# Adapt, Counteract or Transform

The future of Dutch development cooperation
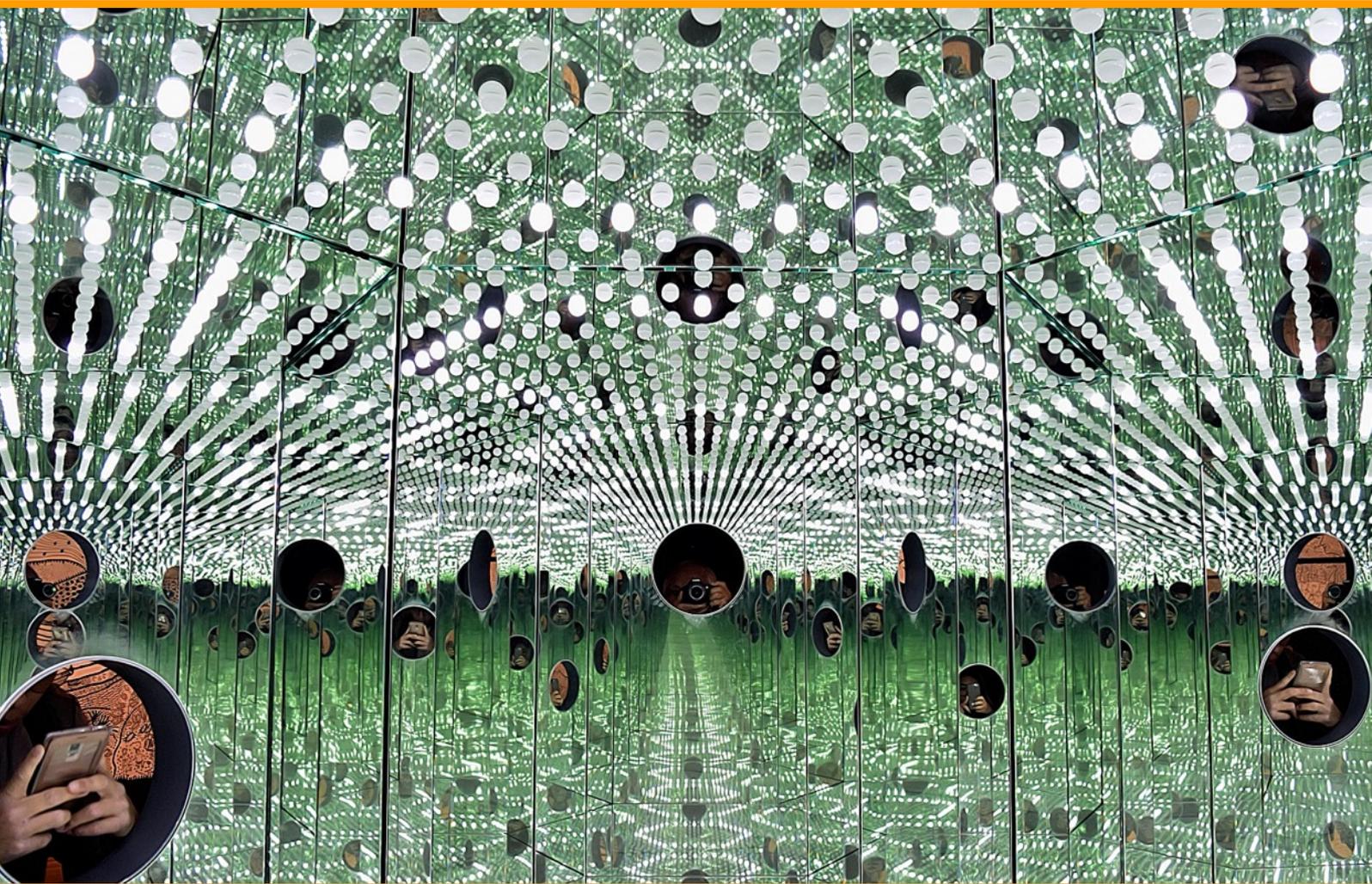


The Spindle    PARTOS    Perspectivity
For the love of complexity

# Index

# Acknowledgements

# Preface: From transition to transformation

The world changes rapidly, and in many respects so does development cooperation. It is difficult to fully grasp the changes, let alone to make well-informed choices in an environment with many uncertainties. Partos members, Dutch development organisations, need all their capacity to fulfil their mission. Anticipating the future and keeping the organisation future fit puts an additional strain on them. What do we need to adjust, what to abandon, how to harness new opportunities? And how to better relate to our partners? These challenges and questions inspired The Spindle, the innovation platform powered by Partos, to launch this future exploration of (Dutch) development cooperation.

On the basis of many inputs, this document provides an overview of a plethora of trends that drive manifold transitions. In addition, it describes four distinctive, plausible scenarios of worlds that might emerge or further develop as a result of these trends. And it describes implications of these worlds and response options. But more importantly, it sketches a picture of a future we want, being eager to go beyond reactive adjustments and proactive adaptations. We want to shape a future we want! From transition to transformation.

We have many supportive frameworks already that help and inspire us to define the world we want and how to get there. To start with, there are the Sustainable Development Goals. The Doughnut Economy as described by Kate Raworth provides a similar action- oriented and inviting perspective. The intrinsic drivers and co-creativity of the so-called explorers group that created a number of mind shifts, provocations, images and possible transformational measures, also led us. All this is built upon the forecasting stories, analyses and advice of a wider, global audience of more than 100 people who shared their experiences on Sprockler. Without their insightful, creative, and sometimes provocative contributions, this document would be just another report to learn from. It is not just that. A great thanks to all of you. And a high appreciation also for the brilliant, knowledgeable and tenacious facilitation by Perspectivity, who walked the talk of their credo: for the love of complexity.

This document is not our final product. It is merely our living manifest for a better world. It is both a tool and a building block in an uphill battle to serve the most vulnerable people and regions. It can help us to overcome counter, distortive and excluding forces and cultural deficits (e.g. think of shrinking spaces for civil society, gender injustice). It can help us to unleash new potential such as the capacities of a great variety of stakeholders and pursue new synergies. We hope that by all means this document challenges our mind-sets and helps us to go far beyond the status quo of our operations.

There is solid reason for hope. Around the world we see a lot of energy and promising and inspiring initiatives emerging. Altogether, we have inexhaustible sources, such as creativity and leverage. If we manage to mobilise these for the future we want, then that in itself is a feature of a better world.

*Bart Romijn, Director Partos*

# Four plausible scenarios and 'A future we want'

## Summary[1]

Partos initiated a future exploration to identify major trends and uncertainties, assess possible future scenarios and their implications and explore actions and options for the future.

The future exploration was done in four stages:

1. Mapping major trends and uncertainties to help develop an understanding of the forces that can shape the future.
2. Sketching scenarios of possible futures in 2025.
3. Identifying implications and options for Dutch development cooperation in each of these scenarios.
4. Towards 'a future we want': formulating the basis for transformative action of organisations within Dutch development cooperation

This resulted in four distinct possible future scenarios, based upon a number of critical uncertainties and trends, and 'a future we want', combining the best of these four scenarios. These scenarios provide a great number of opportunities and challenges for Dutch development actors, as well as various response options: to adapt, to counteract or to transform, i.e. to actively pursue a future we want.

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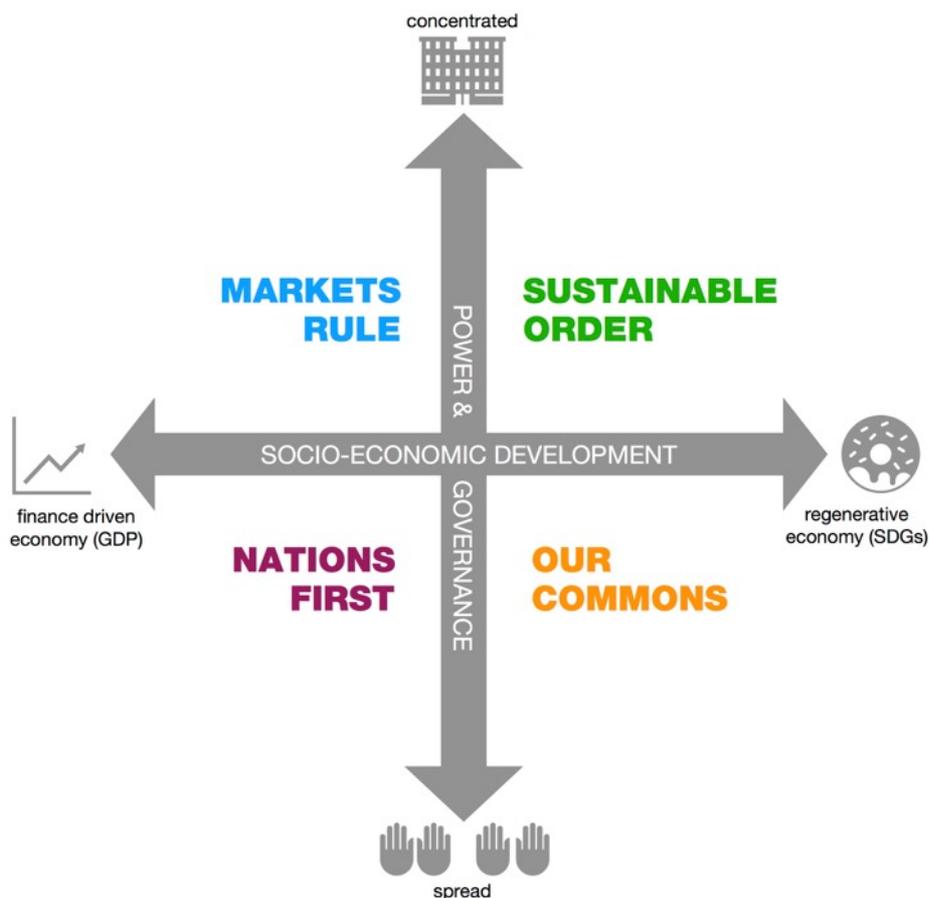
[1] Read the full scenarios, including how they came about and implications and response options, in chapter 5 and 6. In chapter 7 read about 'a world we want' and how to get there.

## 'Markets Rule'

**The world is a big market**

Neoliberal globalization continues to dominate the world's agenda. Big corporates focus on profit maximisation and drive the international political and economic agenda. This leads to steady GDP growth and fewer people in extreme poverty. But also, to a widening gap between the 1% rich and the rest, resulting in large-scale social unrest and economic migration. The focus on economic growth quickly depletes natural resources, which in turn ignites frontrunners in sustainable technologies.

Development cooperation is dominated by a few large formal players; like UN agencies, big international NGOs (such as Save the Children and Oxfam) and a few large private charities (Gates and associates). Together, they set priorities and decide where the money goes. More often than not, the development agenda is linked to trade and focused on prosperity, more than on well-being.

*"Will the shore turn the ship?'*

## 'Nations First'

**Solidarity based on geography**

Neoliberal globalisation hollows out the welfare state and leads to increasing inequality in income and education. As a result, people and governments turn inwards, focusing on their own well-being first. Both large and small nations increasingly choose a nationalist and protectionist course. International trade agreements are terminated to protect national markets. Protectionism undermines global free trade. The commons are under pressure. Country borders are closed, which makes 'natives' feel protected and safe. But it also leads to the exclusion of minorities on ethnic, cultural and religious grounds, and an explosion of refugees. An inner-circle of privileged citizens controls resources and media; the outer circle has difficulty to make ends meet. Migrants end-up in the outskirts of megacities and in deplorable camps.

Governments hardly maintain development cooperation policies, resulting in minimal funds. The budget for development cooperation is determined by national interests, with a focus on minimizing the influx of migrants. Dutch NGOs depend more and more on private funding and volunteers.

*"Do we need to prevent this scenario?"*

## 'Sustainable Order'

**Power to the United Doughnuts**

Pressing humanitarian, social and environmental crises give rise to renewed solidarity, global coordination and fast implementation of even more ambitious SDGs. The world joins forces to counter inequality and climate change. The public and the private sector closely collaborate to create a regenerative and fair economy, with care for human needs and social and planetary boundaries – the Doughnut. Consumerism is discouraged. However, the swift and forced implementation of the SDGs comes with a cost. Global institutions and corporations get more bureaucratic. Those who feel they have no voice in the global arena lose faith and form new reactionary movements.

International NGOs focus on the implementation of the SDGs. Southern players are on the rise. Dutch development cooperation is mainly directed at supporting and lobbying for policies and practices of the large global players, both public and private.

