
- Previous Futures Literacy Workshops with mining sector
- Policy Dialogues



Governments



Intergovernmental  
Organisations

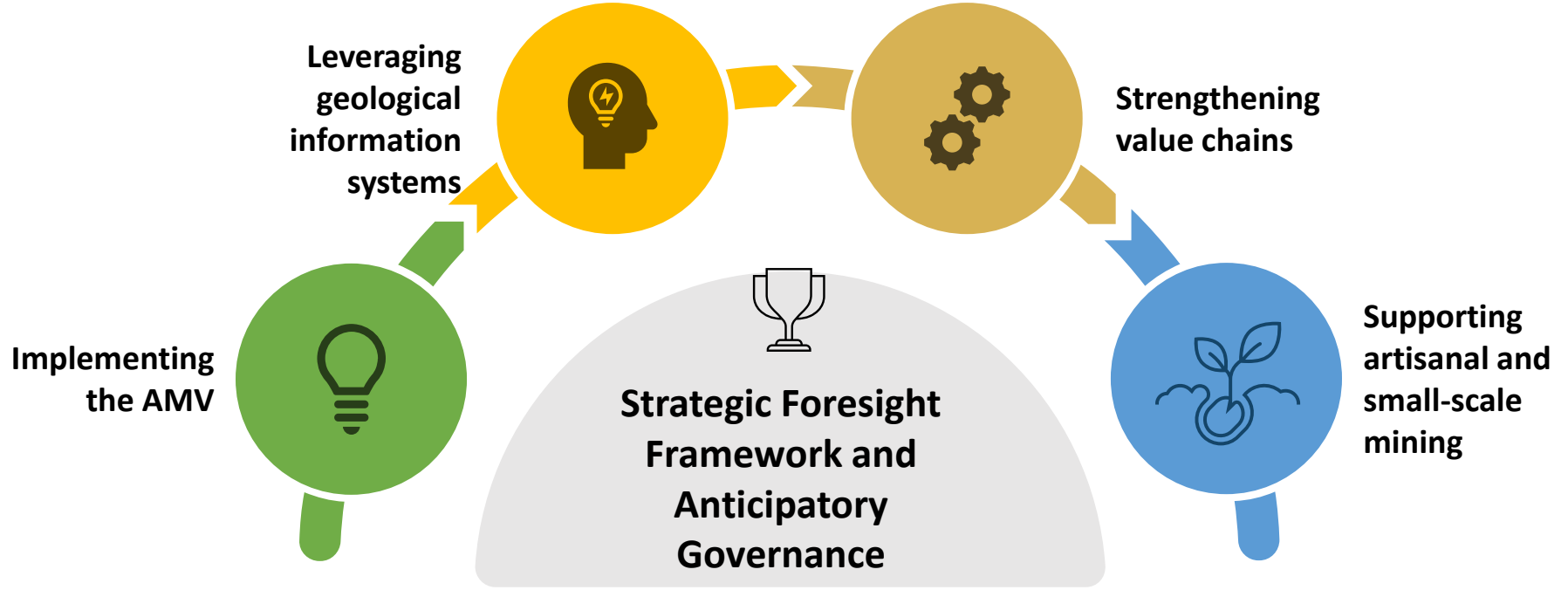


Civil Society  
& Academia



Private sector

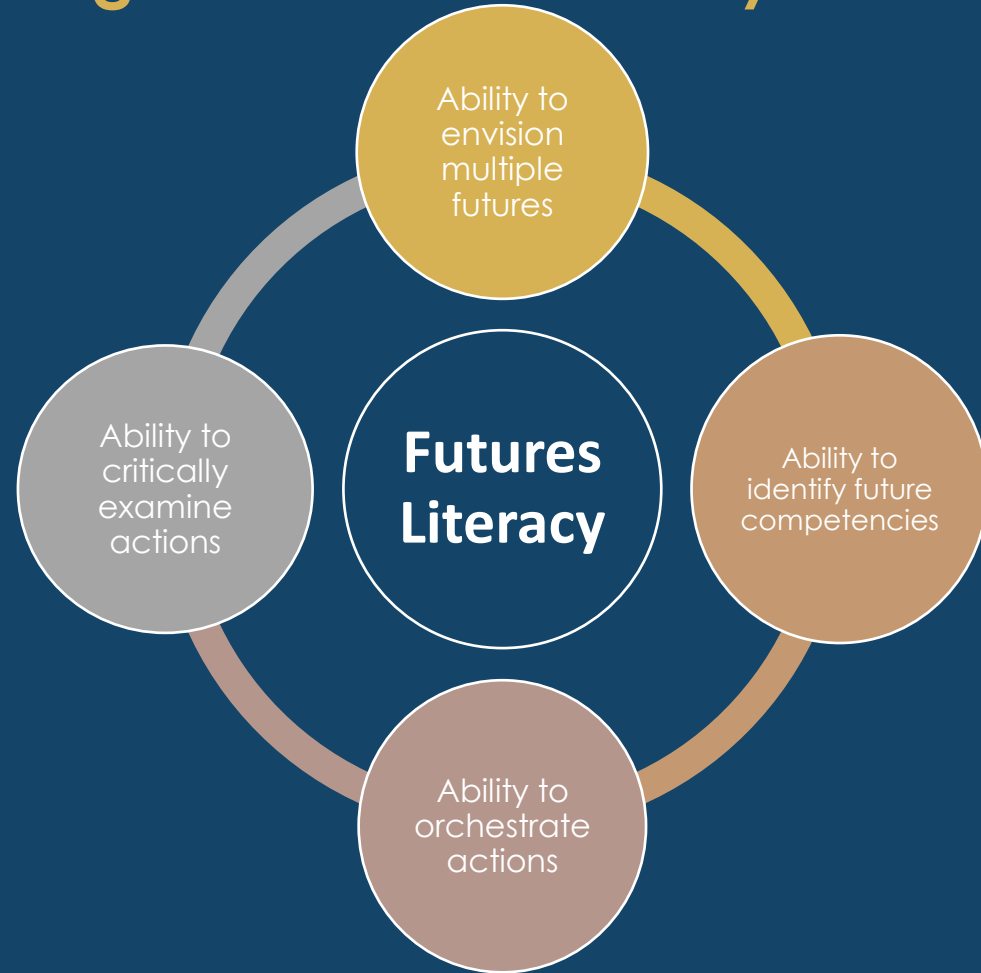
# AMDC's Four Pillar Mandate





# The Value of Strategic Foresight & Futures Literacy

- **Better anticipation:** to identify and prepare sooner for new opportunities and challenges that could emerge in the future
- **Policy innovation:** to spur new thinking about the contextually appropriate policies to address these opportunities and challenges
- **Future-readiness:** to stress-test existing or proposed strategies against a range of future scenarios (OECD OPSI, 2019)



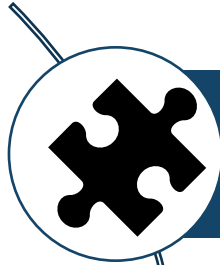
# Why Build Anticipatory Governance?

A photograph of two women sitting at a table, engaged in a conversation. The image is overlaid with a semi-transparent blue filter. The woman on the left is wearing a dark jacket over a light-colored top, and the woman on the right is wearing a light-colored blazer. They appear to be in a professional setting, possibly a meeting or a collaborative work environment.

- Create transformative futures by working together and gathering collective insights.
- Develop flexible approaches to handle multiple uncertain challenges.
- Act early on issues to address their impacts before they grow.
- Test and improve new ideas by learning from successes and failures.
- Prepare multiple safe-to-fail options to adapt and learn for a changing future.

**Shifting from reactive to  
proactive governance**

# Role of the AMDC in Transforming the Futures of Mining



Challenges facing the mining sector are complex, interlocking and interconnected



Need to create collective intelligence mechanisms