*"How do we leave no one behind?"*

## 'Our Commons'

**People drive development**

New democratic models and creative collaborations counter crises and create new opportunities. People feel empowered and take matters in their own hands to strengthen security, democracy and the welfare state. Wellbeing first, material growth second. As people feel increasingly in control, exclusionary populism decreases. People feel less victimized by national politicians and international institutions. They take ownership for the common good. Community-based SDG-initiatives erupt everywhere; from saving the Great Barrier Reef to a quota of 10% refugees in Oosterpoort. Unfortunately, coherence and thus impact are limited. Lack of international coordination also puts a pressure on emergency aid and long-term development, especially in weaker regions. Forgotten conflicts are on the rise and become more complex.

Development cooperation facilitates local initiatives in different parts of the world and connects them in networks stimulating bottom-up growth. Citizen organisations are more influential than professional NGOs. Dutch development cooperation depends primarily on private donors. The focus shifts to implementing the SDGs in Dutch communities. Local initiatives in the South set their own development agenda and choose their own donors.

*"Can local powers have big impact?*

# Response options for Dutch development cooperation

### 'Markets Rule'

Development cooperation is 'business'. The best performing NGOs will do well on the development cooperation market. They have optimized their fundraising machinery, with great presence and marketing (i.e. SDGs as 'economic sales pitch'). Performance is mainly results-oriented and evidence-based. Organisational efficiency is high.

To stay relevant, it makes sense for smaller organisations to link-up with the larger players and private foundations. Another possibility is to join the resistance to market globalisation, fight for human rights, and put in effort in smart ways to raise awareness on sustainable development.

### 'Nations First'

National funding of NGOs has been marginalized. By accessing private funds from 'global citizens" and very smart marketing, some can sustain their work. Many organisations merge or bundle forces with likeminded partners. Focus is on building bridges, initiating dialogues in society to enhance awareness on global inequality. Technology and digital means are a vehicle for activism and widespread information sharing.

NGOs become lean and mean. Execution of activities is done by locals in the 'South' and by volunteers in the 'West'.

### 'Sustainable Order'

NGOs are commissioned or subsidized to execute programmes that are designed at international level (top-down). Many smaller players merge, partner with INGO-conglomerates, are marginalized or disappear. Funds are substantial. Operations are global, smart innovations are implemented, and the use of technology and data is critical. But not everyone can keep up.

The challenge is the focus on local needs, ensuring that minority voices are heard. NGOs have an important signalling function regarding human rights and other potentially "forgotten" issues so these can reach the global agenda.



### 'Our Commons'

A multitude of new types of organisations emerge. NGOs facilitate change in (local) communities, which is fully demand-driven and self-controlled. They also facilitate learning among local initiatives. The work happens through fluid networks.

Also, the international sustainability agenda is under pressure, so there is a task to focus on international coordination, to pay attention to wider social cohesion and advocate for global themes. The challenge is to align and empower scattered initiatives.

## 'A Future We Want'

In a future we want, pressing humanitarian, social and environmental crises give rise to renewed solidarity. Multilateral institutions, including the UN, and international mechanisms are reinforced in pursuit of the Sustainable Development Goals and foster global coordination and fast implementation of even more ambitious SDGs.

The world joins forces to counter inequality and climate change. Diverse multi-stakeholder coalitions collaborate to create a regenerative and fair economy, with care for human needs and social and planetary boundaries – the Doughnut.

New democratic models and creative collaborations counter crises and create new opportunities. People feel empowered to shape their habitat together. They take matters in their own hands to strengthen security, democracy and the welfare state.

Development cooperation facilitates local initiatives in different parts of the world and connects them in networks stimulating bottom-up growth. Citizen organisations gain influence and new synergies develop between local, regional and global movements and professional NGOs.

## Foundations for transformative action.

Working towards a future we want needs transformative action. Transformative action is built upon values and principles that stakeholders recognise as of primary importance, given the shortcomings of the current situation. The following principles came up most prominently in the exploration:

→   Respecting interconnectedness, inclusivism. This principle involves a shift from a compartmental approach based on ones' own interest, towards an inclusive approach, respecting and recognising interconnectedness and viewpoints of others.
→   The next shift that needs to be made is: from 'the North in the lead' (meaning NGOs and governments in the North setting the agenda) to 'the South in the lead' (the most vulnerable, citizens, youth, new actors).
→   The following shift concerns a translation of these principles in the economic system: 'from economics based on scarcity to economics based on abundance'. This involves a transition from a market-economy aiming for profit maximisation to a regenerative economy that is circular and respects social and ecological boundaries.
→   This leads to a final mind shift: 'from money as main currency (development driver) to connected capacity: competencies, skills, time and creativity'.

# 1. Introduction

Partos - the Dutch membership body for international development organisations - wishes for all stakeholders in international development to be(come) resilient and adequately flexible towards the future. Partos initiated a future exploration to identify major trends and uncertainties, assess possible future scenarios and their implications and explore actions and options for the future. The future exploration was done in four stages:

1. Mapping major trends and uncertainties to help develop an understanding of the forces that can shape the future.
2. Sketching scenarios of possible futures in 2025.
3. Identifying implications and options for Dutch development cooperation in each of these scenarios.
4. Towards 'a future we want': formulating the basis for transformative action of organisations within Dutch development cooperation.

The future exploration was guided by an explorers group, made up of approximately 35 stakeholders from a broad variety of players active in (Dutch) development cooperation (see appendix 2). The explorers shared their knowledge and experiences during four consecutive scenario workshops, so that together they could come to new insights that are relevant for the system of Dutch development cooperation as a whole. The output of the workshops formed the bases of the results of the future exploration as presented in this report.

The explorer workshops were preceded by an online story-based inquiry - Sprockler - to collect stories of developments in Dutch development cooperation that can be perceived as a glimpse of the future. This inquiry has been filled out by over 100 stakeholders of (Dutch) development cooperation throughout the world. The stories and reflections formed input during the whole process.

The future exploration was facilitated by Perspectivity and steered by a small core team with representatives from Partos, Perspectivity and two workers in Dutch development cooperation.

For the exploration existing research and reports were also used, such as 'The Future of Aid – INGOs in 2030' (from IARAN and partners). Appendix 1 contains an overview of the various used sources and people involved.

**Preface**
100+ forecasting stories

**Stage 1**
Trends & uncertainties

**Stage 2**
Future scenarios

**Stage 3**
Implications & options

**Stage 4**
Towards 'A Future we Want'

# 2. Context & definition

**Development cooperation: "cooperation between all kinds of actors for a better world with a focus on the most vulnerable people and regions".**

Development cooperation is in a multi-dimensional transition, which will have far-reaching impact for different actors. Some activities or actors might become obsolete, others might become or remain robust and we might also see the emergence of totally new types of organisations and even disruptors. Nevertheless, despite the current transition and the highly unpredictable future shape of development cooperation, we need a working definition.

For the purpose of this project, development cooperation is defined as: "cooperation between all kinds of actors for a better world with a focus on the most vulnerable people and regions".

1. **Actors** include among others: states, multilateral, national and local institutions, private sector actors, funders, civil society organisations, citizens, as well as informal cooperatives and movements.
2. **A better world** is an inclusive, peaceful, just and sustainable society for everyone. This is described in more detail in the Sustainable Development Goals (SDGs).
3. **Dutch development cooperation** refers to interventions by Dutch actors, both in the Netherlands and abroad.

Note: the definition used here goes far beyond interventions with state involvement and (state-based) Overseas Development Aid, and also entails activities that do not include financial transfers.

Important outcomes of this exploration are trends and future scenarios and implications thereof for (Dutch) development NGOs. These outcomes will help us to learn about and to anticipate trends, be it through harnessing opportunities (e.g. technology), coping with challenges (e.g. new funding modalities) and/or trying to suppress the trends (e.g. shrinking civic space). All this will help us to reinforce our adaptability vis-a-vis unpredictable developments as well as –where possible- to influence factors in pursuit of a desired future.

# 3. Forecasting experiences

Over 100 stakeholders shared a 'forecasting experience' and reflected on trends and uncertainties influencing the future of Dutch development cooperation. The stories are gathered and presented with Sprockler. *Listen to and read the stories on sprockler.com².*

In the online Sprockler report you will also find an analysis of the results of the inquiry and the 'Story of stories': A summary of emerging themes from the forecasting stories. The stories and reflections were used as input for the first scenario workshop and for the scenarios. The summary of insights and viewpoints shared in Sprockler is included in appendix 5.



## Some story insights

*"...We – the West - are losing moral, political and economic respect in the South..." "...We don't want your money, we want genuine cooperation..." "...We might have to focus developmental efforts towards to Dutch society..."*

**Empowerment of the South**

There is a gradual shift of power to the South, but the West still mainly controls the funds. Are we really ready to bear the consequences of a larger shift in power? Through organisations that are well-embedded locally, there is vast untapped potential to mobilize the creativity and passion of people in the South, proactively.

*"Even while we know that has to be done, we don't know how to do it. We still work top-down, as long as money comes first"*

*"...I was impressed by the awareness of the people on energy use, structures for low waste, organic and locally produced food and the local currency!"*

*"...So many people I have talked with requested: can we join, can we together create the improvements we wish to see?"*

**The Dutch political arena**

The interests of The Netherlands (and Europe) come first and need to be served and protected. Political and economic trends in Europe drive the agenda. The focus is on trade, with relatively short- term outlooks. Stability at home is a priority, so problems that emerge from conflicts, climate change or other megatrends are to be locally solved (elsewhere) – such as migration. This is at the expense of long-term development, of addressing fundamental issues.

*"...If the SDGs are our compass, how to we match short-term interests with these long-term goals..."*



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² https://visualizer.sprockler.com/en/open/partos

## Money matters over mission

NGOs have been developing business models out of development cooperation. Corporate thinking has found its way into the NGO world. The route to funding is institutionalized. Accountability prevails over mission, resulting in a distorted balance between action and funds. Many challenges are too big to be approached as a programme or project. The not-measurable effects are out of the picture.

*"...In the future, funding parties will more and more realize that not everything is measurable..."*

Mission no longer comes first. However, many challenges are too big to be approached as a programme or project. The not-measurable' effects are out of the picture. The stories need to be told. Mission and values connect people and it is in this connection where a new are of deep change can evolve.

*"...We have become bookkeepers of change, rather than drivers of change..."*

## Source, scale and scope of funding

Funders are putting more money in large initiatives. This requires bureaucracies from NGOs, to support this funding model. Smaller organisations won't survive and disappear. Big multinationals, (their) foundations and dominant economics (especially China) will strongly influence developments.

*" .... Only the big-ones will survive this competitive game of getting funds, winning tenders etc. If we are not alert right now, smaller organizations like women rights, faith-based, diaspora organizations, will fade out..."*

At the same time, there are also new types of funding models emerging, through impact investments, sustainability funds, and crowd funding.

*"... We are approaching the End of the Golden Age of Europe as we know it."*

## Technology and media

Technology will drastically continue to change our word, beyond imagination. A world that is more and more interconnected and where information is available everywhere. Local communities will have global solutions at hand. Cooperation in combination with technology holds a lot of potential to facilitate change.

Yet public opinions are manipulated by fake news, and the objectivity of information provided through journalism is questioned. The achievements regarding SDGs are unknown and a negative and grim world-view is continuously being spread.

*"...The developments in data-technology offer great potential to both engage communities, but also empower them, if used smartly...".*



## Awareness and Interconnectivity

There is a growing awareness that the word is one system wherein inequality has consequences for all of us. Sustainable development is everywhere. When the public / people are engaged, they feel connected with the reality of what is going on. It leads to active involvement. Philosophies and methods that enable multi-stakeholder dialogue (not consultation) and foster finding common ground are emerging. Trust building is key, and true dialogue enables creating impact together.

*"....Richness and poverty, freedom and suppression, they are like communicating vessels, interconnected..."*

## New ways of organizing and engagement

Engagement in development cooperation is growing. New actors come in; the time of the classic NGOs is being put behind us.

This is expressed through movements, networks around issues, informal cooperatives and myriads of smaller organisations, social enterprises, hybrid organisations and groups of engaged citizens (e.g. active retirees). Sustainable development is more alive than ever, and people find ways to organize themselves to express their passion and compassion.

### Role of women

Representing half the world population, there is still a world to win by strengthening the role of women. Inequality is still everywhere. There is still a long way to go.

### Youth is the future

In the North, new generations are gaining influence. Millennials look for meaning, not for money. They express an ever-growing interest and engagement in international development. Youth in the South will more and more shape the future. Their needs are ever increasing – through environment, climate, resource effects, conflicts and the consequences this brings (such as unemployment).

# 4. Trends & uncertainties

Many factors are likely to influence how the world will develop in the next decade. For this future exploration, we have identified trends and uncertainties that will impact (civil) society at large as well as the operating context for Dutch development cooperation.

## Trends

The trends – especially the most impactful ones – are important building blocks for the future scenarios. They will play an important role, no matter how the future develops, but may have a different impact in different scenarios. There are various studies available that provide analyses and overviews of the most important trends. Appendix 1 gives an overview of the sources for this future exploration. The trends – derived from these studies - can be divided into three categories:

→   Megatrends in the global landscape
→   Implications for development cooperation
→   Changing actors and their relationships.

Appendix 3 provides an overview of these three categories.

Based on the 'forecasting stories' of 100 stakeholders in Sprockler, the explorers identified a number of trends that are specifically relevant to Dutch development cooperation. These were considered relevant and impactful, and thus important to formulate the scenarios. Mentioned trends are:

→   Traditional roles and relations in development cooperation are shifting (West → East, North → South). More connectivity between and within regions, leading to i.e. less need for direct aid from the Netherlands.
→   Demographic developments, i.e. population growth, lack of perspective for the young generation, leading to economic refugees (special risk of young boys becoming susceptible to extremism).
→   Fast technological developments and influence of technology and data, leading to increased connectivity and influence of social media, empowering collaboration between citizens. But also, to greater differences in access to new technologies for i.e. health care, labour market.
→   Growing interest in 'becoming a sustainable professional/citizen/consumer. Millennials are in search of purpose (in their work).
→   Concentration of power and wealth and a growing gap between the rich and the poor.

→   Growing populism and distrust in institutions (such as the EU) and social organisations
→   Knowledge and skills are worldwide accessible. E.g. many Africans study at the same institutes as Westerners. May lead to new forms of collaboration and development.
→   Growing influence of religion, governance changes leading to fragmentation/polarisation within societies. And to exclusion of people who do not belong to the dominant religion.
→   Distrust, more fake news. Erosion of the reliability of news sources.
→   Climate change.
→   Increasing self-interest of people, organisations and countries.



## Uncertainties

Besides trends that are likely to happen, there are also numerous uncertainties. These are major developments of which it is unsure which way the dice will role, but that will have a major impact on society. These uncertainties could be critical to shaping the future of (Dutch) development cooperation, depending on the way they develop.

Based on the dialogue on major trends and key uncertainties (ref. appendix 4) during workshop 1 and on the resources mentioned above, we have identified the two most uncertain factors. These two key uncertainties are used to frame possible futures, by putting them in a matrix, leading to four scenarios.

# 5. Future scenarios

## 5.1 From trends and uncertainties to four plausible scenarios

Scenarios can be constructed by identifying key uncertainties that could be critical to shaping the future of development cooperation. These uncertainties can be used to frame possible futures in four scenarios.

Scenarios are useful when they meet the following criteria: they must be relevant, illuminating current circumstances and concerns and connected to current thinking; challenging, making dynamics visible and raising questions about current thinking; plausible, logical and fact-based; and clear, accessible, memorable and distinct from one another. This approach was followed during the future exploration. Using the identified trends and the expert judgement of people within the development cooperation system (the explorers group) the scenarios were worked out in the second workshop.

Although there are many uncertainties, two seem to jump out: the distribution of power/governance mechanisms and the socio-economic approach to development the world is taking.

**Power & governance:** Will power remain predominantly in the hands of a limited number of large countries, formal global institutions, multinational corporations and international NGOs (top-down)? Or will traditional power be challenged by new (small scale) actors and spread among many different (new) players, parties and networks all over the world (bottom-up)?



**Socio-economic development:** Will the world remain predominantly market-driven, with financial growth (GDP) as the main indicator of success? Or will we shift towards an inclusive and regenerative economy, taking into account the needs of people as well as social and planetary boundaries? In this approach, many more indicators play a role, like in the SDGs (with 17 objectives 'to end poverty, protect the planet and ensure that all people enjoy peace and prosperity').



These main uncertainties produce four different plausible future scenarios that represent different ways in which (1) the system of global governance and power distribution and (2) the way socio-economic development is driven could evolve. The scenarios are by no means definitive but designed to represent a spectrum of possible futures in 2025. They provide different back stages with different dynamics, challenges, and opportunities that players in (Dutch) development cooperation will need to prepare for and adapt to.
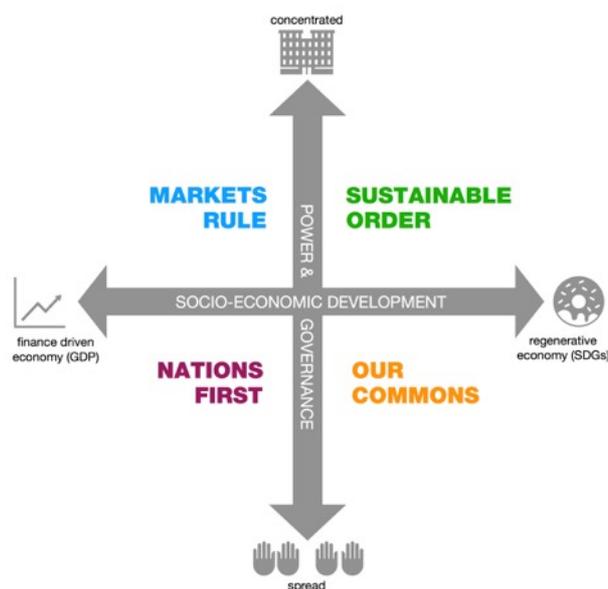


These four scenarios do not have to exclude each other. It is possible that trends move through scenarios so that they occur in succession. It is also possible that parts of scenarios occur simultaneously.

New humanitarian crises could especially influence the actual development towards 2025. Crises, wars and disasters might lead to an inward orientation of countries and regions or give a boost to international cooperation and coordinated action. These could be disasters caused by accelerated climate change, such as increasing storms and flooding or the crises caused by a new collapse of financial markets and the 'bankruptcy' of economic models. Accelerating technological developments might also have an enormous impact on economic development, governance structures and the development of political systems. Global conflicts and wars might also influence scenarios significantly, or other unforeseen developments.

## 5.2 'Markets Rule'

Neoliberal globalization continues to dominate the world scene, including new and far-reaching international agreements on trade, climate and SDGs 'light'.

The exhaustion of natural resources becomes increasingly problematic. The geopolitical control of these scarce resources dictates the international political and economic agenda. Crises caused by climate change, water shortage and pressure on food production drive international agreements. The crises also stimulate technological innovations and new (energy) production technologies.

While extreme poverty decreases, social and economic inequalities persist. The gap between a small group of very rich and the poor widens. This results in large-scale economic migration and social unrest. Civic space decreases, also because of control of (digital) technologies such as cameras and the Internet, and the control over (social) media. The most affected are no longer able to take matters in their own hands and flee to protest and resist. People are stressed as competition on the labour market increases and multiculturalism pressures local solidarity.

**Economy**

The world economy is developing steadily. New emerging economies such as China and India - representing one third of the world population – get more dominant. New megacities arise – especially in Asia and Africa - and become the focal point of economic development. The economies of developing countries depend largely on the export of natural resources. China - wanting to secure the supply of natural resources and raw material - dictates development agendas in Africa. Other BRIC countries also claim their share of natural resources in Africa.

Economic growth is driven by self-interest - even when external interests are considered - and is played out by maximising profit and GDP via global trade. Development is mainly measured by financial indicators (GDP) and the success of socio-economic policies is measured accordingly. Digital currencies emerge and are more widely used. Environmental realities undermine maximising profit. Technological innovations are driven by the corporate world.

The depletion of natural resources puts pressure on economic development. This triggers frontrunners (especially companies) to invest in the development and application of new sustainable technologies.

**Power, governance**

Governance structures are dominated by a limited number of big countries, large formal institutions such as the European Union (EU) and the World Trade Organisation (WTO), and multinational corporations (i.e. GAFAM: Google, Apple, Facebook, Amazon, Microsoft; large energy, oil, automobile, retail conglomerates), all operating globally. Multilateral trade treaties define relations between countries. The World Trade Organisation and the International Monetary Fund gain mandate and power. Large corporations increasingly dominate the political agenda. The influence of the UN and NGOs is limited.

Economic globalisation puts pressure on democratic systems within countries. Human rights are increasingly undermined by interests of businesses. The power of especially medium and small nation states is eroding, due to the increasing influence of multinationals and international institutions. Crises due to climate change, shortage of water, problems in agriculture and pollution of the environment are addressed in multilateral collaborations.

**The world is a big market**

# MARKETS RULE

finance driven economy (GDP)
concentrated power & governance

The world as we know it
Neoliberal globalisation
International trade & agreements
Slow implementation SDGs
Big countries & companies rule
India and China gain influence
Profit & GDP maximisation
UN agencies & large iNGOs
Private players set the development agenda
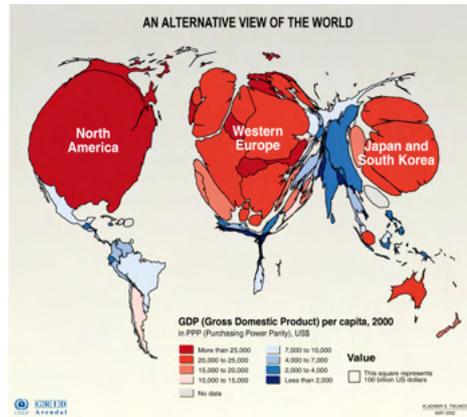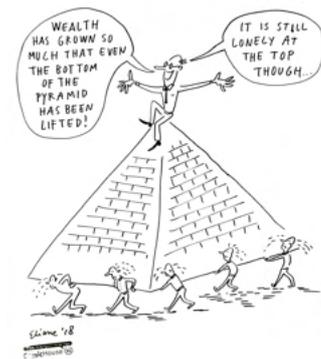








*'Will the shore turn the ship?'*

*'Is there a role for small & medium NGOs?'*

*'What wins, privacy or safety?'*

*'Which counter movements arise?'*

*'Can development cooperation be a money maker?'*

## 5.3 'Nations First'

People and governments turn inwards, focusing on their own well-being first. Large countries like Russia, China, India, Turkey, the US and the UK, but also smaller nations, choose an increasingly nationalist and protectionist course.

The world assumes a reactive attitude towards persisting crises caused by climate change, regional conflicts, shortage of water, pollution and loss of land for agriculture. The hollowing out of the welfare state, exclusion of larger parts of the population from jobs, and increasing inequality (income, education), cause reactions amongst those excluded. National identities become more important, which makes people feel protected. This rise of nationalism puts pressure on minorities and targeted groups. This leads to the exclusion and even to cleansing of (minority) groups on ethnic, cultural or religious grounds, resulting in more refugees and more migratory phobia. Borders are closed however, and migrants are deported and end up in camps under deplorable conditions.

Military expenses increase, resulting in protracted regional conflicts and crisis. In poor parts of the world, mingling of religious and political violence (i.e. Islamism), organized crime (drugs, weapons, human trafficking), and geopolitical proxy wars (USA, Russia, etc.) intensify. New technologies and social media undermine trust in traditional information sources and act as manipulation mechanisms. An inner-circle of privileged citizens controls resources and media, an outer-circle has difficulty to make ends meet and is being kept in check with a lot of "nudging". Domestic migration, especially in the South, results in more megacities as motors of the economy, but also in more slums and no-go-zones and socio-economic decline.

**Economy**
Protectionism undermines global free trade. Many international trade agreements are terminated to protect home markets. International trade declines, home economics emerges and production for local consumption gains importance. Technological developments like 3D-printing facilitates local manufacturing. The oil and defence industries are important economic drivers. National governments take back control over the economy vis-a-vis 'the market'. The commons - e.g. shared natural resources - are under pressure. The pressure on the environment and climate change, as-well as shortage of water and food, have a negative impact on the economy and create social unrest and a continuing flow of migrants (who end up in camps as borders are closed).

**Governance, power**
Seen from a global perspective, power is fragmented; nation states are in charge of their own affairs. The rise of nationalism - which is not necessarily undemocratic - leads to a decline in the relevance of global governance institutions. International law crumbles and the International Criminal Court loses its mandate. Supranational institutions, such as the European Commission, the UN and the WTO, are less and less influential. Marginalised countries have more possibilities to determine their own policies and to set their own course.