Adopt a foresight-led visioning process to overcome political and institutional lock-ins, such as slow ratification processes

# Integrating Strategic Foresight

AMV  
Implementation

Futuring and  
Visioning

Rethinking traditional  
models of industrialisation  
and prioritising value  
addition

Geological  
Information  
Systems

Scanning,  
Designing and  
Adopting

Online geological  
information system to  
support AU Member States

Linkages and Value  
Addition

Designing and  
Adopting

Accelerating industrial  
development of Africa  
initiative

Artisanal and  
Small-scale Mining

Scanning and  
Adapting

Strategic partnerships and  
collaborative platforms

# Implementation of the AMV



**AMDC**  
African Minerals  
Development Center

Participatory foresight involves multiple stakeholders – enabling proactive exploration by examining risks and uncertainties for the mining sector.

Accelerate the adoption of the AMV, expedite national priorities, and equip policymakers with the competencies and methods for strategic foresight and anticipatory governance to better navigate prevailing and emerging risks..

# Geological Information Systems



[www.africangreenminerals.com](http://www.africangreenminerals.com)

The African Green Minerals Observatory (AGMO) is an African Union initiative overseen by the African Mineral Development Centre. It seeks to support Africa's ambition to derive greater benefit from its green mineral resources.

- Web-based platform that focuses on data harmonisation
- Standardising mineral resource reporting based on UN classification standards
- Provides a basis for financial quantification
- Supports fundraising for international mining projects
- Ensure that mineral resource management practices are aligned to the broader African Mineral Resource Management Framework and support a resource-balanced economy.