Large corporations ask for more free trade and strong economies determine the global agenda. Especially in developed countries, new forms of direct democracy emerge. People feel more at home in their native countries and feel less threatened by foreigners. National culture is highly respected and attracts more funding. This scenario evokes strong local activism by people who are concerned with planet and people. Trade unions recover a bit and minorities rise, claiming their space.

**Solidarity based on geography**

# NATIONS FIRST
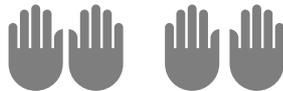
finance driven economy (GDP)
spread power & governance

**Intensified nationalist &
protectionist course**

*Taking back control*

**Exclusion of minorities**

**EU & UN in despair**

**Protracted regional conflicts**

*Politicisation of crisis*

**Scarcity wars**

**Persisting inequalities**

**National humanitarian aid**

*Care for next door neighbour*

**Clash of religions &
cultures**

*'Who will pay for development?'*

*'Which traditions do we cherish?'*

*'Do we need to prevent this scenario?'*

*'Is there a role for development cooperation?'*

*'How do we counteract polarisation?'*

**Global challenges addressed top-down**
**Renewed global solidarity**
**Faster implementation SDGs**
**International agreements**
**Concentration of power**
**UN TAX**
**SDG agenda & metrics**
**Democratic concerns**
**Collaboration within & between regions**
**Protracted crisis**
**New Southern sources of income**

Power to the United Doughnuts

# SUSTAINABLE ORDER

regenerative economy (SDGs)
concentrated power & governance
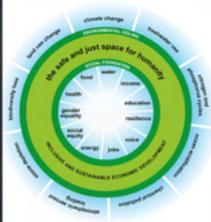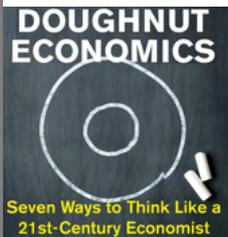
*Can we afford the SDGs?*

*'How do we leave no one behind?'*

*'What will happen to democracy?'*

*'Will bureaucracy kill innovation?'*

*'Do Dutch NGOs have value to add?'*

*'Who will protect human rights?'*

## 5.4 'Sustainable Order'

Pressing humanitarian, social and environmental crises give rise to renewed international solidarity, global coordination, more protection of minorities, greater attention for inequality and accelerated implementation of the SDGs.

Ecology and climate policies are central in international development. Consumerism is actively discouraged; sustainability is mainstream in education, the private sector and international relations. A global 'multi-culture' has emerged, thanks to migration, (social) mobility, new technologies and international cooperation - especially in ever-growing megacities. Women are considered equal to men, in all aspects, social, economic and cultural. Upcoming economies and countries in the South are more influential on the world stage.

However, this shifting power balance, the increasing importance of global institutions and the rapid changes caused by a swift and forced implementation of the SGDs, make some citizens of Northern countries insecure and susceptible to nationalism. Because people don't feel heard, anti SDG-movements are on the rise, as the enforcement of SDGs negatively affect the lower and middle class. Word of the year in 2025: 'ecofascism'.

### Economy
Globalization no longer drives trade and the free market. Instead, political and economic systems shift towards innovative sustainable growth models. Both public and private institutions, increasingly lead by women, focus on a regenerative and distributive economy, taking into account human needs and social and planetary boundaries. Development is less directed towards economic welfare and consumerism, and more on wellbeing and equality. Although a basic income for everybody is introduced in various parts of the world, the average income goes down. Income cuts give rise to strikes. Natural resource depletion may induce regional conflicts.

At the same time, companies adapt innovative cradle-to-cradle approaches; waste becomes a resource in almost every industry. Technological developments - such as 3D-printing - push local manufacturing. The private sector actively seeks to reduce its industrial footprint and the harm caused has to be compensated. SDGs increasingly determine corporate investments and strategies. All kinds of new jobs arise in the green energy sector, in healthcare, education, community work, etc. The demand for raw materials from the global South decreases. But these are compensated by new sustainable sources of income, such as solar energy production in the Sahara.

### Power, governance
Global challenges are addressed top-down. Thanks to increased social and political supranational cooperation, the multilateral system is reinventing itself. European integration continues. Collaboration in and between other regions (i.e. China, India, African Union) grows as well. International institutions (UN, etc.) restructure and gain power. The Security Council reflects the new power balance; veto right is abolished. Long-term development policies are created, restricting individual countries. The SDGs are more ambitious and faster implemented and guide and measure socio-economic success. International agreements on for example sustainable transition, trade, (circular) migration, remittances and targeted investments take shape. All countries have to adhere to the same sustainability standards and agreements to speed up implementation of the SDGs.

International (criminal) law concerning acts against the environment, public health and ecocide is created. However, the democratic legitimacy and support of people to these global trends continues to be a challenge, as some people feel that they have no influence on these global developments, making them susceptible to nationalism and populism. The further rise of global institutions and organisations, and the centralised approach of global sustainable development makes those organisations less adaptable, bureaucratic and inefficient.

**People drive development**

# OUR COMMONS



regenerative economy (SDGs)
spread power & governance

New democratic models &
community based actions
Bankruptcy global institutions
Local crises drive action
New technologies & local
production
Bottom up networks
drive local SDG actions
Income declines, welfare
increases
Niche social enterprises
Scattered initiatives
Public awareness grows fast





*'Can everybody join the movement?'*

*'Will technology drive or undermine the power of the people?'*

*Who determines legitimacy of initiatives?*

*`Will development cooperation become demand driven?'*

*Can local power have global impact?*

## 5.5 'Our Commons'

Pressing humanitarian, social and environmental crises give rise to new democratic models. New types of collaboration counter local and global challenges and create new opportunities for people to shape their communities together.

Power is spread much wider and informal networks (of networks) play an ever-increasing role. Control flows back to local and national authorities, driven by new more inclusive and sustainable economic models. People feel empowered to shape their environment together. They take matters into their own hands to strengthen security, democracy and the welfare state. Wellbeing comes first, material growth second. Individualism, consumerism, and private property are more in balance with solidarity, community, social cohesion, and common ideals.

As people feel increasingly in control, right-wing populism decreases. People feel less victimised by national politicians and international institutions and take ownership. Coherence of initiatives is limited. Whereas equality within communities (local, regional and even national) increases, differences between regions and countries grows.

**Economy**

A multitude of social enterprises (cooperatives, networked economic initiatives) jump into niche areas. They break with classic organisational models and introduce new innovative products and services for the common good. A (local) 'commons economy' emerges. Local production is flourishing, empowering and empowered by the circular economy. Blockchain and open source technologies drive small-scale activities that facilitate connecting, distributing and sharing products, services and knowledge next door and across the globe. Classic financial indicators for economic development show limited growth, as new indicators for development gain in popularity. New electronic currencies emerge. Small enterprises dominate socio-economic development more and more, contributing significantly to (local) development. Creative new entrepreneurial models emerge - like Airbnb and Uber, but more democratically controlled and collectively owned - making people more independent.

However, reduced international coordination puts a pressure on development, especially in weaker regions. International trade agreements are being transformed, allowing for more national and regional decision-making, enabling alternative development paths, industry policies and regional cooperation between nations and markets.

**Power, governance**

The needs of the people and the implementation of the sustainable development goals are addressed bottom-up, through community-based initiatives. New democratic models and participatory tools (like co-budgeting) are implemented. People work for the betterment of their own situation, which gives them more control over their lives. New technologies enable individuals to connect worldwide and form informal global movements that serve the common good and oppose the power of big countries and corporations. Nations take significant steps to achieve the SDGs; such as Iceland being the first country worldwide to enforce equal pay for men and women. Big cities and mayors take the lead to implement the SDGs.

Because global conflicts are getting more complex, conflict resolution depends on an increasing number of actors working together. However, the lack of formalized global power structures favours big powers (countries, multinationals, private foundations) to influence transnational processes.

# 6. Implications & options

## 6.1 From scenarios to implications and response options for Dutch NGOs

In the third workshop, the explorers group identified the challenges and opportunities in each scenario. They also explored response options for Dutch development cooperation, in view of the strengths and weaknesses of Dutch NGOs. To be able to specify these response options, a typology of roles of development cooperation organisations was formulated. This typology is included in appendix 6.

**Two frames for response options**

Two general strategies were seen as a frame to look at response options. These frames are:

→ Adapt to the zeitgeist and the power structures as described in the scenario, working from within towards 'a better world'.

→ Counteract the power structures that might obstruct development and development cooperation.

**'Reference scenario' for identifying response options**

For this future exploration, development cooperation is defined as cooperation between all kinds of actors for a better world with a key focus on the most vulnerable people and regions (see chapter 2). In the third workshop, this definition - in which the SDGs play an important role - was implicitly taken as a reference to formulate adaptive responses. The current situation is described in the next paragraph. The paragraphs 6.3 to 6.6 contain response options for each of the four scenarios.

## 6.2 Reference for responses: the world today

In many respects many people in the world are better off than a few decades ago. Poverty decreased significantly, health improved, and more children go to school. Nevertheless, there is still a way to go in terms of living within the planetary boundaries as well as having equal access to prosperity. Still a great number of people are on the move due to conflicts, lack of perspectives and other causes. Neoliberal globalization continues to dominate the world's agenda. The world is seen as a big market. Despite evident new leadership amongst business leaders, (big) corporates still primarily focus on profit maximisation and shareholder value and drive the international political and economic agenda. This leads to steady GDP growth and fewer people in extreme poverty. But it also leads to a widening gap between the 1% rich and the rest, resulting in large-scale social unrest and economic

migration. The focus on economic growth quickly depletes natural resources, which in turn ignites frontrunners in sustainable technologies.

New technologies emerge, such as blockchain and crypto currencies and also artificial intelligence. It remains to be seen how disruptive these technologies are and if everyone will benefit. In many parts of the world, neoliberal globalisation hollows out the welfare state and leads to increasing inequality in income and education. As a result, people and governments turn inwards, focusing on their own well-being first. Both large and small nations increasingly choose a nationalist and protectionist course. International trade agreements are terminated to protect national markets. Human rights agreements are not undisputed anymore. Country borders are closed, which makes 'natives' feel protected and safe. This also leads to exclusion of minorities on ethnic, cultural and religious grounds, and to an explosion of refugees. Civic space is shrinking all over the world. An inner-circle of privileged citizens controls resources and media, the outer circle has difficulty to make ends meet. Migrants end-up in the outskirts of megacities and in deplorable camps.

There are also signs of hope. Increasingly, the SDGs gain support and give rise to promising activities, both in local and pragmatic initiatives, such as in the context of circular economy and in terms of more system changing initiatives, such as shifting tax from labour to pollution. Informal groups emerge, occupying new civic spaces and - through new technologies - creating new clout for social change.

**Development cooperation**

New dynamics surround development cooperation. New power relations develop between Southern and Northern NGOs. The intermediary and co-financing role of northern NGOs loses relevance. NGOs diversify and specialise, both in organisational models (e.g. hybrid social enterprise-NGO), in types of activities (e.g. service delivery, Technical Assistance, versus action groups) and in revenue earning models. Humanitarian emergency aid is rather stable.

New networks emerge in the South. It is no longer obvious that the Northern NGOs dominate the agenda of development cooperation. Joint agenda setting is on the rise, but relatively rare. Northern countries gradually reduce their Overseas Development Aid. Subsidies to NGOs are being reduced both in absolute and relative terms, whereas private sector funding increases. Funding through multilateral institutions is relatively stable, but most of the time earmarked for specific

projects. Funding for core activities is rare. There is an increasing focus on limiting the influx of migrants in The Netherlands (and Europe in general). This leads to conditional use of funds for development cooperation instruments, focused on countries of origin of these migrants.

## 6.3 'Markets Rule'

**Challenges and opportunities**
In a completely market driven economy financial efficiency will be enhanced. Although overall wealth will increase, inequality between rich and poor will rise as well.

This unlimited growth of the economy (expressed in GDP) appears to be impossible without severely undermining ecological and social resilience. There will be even bigger megacities and more migration. In short, there will be an increasing 'target group' for development cooperation, so the need for development cooperation will rise.

In this scenario, large formal players dominate development cooperation. The majority of funding is distributed through UN agencies, large international NGOs (in particular the big five: Save the Children, the International Rescue Committee, Médicins sans Frontieres, Oxfam and World Vision) and (new) clustered private foundations. Development cooperation is more often than not linked to trade and job creation and focused on increasing wealth (versus well-being).

Government funding for social activism will end.
Corporations and charity foundations increasingly dominate development priorities and drive implementation. Large companies and consulting firms successfully link their market strategies to the needs of developing countries, by selling expert services and products to the 'South'. Some crises in specific regions are neglected as (new) actors focus their energy there where humanitarian needs and strategic interests coincide. Charity will become more important. Rich philanthropists will play a crucial role in development cooperation, especially in the field of poverty reduction. Market oriented NGOs remain stable, advocacy activists and civil society space will be under pressure. Informal humanitarian networks – structured around specific causes - gain importance, particularly at the global level.

**Response options**
NGOs will need to collaborate with companies, consumers and philanthropists as well as with governments and other NGOs.

**Adapt:** Development cooperation is 'business'. NGOs join corporates in development initiatives where money can be made, for example through SDG-instigated solution-oriented partnerships. Their aim: "Show the business case of development." The best performing NGOs (in terms of finances and impact) will do well on the development cooperation 'market'. They have optimised their fundraising machinery, with great presence and marketing (i.e. SDGs as 'economic sales pitch'). Performance is mainly results-oriented and evidence-based. Organisational efficiency is high. Markets will respond with CSR policies, or CSR needs to be advocated.

NGOs can act as a broker between philanthropic organisations and southern actors and engage them in the pursuit of inclusive change. Smaller organisations stay relevant, by linking-up with large players and private foundations.

**Counteract:** An important role for development cooperation is to push companies to do better for the world. NGOs and corporations can work side by side on collective development cooperation goals. Companies need to be named and shamed if they neglect social and ecological boundaries. To pursue a systems shift, shareholder values and societal values must come closer together. Research and advocacy organisations can play a pivotal role to identify crucial issues and put them on the agenda of corporates, the government and the public at large. Citizens can be mobilised to change their consumption patterns to create a cultural shift. This is a crucial step towards a radical transformation of the economic system.

Government lobby is needed to create a legal context in which the market operates transparently (e.g. tax issues), socially just and ecologically resilient. Lobbying is also needed for policy coherence, to ensure that international agreements and the SDGs strengthen (and not undermine) each other.

NGOs can join forces to reclaim civic space, advocate for freedom of expression and freedom of organisation as a priority issue. They can cooperate with movements around specific themes or urgent challenges: mobilise and facilitate the power and resources of the crowd.

## Organisational & funding models and core-competences

| Markets Rule | Adapt | Counteract |
|---|---|---|
| Roles of organisations | → Service providers (profitable)<br>→ (Inter)national emergency aid organisations | → Action groups, advocacy<br>→ Civil society movements<br>→ Social enterprises<br>→ Emergency aid organisations |
| Funding models | → Partnerships with multinationals<br>→ Partnerships with private donors, philanthropists<br>→ Revenue from marketable innovations | → Private donors with aligned goals<br>→ Donations from the public<br>→ 'New currencies' (exchange of creativity, capacity, cooperation) |
| Core competencies | → Marketing skills<br>→ Fundraising skills<br>→ Contract and fund management<br>→ Management and coordination skills<br>→ Implementation skills<br>→ Legal, auditing, financial expertise | → Campaigning, mobilising people<br>→ Advocacy skills<br>→ Communication skills<br>→ Fundraising skills<br>→ Brand management<br>→ Implementation expertise<br>→ Systems thinking, complexity navigation<br>→ Adaptive learning<br>→ Big-data technology |

## 6.4 'Nations First'

**Challenges and opportunities**

Development cooperation in the scenario 'Nations First' is challenged by the politicisation of crises, especially in chronic fragile regions. Inequalities between countries grow but might reduce within countries. Solidarity is based on geography; national interests and security are high on the agenda. National governments hardly maintain development cooperation policies resulting in minimal funds. Humanitarian interventions are handled by national governments. They want to show that they can manage crisis, shunning foreign interventions to increase their independence and legitimacy. From a global perspective, the approach to poverty reduction is fragmented. There is little to no funding for transnational problems, with the exception of dedicated funds for emergency relief and national security interests (defence). Development cooperation is mainly limited to technical assistance combined with economic deals. The focus in the North is on minimising the influx of refugees and economic migrants. Migration is possible, but only if there is a national benefit.

In this scenario, development cooperation is in crisis. Public funding for development cooperation is marginalized. Government funding for structural causes will end. However, market-oriented NGOs remain stable. Advocacy activists are under pressure and space for civil society continues to shrink. Development cooperation depends heavily on private funds. Dutch NGOs primarily depend on private funds and volunteers, and fight a declining public interest in development cooperation goals. Only major emergency relief campaigns (giro 555) manage to mobilise significant funds. Corporations take responsibility for the company's effects on environmental and social wellbeing (forms of CSR), as long as it contributes to the financial bottom-line/operating results. Some might be frontrunners and do more.

**Response options**

Some NGOs can sustain their work with private funds from 'global citizens" and through very smart marketing. Many organisations merge or bundle forces with likeminded partners to survive. Focus is on building bridges between various groups in society, enhancing public awareness on global inequality and raising the quality of the media. Technology and digital innovations support activism and

widespread information sharing. NGOs become lean and mean. Execution of activities is done by locals in the 'South' and by volunteers in the 'West'.

**Adapt:** To adapt to this scenario you have to follow the money and focus on national concerns. In all their activities, NGOs have to show national economic benefits and security. Civil Society Organisations (CSOs) shift their focus from transnational to national concerns and interests, helping people close to 'home' to improve their position (instead of those on the other side of the world). Only this way will they be able to garner attention and attract sufficient funds.

Beside this, national governments and large or specialized NGOs can be consulted for trade missions, negotiations skills and expertise in crisis situations.

**Counteract:** NGOs challenge nationalism by mobilising the still large minority that strives for a just and equal world. Protest can be peaceful, but also more radical, supporting strikes, etc. International cooperation between NGOs is key, to gain force and to align strategies and action. The focus can be on creating awareness and educating people about the importance and benefits of development cooperation that focuses on transnational problems. Appeal to fear; if we do not invest in Southern economies, these people will come to our country to take our jobs and wealth. The media in The Netherlands needs to be addressed in order to strengthen knowledge about crises in the world and the need for development cooperation: break the stream of (mis)information coming from the government and provide an alternative narrative.

## Organisational & funding models and core-competences

| Nations First | Adapt | Counteract |
|---|---|---|
| Roles of organisations | → National service providers<br>→ National emergency aid organisations | → Action groups<br>→ International networking groups<br>→ Civil society movements<br>→ Social enterprises<br>→ Emergency aid organisations |
| Funding models | → Private donors with aligned goals<br>→ Partnerships with multinationals<br>→ Government funding for national issues | → Private donors with aligned goals.<br>→ Donations from the public.<br>→ Funds from companies/multinationals with aligned goals |
| Core competencies | → Fundraising skills<br>→ Brand management<br>→ Communication skills<br>→ Management and coordination skills | → Campaigning, mobilising people,<br>→ Lobbying skills<br>→ Advocacy skills<br>→ Fundraising skills<br>→ Management and coordination skills<br>→ Media and information skills<br>→ Communication skills<br>→ Legal skills<br>→ Systems thinking, complexity navigation<br>→ Adaptive learning |

## 6.5 'Sustainable Order'

**Challenges and opportunities**

In the scenario 'Sustainable Order' protracted crisis, due to regional conflicts, climate change, persistent inequalities, poverty and distribution of knowledge and technologies remain high on the international development agenda. Power is with political leaders, big companies, knowledge centres and big civil society clubs. It is a multi-stakeholder system with one vision and common goals (SDGs) that everyone has to adhere to. But will this one size approach fit all? There will be a lot of red tape. Will the bureaucracies be able to innovate? Who will focus on local needs and ensure that minority voices are getting heard too? Top-down implementation of SDGs is difficult because they sometimes clash. Local approaches will be neglected. The challenge will be to change things without disturbing the power ratio. Public support will be under pressure, as they feel this is not about them, but they are subordinate to the institutions.

Civil rights will not necessarily be honoured; only a countervailing power to the sustainable order can push to more equality.

Funding and development cooperation is coordinated globally and take place through national governments, multilateral organisations, and large NGOs. International NGOs remain important players in international development cooperation, although the impact of Northern NGOs decreases. They focus on the implementation of the SDGs. New business models emerge, in which cooperation between NGOs worldwide and NGOs and the private sector increases. Local NGOs in the South are more frequently funded directly. Dutch development cooperation is mainly directed towards multinational institutions and internationals NGOs. They lobby and determine development policies and agendas.

**Response options**

**Adapt:** Many NGOs – especially the big ones - thrive in this scenario, because their goals are aligned with the 'Sustainable Order'. NGOs are commissioned or subsidized to execute programmes that are designed at international level (top-down). There is little competition, and no overlap between NGOs. Roles for NGOs are mainly in the field of consultancy and technical assistance. Many smaller players merge, partner with INGO-conglomerates, are marginalized or disappear. Funds are substantial. Operations are global, smart innovations are implemented, and the use of technology and data is critical.

**Counteract:** NGOs have an important signalling function regarding human rights and other potentially "forgotten" issues often on a local level. The question is how to get these on the global agenda. Watchdog NGOs can provide checks and balances and be a countervailing power to keep the leading power system alert.

## Organisational & funding models and core-competences

| Sustainable Order | Adapt | Counteract |
|---|---|---|
| Roles of organisations | → International service providers and research organisations<br>→ Emergency aid organisations<br>→ Service providers | → Action groups, advocacy<br>→ Specialised (research) organisations<br>→ Social enterprises<br>→ Emergency aid organisations |
| Funding models | → International organisations / institutional donors<br>→ Governments | → Private funds, philanthropists<br>→ Donations from public<br>→ Funds from companies/multinationals with aligned goals<br>→ 'New currencies' (exchange of creativity, capacity, cooperation) |

| Core competencies | → Implementation expertise<br>→ Management and coordination skills<br>→ Monitoring and evaluation skills<br>→ Adaptive learning<br>→ Logistics (emergency aid) | → Fundraising skills<br>→ Lobbying skills<br>→ Management and coordination skills<br>→ Communication skills<br>→ Media and information skills<br>→ Systems thinking, complexity navigation |
| --- | --- | --- |

## 6.6 'Our Commons'

**Challenges and opportunities**

In the scenario 'Our Commons' the power of global institutions dissolves. Development cooperation happens bottom-up and international issues will have to be solved locally. Technological developments and globalisation create enormous opportunities for development cooperation. Ownership at the local level in this scenario is high. But at a higher level it is no longer clear what is important. This may lead to inequality in resources in various parts in the world. Local initiatives in the South set their own development agenda and choose their own donors. Local knowledge, values, preferred development paths, and power relations make or break of every initiative. Exchange of knowledge and coordination between local initiatives remains challenging. Fragmentation in development cooperation leads to reinventing the wheel and inefficiency in scaling, making development cooperation ineffective. It remains an enormous challenge to empower local groups vis-a-vis transnational actors and large nations.

Communities that primarily take care of themselves may create exclusion mechanisms. There is a risk of exclusion of minorities and conflicts of interpretation and opinion in development cooperation, creating internal conflicts. This results in the 'tragedy of the commons'. An important question is: how do we create a 'system world' that supports a broad variety of people and initiatives? And how do we ensure that scattered initiatives strengthen each other?

Dutch NGOs have lost global influence – and government funding – and depend mainly on private donors. On top of their brokerage role, they focus on local 'development' issues (SDGs, inequality, social inclusion, etc.) in Dutch communities.

**Response options**

**Adapt:** A multitude of new types of organisations in development cooperation will emerge, engaging all kinds of new actors. NGOs primarily facilitate change in (local) communities, which is fully demand-driven and self-controlled. They also have a role in organising learning exchanges among local initiatives. Execution of activities happens through fluid networks. International NGOs should strengthen the 'common areas of coordination' by creating and maintaining international mechanisms that will remain necessary to tackle global challenges. Issues that communities cannot arrange locally but which have to be dealt with collectively. There is a need for broker facility, to connect communities and prevent reinventing the wheel.

I + I = III. 'Vertical brokering' can tackle global issues, and 'horizontal brokering' can address fragmentation and connect initiatives.

**Counteract:** Because the international sustainability agenda is under pressure, there is a task to focus on international coordination, to pay attention to wider social cohesion and advocate for global themes. Because UN and international law will be under pressure, NGOs need to think of a system that coordinates and mediates in case of conflict. Development cooperation becomes the facilitator of all kinds of local initiatives in different parts of the world. As connector, they stimulate the growth of bottom-up networks and movements. Due to the scattering of efforts by so many initiatives, impact remains limited, unless mutual reinforcement of initiatives is actively pursued. Citizens organisations are more influential than professional (I)NGOs.