# Linkages and Value Addition

Promotes linkages between mining and value-addition sectors

Prohibition of exports of unprocessed minerals in countries like Namibia and Zimbabwe

AMDC with support of Member States can stress-test options for value addition strategies

Explore finance requirements, and test innovative financial options

Talent pipelines in the mining sector

Facilitates skills transfer and education

Importance of mineral resource management and linkages to socioeconomic benefits

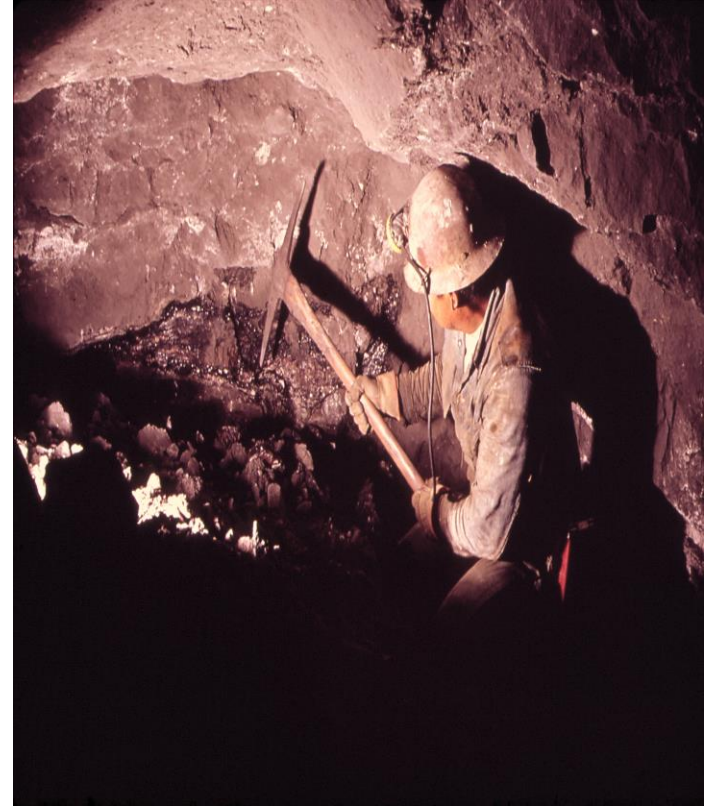
Insights to consider multiple possibilities and impacts to help shape adaptable strategies

Anticipate shifts in the labour markets

Focus on sustainable development

# Artisanal and small-scale mining

- Focus on initiatives to **improve skills and promote value addition** within ASM communities
- **Expanding** mining industry beneficiaries, **repositioning** role players and the **distribution** of opportunities and benefits
- Shifting from profit-seeking to easing competitor condition for ASM, coupled with a more **holistic approach to resource management**





# Journey to Ratification and Beyond: AG

The lack of deliberate action towards ratification by member states risks:

- perpetuating the current status quo
- reinforcing neocolonial dependencies
- divisive practices that hinder Africa's collective progress.

It is essential for governments to demonstrate political will and prioritise ratification to pave the way for a more unified and self-reliant Africa.



To overcome the slow ratification progress, the AMDC should be supported to become the main continental harmonisation and coordination body for mining and policy excellence, implementing its four-pillar mandate

# Mentimeter

What do you think are the most significant barriers to ratify the statutes for the AMDC?

Code: <https://www.menti.com/ald3feh7wyo>



Scan or log on and let us hear your voice!



# Shifts Required: Enabling Foresight for Resilience

- **Diversified pathways and ecosystems approaches**
  - Leverage shared resources and addressing common challenges
  - Integrate environmental, social and economic considerations into mining practices.
- **Rethinking debt and financial architecture**
  - Current domestic legal frameworks lack sufficient protection against hidden debts and opaque, resource-backed loans dominated by unscrupulous lenders
  - The AMDC, international finance institutions, the private sector and AU member states should develop coordinated debt relief and restructuring frameworks to reduce sovereign dependency on volatile commodity markets
- **Supply chain management and value creation**
  - A growing need for localised and agile manufacturing processes. This shift will compel communities to re-evaluate their supply chain strategies and operations to proactively anticipate risks and profit allocations.

**Comments &  
Questions  
please?**



# What do you think is the most significant barrier to ratify the statutes for the AMDC?

22 responses





[info@saiia.org.za](mailto:info@saiia.org.za)



[saiia.info](https://www.facebook.com/saiia.info)



[@SAIIA\\_info](https://twitter.com/SAIIA_info)

[www.saiia.org.za](http://www.saiia.org.za)

[letitia.jentel@saiia.org.za](mailto:letitia.jentel@saiia.org.za)

**Thank you!**