## Organisational & funding models and core-competences

| Our Commons | Adapt | Counteract |
|---|---|---|
| Roles of organisations | → Regional service providers<br>→ Social movements<br>→ Emergency aid organisations | → International action groups<br>→ Social enterprises<br>→ Civil society movements – alliances<br>→ Networking groups<br>→ Emergency aid organisations |
| Funding models | → Governments<br>→ Donations from public, philanthropists<br>→ 'New currencies' (exchange of creativity, capacity, cooperation) | → Donations from the public<br>→ Philanthropists, private funds<br>→ Funds from companies with aligned goals<br>→ 'New currencies' (exchange of creativity, capacity, cooperation) |
| Core competencies | → Fundraising skills<br>→ Coaching and training<br>→ Media and information skills<br>→ Management and coordination skills | → Networking and coordination skills<br>→ Media and information skills<br>→ Management and coordination skills<br>→ Fundraising skills<br>→ Lobbying skills<br>→ Systems thinking, complexity navigation<br>→ Adaptive learning |

# 7. Towards 'A future we want'

## 7.1 Moving towards a desired future

The response options of Dutch development cooperation in chapter 6 are reactive, responding to possible future developments as imagined in the four scenarios. Pursuing a future we want, however, requires proactive action. This implies having a shared view on this desired future as well as bold and coordinated actions of all stakeholders, each from their own role and objective. A 'transformative approach' creates synergy by coordinated action propelled by shared and broadly supported goals and values. Synergy means pushing boundaries that limit 'the future we want' by connecting the stakeholders involved.

In the fourth workshop, we visualized our desired future in 2025 and explored how to get there. In this exploration, the 'we' is defined as the various stakeholders in Dutch development cooperation: NGOs, funders, government, Dutch citizens and also Northern and Southern partners. The desired future greatly differs from the current situation. Nowadays, the economy is primarily financially driven and thus situated at the left side of the four-scenarios-diagram. Considering the definition of development cooperation (chapter 2), aiming for a 'future-we-want' means moving towards the right side of this diagram. It means moving towards a regenerative economy (society), recognising social needs and ecological boundaries. The desired future, however, is composed of elements of all four scenarios.

In this chapter, the desired future is formulated in paragraph 7.2 (A world we want in 2025). The current situation is described in paragraph 7.3 (The world today). This is the reference for the action that needs to be taken. The last paragraph (7.3 Foundations for transformative action) highlights transformative actions and the steps needed to firmly establish and implement these.

## 7.2 A world we want in 2025: jointly pursuing the balance

In a future we want, pressing humanitarian, social and environmental crises have given rise to renewed solidarity. Multilateral institutions, including the UN, and international mechanisms are reinforced in pursuit of the Sustainable Development Goals and foster global coordination and fast implementation of even more ambitious SDGs. This is complemented by all sorts of local and broader movements for social change and a great diversity of multi-stakeholder and cross-sectoral coalitions that foster sustainability.

**Economy**

The world joins forces to counter inequality and climate change. Diverse multi-stakeholder coalitions collaborate to create a regenerative and fair economy, with care for human needs and social and planetary boundaries – the Doughnut, the economy as described by Kate Raworth. Consumerism is discouraged. The economy based on scarcity transforms in economics of abundance, which is circular. Modern technologies facilitate this transition: 3D printing, blockchain, peer-to-peer (file) sharing and local production are on the rise, in the North as well as in the South. In this economy, money is not the only currency. Connected capacity and creativity - which by nature are abundant, when activated and mobilised - are more important. Capacity is about connectivity, competencies, skills and time. As a result, the accumulation of money is not the main objective; multiple value creation is.

**Power, governance**

New democratic models and creative collaborations counter crises and create new opportunities. People feel empowered to shape their habitat together. They take matters in their own hands to strengthen security, democracy and the welfare state. Wellbeing comes first, (material) growth second. As people feel increasingly in control, exclusionary populism decreases. People feel supported by national politicians and international institutions. Together, they take ownership for the common good. Community-based SDG-initiatives erupt everywhere; from saving the Great Barrier Reef to a quota of 10% refugees in Oosterpoort. Not only global and national coordination mechanisms, but also (in)formal collaborations between various stakeholders and citizens foster synergy in line with the SDGs. The sharing and circular economy develops clear momentum. Governance is not (only) about top-down implementation, but also about listening to what is needed, stimulating bottom-up emergence of initiatives, and involvement of all (inclusion).

**Development cooperation**

Development cooperation facilitates and supports local initiatives in different parts of the world and connects them in networks stimulating bottom-up growth. Citizen organisations gain influence and new synergies develop between local, regional and global movements and professional NGOs. Resourcing of Dutch development cooperation alters drastically. Governmental, private and societal funding remains substantial, but intermediary roles vanish due to new technologies (e.g. blockchain) and modalities (such as direct funding). Dutch NGOs' joint efforts to launch a broad coalition and programme on inclusion have borne substantial fruits.

The so-called Strategic Partnerships for Dialogue and Dissent of the Dutch Ministry of Foreign Affairs launched in 2016, has been upgraded in 2020 into a new and broader scheme supporting civic activity in the domains of countervailing, connecting and co-creative power. It has a strong focus on inclusion and equality, such as empowering excluded groups. Inclusion as a concept also has become mainstreamed in governmental policies and (funding) instruments.

Mobilising and connecting people's capacities becomes the dominant feature of resource mobilisation. This is also reflected in all kinds of solution-oriented multi-stakeholder partnerships, preceded by the Human Cities Coalition, in which private companies, NGOs, funders and others participate. The focus of Dutch development cooperation shifts from donor-driven to local-led cooperation, as well as to bringing the Dutch economy and policies in line with the SDGs. Local initiatives in the South set their own development agenda, mobilise local resources and choose their own donors and support organisations.

# A FUTURE WE WANT

25 March 2025

## Here come the Afropeans & Asiopeans

Bangladeshi, Filipino and Niger engineers govern Rijkswaterstaat.

## Lesbian activist elected president of Uganda

Being different is no longer strange.

## 150.00 victims of hurricane Jantje find safe shelter

Thanks to early warning care system: 'Home Alert'.

## Worldwide basic income

## Motorways seriously neglected due to lack of income road tax

Tonight debate in Second Chamber: Should the A2 be narrowed?

## 10.000 villages realise 'SDG view'



## New principles and mindset rule the development sector

### Innovation sets the new rule of the game.

Pressing humanitarian, social and environmental crises have give rise to renewed solidarity. Multilateral institutions, including the UN, and international mechanisms have fostered global coordination and fast implementation of even more ambitious SDGs. This has been complemented by all sorts of local and broader movements for social change and a great diversity of multi-stakeholder and cross-sectoral coalitions fostering sustainability.

*Read more on how we have jointly pursued the balance...*

# New cake with new ingredients

## Global youth movement powerful through new technology

Deal Amazon and Yemen Youth panel: Data for shared economic and social value.

## Boyan Slat named Chief Caretaker of Great Barrier Reef

## 8 years: She decides!

1. Rights achieved in 150 countries

2. Good services for girls and boys in 160 countries

3. Journalists and parliamentarians in prison for sexual assault

## Congo finances Dutch Clean Tech start-up

A €500 million deal was signed.

## Kibera nr. 1 on list of Global Cities

*"Is the doughnut a lot of baked air with nothin in the core?"*

## Dutch people fly less

Lelystad airport closed.

## India already climate neutral

## Argentina introduces meat-free month

Greenhouse gas reduced by 25%.

## Famine no longer a chance through cooperation 3.0

## As of today, all Africa women have access to primary healthcare

## Migration is a given, take advantage of it!

Invest.nl and UNHCR partner to use migrant expertise for Dutch sectors.

## UN Doughnut Fund supports joint creation circular ports Lagos and Rotterdam.

AV-decision overrules Security Council and World bank.

## 7.3 Foundations for transformative action

**General movement towards the future**

Transformative action is built upon values and principles that all stakeholders recognise as of primary importance, given the shortcomings of the current situation. The principles that came up most prominently in the future exploration are:

→ Respecting interconnectedness, inclusivism. This principle involves a shift from a compartmental approach based on ones' own interest, towards an inclusive approach, respecting and recognising interconnectedness and viewpoints of others. This movement is also characterised as 'from masculine towards a more feminine' attitude.

→ The next mind shift that needs to be made is: from 'us in the lead' (us meaning NGOs and governments in the North) to 'the most affected in the lead' (the most vulnerable, youth, women, new actors, etc.). The principles behind this are 'listening, questioning, vulnerability, openness and letting-go of vested interests'.

→ The following shift concerns a translation of these principles in the economic value adding system: from 'focus on scarcity to focus on abundance'. This requires a systemic transition from a market-economy aiming for profit maximisation to a regenerative economy that is circular and respects social, cultural and ecological boundaries. For development cooperation organisations, it means operating with a 'regenerative' approach. Principles behind this are solidarity and sustainability.

→ This leads to a final mind shift: 'from money as main currency (development driver) to connected capacity: competencies, skills, time and creativity'. The principle behind this is humanism, human value creation.

## Quadruple mind shift

| From | | To |
|---|---|---|
| A compartmental approach based on ones' own interest | → | An inclusive approach, respecting and recognising interconnectedness and viewpoints of others |
| Us in the lead | → | The most affected in the lead |
| Focus on scarcity | → | Focus on abundance |
| Money as main development driver | → | Connected capacity drives development: complementary competencies, skills, time and creativity |

These principles are translated in various aspects of development cooperation, which came out of the fourth workshop and the advice collected earlier in the Sprockler stories. These can be somewhat provocatively summarised as follows:

## Dare to stop!

Transforming traditional mind-sets, changing out-dated practices, preventing perverse effects and breaking through classic gender relations takes a long time. Therefore, Dutch development cooperation needs to think beyond the four-year political horizon in development planning and needs to invest in a long-term vision and priorities. It involves a (renewed) focus on a long-term perspective and ending activities that do not contribute to this perspective.

Choose a thematic focus that addresses specific global challenges and start acting as a broker, a neutral facilitator of networked cooperation between civil society organisations, activists and other actors of change (academics, private sector companies) on that particular topic. Mitigating climate change could be such a focus. Other important issues are (the loss of) civic freedoms and the rights of women and minorities. Civil rights, freedom of development and expressing oneself and gender equality are considered to be key for development in both the South and the North.

All SDGs need to be acted upon, as all stakeholders (governments, private stakeholders, NGOs, movements, private foundations, etc.) subscribed to these goals, so all are responsible and accountable. By joining forces and using a conscious ethical systems approach, the transformation can be accelerated.

## Get out of the way!

A new future demands a new attitude: open-mindedness and curiosity to learn. As mentioned above, people in Dutch development cooperation need to be prepared to let go of old ways of doing and old approaches. Actors need to listen to people they aim to support, not silencing them by focussing on one's own agenda. Stop developing new models and frameworks, observe and listen instead. Let those in need be at the steering wheel, co-create with them, no matter what their background or experience is (them saying: "Nothing about us without us"). This also implies a more collaborative attitude from one professional actor or NGO to another.

Be less rigid in looking at proposals; be open to new approaches and experiments and new partners. Focus more on facilitation and exploring and less on implementation. Look also at small successful initiatives and see which elements could work in other areas as well. Be willing and ready to continually innovate and make use of the creativity and potential of new initiatives and start-ups. See the fresh perspective.

Another aspect of this is listening to and understanding of new players and the new generation. In most countries where Dutch development cooperation is working, the population is very young. An open attitude also implies demonstrating a greater accountably towards those who are being served by development cooperation. It means exemplary transparency and mutual creation.

## It's your mission, stupid!

The integrity of organisations and workers in development cooperation has various aspects. It starts with openness and listening, as discussed above. Secondly, the mission of the organisation and the people it is aiming to serve are central. Don't let the institutional interests take over by focusing on its own existence and by putting the continuation of jobs within the organisation first. Recall the original flame and inspiration of development cooperation; do not let organisational dynamics take over. During the professionalization that took place over the years, part of this flame got lost. The consequence is that organisations should be willing to change, to meet the circumstances and needs from the people they aim to serve. To be free from institutional interests, we have to find new ways to discern the impact of the activities and be transparent about it. Question regularly if the work that is being done is really needed and adds value. Do not look at other organisations as competition, but as (potential) co-creators.

Integrity also means to be steady, not wavering and losing sight of one's original mission or moral standards. Encourage regular self-examination and evaluation on the behaviour of actors and organisations. Be transparent if organisational or moral standards are shifting or are violated, be open about it and learn from self-reflection. Development organisations can become learning organisations, organised in a way that continuous learning on approach, impact and ethics becomes part of its culture.

## Stop colonialism!

Dutch and European policies need to be reoriented towards the desired future. Dutch development cooperation organisations should primarily focus on influencing these policies, giving the global South space to find its own way. When working with Southern partners, change the development cooperation tenders so that they include or finance innovative small and daring partners, rather than making Southern partners subcontractors of development organisations in the North. See and support the empowerment of people in the South; to find legitimacy on the ground, Dutch development cooperation should team up with local CSOs, (faith, target or issue-based) organisations and other local stakeholders as well as private (impact-) companies or should be asked to do that.

## 7.4 What is needed to pursue a future we want?

To develop a great societal momentum in pursuit of 'a future we want', a number of breakthroughs need to be forced. This will only work if opportunities for synergy with other actors are continuously sought. Organisations need to be prepared to leave one's own comfort zone, and challenge ones thinking and way of working. New roles are needed and new modalities for operation require new funding modalities too. Many new forms of financing for development emerge, from social impact bonds to blockchain-based money transfers. New organisational models and modus operandi will also require new competencies.

Various strategies, roles, modalities of operation, funding models and competencies needed in (Dutch) development cooperation to pursue a 'future we want' are indicated in the tables below. The second column can be used by organisations in development cooperation to check which actions could be taken to work towards a 'future we want'.

In appendix 7 you will find an indicative summary of the relative importance of organisational roles, funding models and competencies for each of the scenarios and a future we want.

### New organisational models in light of 'a future we want'

All current types and roles of organisations might still exist, but the landscape of development organisations will be shaken up. The most notable emerging models the following:

| Organisational models | Self-check |
|---|---|
| → Internationally networked organisations and alliances (not necessarily sharing the same logo/brand), programmatically linked, or operating under a franchise.<br>→ Networked organisations with decentralised, linking nodes and specialist units.<br>→ Mergers between similar as well as complementary organisations.<br>→ Hybrid organisations, combining several of the above roles.<br>→ Cross-sectoral organisations or alliances with NGOs, business, funding institutions, to be characterised as specific SDG solution-oriented partnerships. These partnerships will often be highly experimental.<br>→ Another organisational phenomenon will be the many occurrences of global, regional and local issue networks, temporarily 'pop-up' organisations.<br>→ Social movements powered by social media and online platforms (#MeToo, #BlackLivesMatter).<br>→ Female led organisations, catalysed by #MeToo and geared at gender justice. | → |

### Shifts in strategic focus, roles, functions and modalities of operation in light of 'a future we want'

To develop a great societal momentum in pursuit of 'a future we want', a number of breakthroughs need to be forced. This will only work if continuously opportunities for synergy with other actors are sought. Organisations need to be prepared to leave one's own comfort zone, and challenge ones thinking and way of working.

| Strategic focus, roles, functions and modalities of operation needed | Self-check |
|---|---|
| → Embracing the SDGs and the doughnut economy, as these provide a good framework for visioning, common language and partnering. This also applies to working with partners from other sectors, such as business, financiers, etc. It implies a change of the focus from development in the Global South to a transformation of the economic model and way of living in the 'developed' world. | → |

| | |
|---|---|
| → Whereas conventional development aid is directed from the North to the South, reciprocity, mutual support, complementarity alter the relations and also geographic scope of development cooperation. In the light of the SDGs, all countries have shortcomings and could be considered as developing countries that need attention under development cooperation. The focus can still be on the most vulnerable people(s) and regions. | → |
| → A number of challenges are dominant in forging new modalities for operation: shrinking civic space, legitimacy, funding, and technology. Addressing shrinking space, through advocacy and other actions, remains key in the work of international and local NGOs, The continuous search for innovative ways of working (as documented in the Partos/The Spinde trends report Activists, Artivists and Beyond), new, cross-sectoral and Southern led partnerships is an additional strategy. | → |
| → Organisations reinforce their legitimacy through a shift in strategic focus and/or number of new modus operandi: <br>     a. From donor-driven to led by the most affected / the most vulnerable). <br>     b. From top-down to bottom-up, e.g. locally-led. <br>     c. Put youth in the lead; give voice to the future generations. <br> → Closer linkages between institutional' NGOs and both issue networks and broad civil society networks (e.g. 350 org. Africans Rising). The linkages can have many forms: joint action, facilitation, sparking new networks, capacity and resource sharing, funding. The effects of these will be that NGOs in their agenda setting and interventions, social change activities and programmes will be more informed and powered by informal and ad hoc networks of citizens. The role of NGOs will shift from self-centred agenda setting and implementation to joint agenda setting and empowering others to raise their voice, and mobilising and facilitating networks for implementation. <br> → Influencing Northern governments, international bodies and other stakeholders (companies). | → |
| → The dynamics of development cooperation requires organisations to become adaptive, proactive and more open for non-hierarchical cooperation. The mind-set is that innovation has become a prerequisite for remaining relevant and effective. This relates to innovations in the organisational set up (see above) as well to the primary work process related social change. Innovation teams within organisations and, more importantly, shared by various organisations explore new ways of working. They are also seeking ways to harness digital technology and use of data such as for informed decision-making, campaigning, service delivery, communication and funding. <br> [The innovation platform of Partos, the Spindle serves organisations in their trend watching, sense making, joint learning platforms and innovation labs. It also helps to highlight relevant external developments and innovations for Partos' members. Since 2020, it functions as a hub in the Southern led innovation network of CIVICUS.] | → |
| → Organisations strengthen their multi-loop learning processes and closely engage their partners therein. Long-term strategies are replaced by sharp strategic orientations and fast step-by-step implementation. Solid systems are under scrutiny, through reality checks vis-a-vis new developments and their alignment to more adaptive ways of working. Staff-workers are empowered and stimulated to work in various internal and external networks beyond the hierarchical structure. | → |
| → NGOs embrace diversity of staff and thoughts and pursue gender balance. | → |
| → Search for synergy and mutual learning with other parties responsive listening prevails above competition. | → |

## Funding models in light of 'a future we want'

The new modalities for operation require new funding modalities too. Many new forms of financing for development emerge, from social impact bonds to blockchain-based money transfers.

| Funding models needed | Self-check |
|---|---|
| → Funding needs to be more flexible and allow for exploring and testing new strategies and tactics for social change, including organisational adaptations if new developments require so. Moving away from donor-driven agenda setting, donors become 'equal' partners in planning, implementation and learning. The so-called Strategic Partnerships for Dialogue and Dissent of the Dutch Ministry of Foreign Affairs launched such a scheme in 2016. In 2020, various aspects of this scheme might be mainstreamed in the Ministry's Funding and in 2020 it has renewed and extended this scheme. In 2016, the Dutch Ministry of Foreign Affairs launched 'Leading from the South', a support to four regional women's fund supporting movement building for social justice. It involves direct funding to Southern funds and is led by women from the South. An example to follow and to learn from. In 2017, a limited number of philanthropic funds started to provide for two-tier support: for the programme and for organisational development (Funding Plus). This will be mainstreamed in the 2020-ies. Hence, funding should be above covering costs for programme implementation, provide resources for experimental partnerships, organisational development and innovation. Important is that this also allows for creating the needed technology infrastructure, strategies and communication skills needed to harness the potential of social media. The funding by the Dutch Postal Code Lottery has since long been a frontrunner in this respect, and other funders start to follow their example. | → |
| → Many Northern NGOs used to act as intermediaries to channel funding to Southern partners. This role will remain relevant to some but becomes less important. New funding modalities become increasingly important, such as direct funding, increased local fundraising capacity, person-to-person money transfers through crowd funding platforms and blockchain supported technology. The fundraising model of most NGOs will show a continuance of the pursuit for diversity of income sources: governmental, philanthropic, membership, service delivery, legacies etc. However, the shift of thinking in resource mobilisation - capacity and creativity as the most important currency - becomes apparent in new ways of cooperation. NGOs do not approach companies for funding but for teaming up to bring together needed competencies in the pursuit of common goals. Also, in additions to donations, NGOs will focus much stronger on mobilising the capacity and creativity for social change of its constituency. | → |
| → Constraints in cross boundary fund transfers - a consequence of shrinking civic space - have been tackled a) through the use of new technologies, such as crypto currency and b) through a more adequate scrutiny system that NGOs, governments and banks have agreed. | → |

## Core competencies in light of 'a future we want'

New organisational models and modus operandi will also require new competencies. Needed competencies might be:

| Core competencies needed in 'a future we want' | Self-check |
|---|---|
| → Strong leadership is no longer geared at consolidation of institutional strengths. Leaders can be catalysts for organisational change. Leadership is more focused on articulating a clear mission, guarding the alignment of the work therewith with integrity, and reinforcing synergies, responsiveness, adaptability and cooperation. Leaders, on all levels in the organisation, are outward-looking, and become connecting boundary spanners. They encourage breaking out silo-type of work, scan external developments and promising actors, and connect these to the internal processes. Leaders promote peer support, empower and stimulate colleagues to work in various networks and groups beyond the hierarchical structure of the very institution. They also 'walk the talk 'of the desired culture and promote diversity of staff, open mindedness, daring to take risk and fail, listening and responsive, gender equality. Leaders also spark developments and movements beyond their direct institutional interest, but in pursuit of their broader mission.<br><br>→ Communication becomes one of the most important competencies in organisation, for all staff. Sending becomes management of mutual understanding. Where communication staff used to focus on proliferation of the organisation and its messages, its main interest will be in establishing joint understanding of partners, including 'beneficiaries'. Their role in sense-making becomes key: of new developments, of societal and political issues, and how to translate that for use in the organisation. Through their understanding of how to mobilise networks and movements, they also become more engaged in campaigning and lobby. Strategizing on the use of social media and social media skills becomes a no-brainer. This also goes for the wider embracement of new technologies. Learning, strategizing, skill development and integration of new technologies into the governing, primary and supporting organisational processes might be one of the most important organisational development areas in the next few years. Communication staff (in their communications, articles etc.) establishes platforms to facilitate crowdsourcing (gathering information and contributions from the crowd) and also use the crowd's leverage for wider outreach. | → |
| → The new way of working and of continuous organisational development also requires a new view on human resources. Crafts(wo)manship and skilled workers remain of great value. But the ability to operate beyond one's comfort zone, to act responsively where this undermines planned activity, to eagerly absorb new developments and harness opportunities and most importantly, to work in fluctuating teams becomes a more important competency. Human resources systems should not form a constraint but facilitate and nurture this competence. | → |
| → A key challenge in dynamic organisations is: how to cope with staff mobility and management of talent? In a dynamic environment, some functions and competencies might become obsolete. How to enable staff to acquire new competencies and how to deal with staff that is not able to cope with the pace of changes? And how to ensure that the organisation renews itself through recruiting young people and talents? A regular revisiting of human resources policies, investing more in culture change and joint learning, will be standard. Part of the answer is outside the organisation. Teaming up with other organisations, individuals and networks might provide for coping with these new requirements. | → |

# Appendix 1: Written and human resources

**Reports and documents**

→ The Future of Aid, INGOs in 2030 (IARAN, Action Against Hunger, IRIS, Centre for Humanitarian Leadership, futurables).

→ Fast Forward: The Changing Role of UK-based INGOs (bond for international development).

→ Tomorrow's world – How might megatrends in development affect the future roles of UK-based INGOs? (bond for international development).

→ Ahead of the Curve – Insights for the International NGO of the Future (FSG).

→ Exploring the Future – scanning the horizon – findings 2016 (International Civil Society Centre).

→ Riding the Wave… rather than being swept away (International Civil Society Centre).

→ Diversify, Adapt and Innovate (International Civil Society Centre).

**The anonymous club of 100+**

100+ people that took the effort to share their forecasting experiences by telling and writing stories, thoughts and analysis, through www.sprockler.com.

**Workshops and explorers group**

Knowledge and experience of an explorers group (approximately 35 people from Dutch development cooperation, see appendix 2), mobilised in four workshops held in the New World Campus, The Hague, Netherlands:

→ Stage 1: Trends and uncertainties, 14 December 2017.

→ Stage 2: Four future scenarios, 11 January 2018.

→ Stage 3: Implications and options, 1 February 2018.

→ Stage 4: The world we want and transformative action, 8 March 2018.

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# Appendix 2: Explorers group

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→ Tomas Friedhoff, VVD Young Professionals
→ René de Sévaux, FMO
→ Petra de Boer, Perspectivity
→ Jelle Troelstra, Perspectivity
→ Han Rakels, Perspectivity

# Appendix 3: Trends

Many factors are likely to influence how the world will develop in the next decade. For this future exploration, we have identified trends that will impact (civil) society at large as well as the operating context for Dutch development cooperation.

The trends are divided in three categories:

1. Megatrends in the global landscape
2. Implications for development cooperation
3. Changing actors and their relationships.

## 1. Megatrends

**a. Demography**

→ Global population will continue to grow, though the rate of growth will begin to decline.

→ The 65+ age group will be the fastest growing demography in all major regions of the world. By 2050 in all regions, except Africa, 1 out of 4 people will be aged 60 or over.

→ Developing countries, particularly in Sub-Sahara Africa, will drive population growth.

**b. Urbanization**

→ The world is becoming more urban. Rural populations totals will remain relatively consistent, but urban populations will grow dramatically in Asia and sub-Saharan Africa.

→ Rapid urbanisation will lead to a rise in slums. By 2025, 1,8 billion individuals should live in shanty towns accounting for approximately one in five people globally and one in three city dwellers.

→ The largest cities will be the most economically active and technologically developed.

→ Some cities will experience a decline in population especially in Asia and Europe.

→ Coastal populations grow faster than inland areas. Coastal cities are extremely sensitive to economic, demographic, and climate changes. Hundreds of millions of people will be affected by coastal issues, especially in Asia.

**c. Trends climate change and planet boundaries**

→ By 2030, climate change will increase the occurrence of droughts and floods (resulting in reduced yields), destabilise ecosystems, accelerate species extinction and exacerbate water access tensions.

→ By 2030, the number of lives threatened by desertification will double to reach 10 million. 40% of the world could face water deficit in 2030.

→ Low-lying coastal areas will be particularly vulnerable, especially in Asia.

→ Earth systems are being pushed towards biophysical limits, affecting the most vulnerable people.

→ Environmental migration is expected to rise. South to South migrations are likely to stay stable, whereas South to North migrations are likely to continue increasing.

**d. Natural resources scarcity**

→ Increasing shortage of food.

→ Increasing shortage of water.

→ Increasing (fossil) energy demand.

→ Increasing demand of minerals.

→ Protectionism or nationalist policies.

→ Poor economic performance.

### e. Food and agriculture

→ Increases in global food production will mostly come from closing the yield gap in underperforming regions such as Sub-Saharan Africa.

→ Agriculture commodity price shocks will lead to instances of hunger and social unrest.

→ The global dietary convergence will continue, and the world's population will consume less cereals and more meat, dairy, and sugar.

→ Hunger will decrease globally but Sub-Saharan Africa and South Asia will face the highest levels of undernourishment.

### f. Poverty and inequality

→ Global poverty will continue to decline, however even with solid economic growth, about 5.4% of the global population will remain poor.

→ Poverty will be concentrated in Sub-Saharan Africa and Asia. Stable countries will see their poverty rates fall rapidly.

→ Fragile states, particularly in Africa, will have the highest concentrations of poverty.

→ A rise in inequality and poverty in developed nations is expected. In the EU an additional 15-25 million people could be living in poverty by 2025.

### g. Geopolitical power-shifts

→ Rise of India (South Asia).

→ Rise of China.

→ General shift from North and West to East and South.

### h. Technology

→ Acceleration of technological change.

→ Inequalities in access to technology persist.

→ There is a high global acceptance of new technologies. Mass adoption has been on the rise since the 1990's.

→ The hyper-connected world accelerates distribution of information and innovation.

### i. Violent conflict

→ Though not at the 1990's peak, the number of civil wars is increasing. After a precipitous decline in the 1990's, there has been an inconsistent increase in the number of civil wars, in Yemen, Syria, Iraq, Afghanistan, Libya, and Sudan. Civil wars are likely the main type of conflict.

→ Conflicts are mostly protracted crises - have the possibility of permanently damaging country's infrastructure.

→ Conflicts are increasingly concentrated in the world's poorest regions.

→ Interstate conflicts, though rare, are still deemed likely and impactful.

### j. Terrorism

→ There has been a dramatic increase in the number and fatality of terror attacks in recent years. This rise is projected to continue.

→ The complex web of anti-terror laws will continue to impact the humanitarian sector.

→ Most of the attacks between 1975 and 2015 happened in three areas: Asia, the Middle East, and the African Lake Chad region. This concentration is likely to be sustained.

### k. Legal framework

→ International humanitarian law is and continues to be increasingly violated.

→ International lead structures (laws of war, protection of civilians, rights of displaced communities) will struggle to evolve quickly enough to have continued relevance and applicability.

→ Global standards and guidelines issued from private networks and non-state actors are increasing while the development of public international law is stagnating.

→ States behaviour regarding international norms is becoming more divergent. This is particularly marked in the dispute management system and in relation with international justice.

## 2. Trends development cooperation

**a. Displacement and crisis**

→ Longer wars and lasting violence causing increased refugee flows.

→ Refugees are the targets of a complex global economy of people traffickers and smugglers.

→ The politicisation of refugee issues is likely to increase the duration of their exiles.

→ Displaced populations are becoming increasingly urban. This trend is likely to continue and accelerate as conditions in camps fail to improve.

→ By 2025, the protracted nature of conflict and increasingly severe consequences of climate change will drive flows of refugees to neighbouring countries, likely concentrating needs in the countries surrounding conflicted and fragile states and in turn increasing instability in hosting countries.

→ Increased displacement as a result of disasters and natural hazards.

**b. Nationalism**

→ Nationalism will gain in strength, fuelled by economic stagnation, inequality, and demographic diversification.

→ Nations will seek to reassert their sovereignty by withdrawing from international organisations and treaties.

→ Nations will become more restrictive about international aid within their borders.

→ The growth of nationalism will spur separatist movements and ethnic conflict in developing as well as developed nations.

→ In the West a culture of intolerance will grow and could lead to ethnic cleansing, which in turn could pressure minorities to seek refuge abroad.

**c. Civic space**

→ Increased regulation of civic life.

→ Loss of civic space.

→ Increase in political activism.

→ The rise of new forms of protest.

**d. Political instability**

→ Political instability will result from social and demographic changes such as: growing youth populations, political transitions following the death of a long standing authoritarian leader, over-reliance on the energy sector, and growing middle classes demanding democratic transformation.

→ Crises will become increasing regional or global in scope. Simultaneously supra-national structures will weaken as countries become increasingly protectionist.

→ Natural resource conflicts will increase and intensify due to climate change.

→ The West will face threats from terrorism, ethno-nationalism, and Russian intervention.

**e. Natural hazards**

→ Increasing occurrence of natural disasters, particularly floods, storms, and drought.

→ Inequalities are growing between countries facing natural disasters, especially floods and storms.

→ Increase of the brittleness (less resilience, less variety) of human ecosystems, which increases the impact of natural disasters.

→ Anticipatory planning and adaptive measures will continue to reduce the human impact of these disasters.

→ Natural disasters will displace millions of people, particularly from storms and flooding in Asia. The number of people likely to be displaced could reach 22 million in China and 7 million per year in India.

**f. Epidemics**

→ The likelihood of zoonotic diseases will increase in the next 15 to 30 years to come.

→ By 2050, antimicrobial resistance will be the first cause of death responsible for 10 million deaths each year against 700,000 currently.

→ Developing countries in the tropics will continue to be the most impacted by infectious diseases.

→ Crops and livestock also face threat of pandemics. The lack of biodiversity in production increases the risk of disease to the global food supply.

**g. Centrality of crises**

→ The national capacity for and willingness of developing countries to respond to humanitarian crises is increasing.

→ Humanitarian assistance is going to continue being used as a geopolitical instrument.

→ Complex emergencies and humanitarian crises are gaining political centrality.

→ Rising impediments against NGO and particularly INGO interventions is being witnessed, and a resurgence of state sovereignty is making NGO interventions more difficult.

## 3. Trends new actors and their relationships

**a. Alliances**

→ The influence of non-Western organisations and donors will grow leading to more Western/non-Western alliances.

→ Partnerships between local NGOs and INGOs will go from transactional relationships to alliances.

→ Public/private partnerships will become increasingly strategic and innovative but will increase competition.

→ Rise of solution-oriented coalitions, beyond public/private partnerships.

→ New collaborations and alliances with new stakeholders.

**b. Private companies and foundations**

→ Mutually beneficial partnerships between the private sector and humanitarian delivery organisations are likely to continue increasing, with private sector partners moving beyond funding to provide technical expertise and supporting the active delivery of aid.

→ Private companies will invest heavily in Disaster Risk Reduction efforts in support of humanitarian ends and to safeguard their economic interests.

→ Local businesses in Global South are playing a leading role in delivery.

**c. Donors**

→ Funding requirements will increase, driven mainly by increasing displacements, violent conflicts, and natural hazard crisis.

→ The financial contribution of donors will remain far below to what is needed to respond.

→ New donors are mostly from the Middle East and North Africa, contributing $2.4b in 2015. Funding from new donors is likely to continue increasing through 2030.

→ Private donors, of which individuals make up the large majority (60%), will continue to contribute at a similar rate.

→ By 2025, non-DAC contributors could reach $50 billion with China and India as the greatest contributors and East Asia as the biggest recipient.

**d. Militarisation of aid:**

→ Militaries are becoming increasingly involved in humanitarian operations, especially in the context of natural disasters and disease outbreaks.

→ The involvement of new actors such as Private Military Companies (PMC's) will continue raising ethical and legal questions.

→ The blurring of lines between military and humanitarian actors has resulted in a perceived erosion of neutrality and a loss of access for NGOs, widespread abuses of laws of war, and reduced protection of civilians in conflict settings.

**e. Development workers**

→ The humanitarian sector has gone through an extensive phase of professionalisation, which will continue to shape its evolution through to 2030.

→ Staff will remain two-tiered, between national and international, women and men, Western and non-Western.

**f. The role of (International) NGOs**

→  Country and regional programming will no longer be directed from Europe and North America.

→  The Western cultural dominance of the civil society will wane as NGOs decentralise and transfer more power to decision makers in less developed countries.

→  The social, economic, and legal arguments in favour of using local organisations instead of INGOs as the primary implementers of programmes will continue to undercut the position of INGOs.

→  Local faith-based NGOs have a large and stable funding base.

→  Decreased legitimacy due to eroding support/backbone of NGOs in the North.

**g. Rise of faith-based NGOs and local NGOs:**

→  The social, economic, and legal arguments in favour of using local organisations instead of INGOs as the primary implementers of humanitarian programming will continue to undercut the position of INGOs.

→  Local faith-based NGOs have a large and stable funding base.

# Appendix 4: Initial list of uncertainties (factors)

Listed below are important developments that will have a major impact on society, but the directions of these developments are most uncertain. These uncertainties could be critical to shaping the future of (Dutch) development cooperation, depending on the way they develop.

Based on the dialogue on major trends and key uncertainties during the initial stages of the scenario process, we have identified the two most uncertain factors: socio-economic development and power/governance. These were used to frame possible futures, by putting them in a matrix, leading to four scenarios. The uncertainties were also used in the Sprockler inquiry so that the respondents were able to indicate the most important ones in their story.

| Uncertainty 1 |
| --- |
| **Needs, crises and challenges are resolved by:** |
| Local and/or national interventions ↔ Cross border/global interventions |

| Uncertainty 2 |
| --- |
| **Governance structures are characterised by:** |
| Global mechanisms/movements, big players ↔ Local self-control, national concerns, eroded global governance |

| Uncertainty 3 |
| --- |
| **The funding landscape of development cooperation is mostly influenced by:** |
| Interests of emerging donor/investor countries (China, India, Brazil, .... ) ↔ Interests of traditional donor/investor countries |

| Uncertainty 4 |
| --- |
| **Decentralisation in development cooperation is characterised by:** |
| Full power to Southern actors, including funds and control ↔ Strong Northern alliances in charge, Southern partners implement activities |

| Uncertainty 5 |
| --- |
| **Dutch development cooperation policies are guided by:** |
| National concerns and politics. ↔ International goals and agreements. |

| Uncertainty 6 |
| --- |
| **The dominant players in development cooperation are:** |
| New (civic) movements, social enterprises, informal networks. ↔ International NGOs, traditional / experienced actors, global alliances. |

| Uncertainty 7 |
| --- |
| **Main operational challenges for Dutch development cooperation are:** |
| Short-term crisis relief. ↔ Long-term development work. |

| Uncertainty 8 |
| --- |
| **The most resilient agents in development cooperation offer:** |
| Organisational competences and business models for systemic change. ↔ Specialised expertise and innovation capacity in niche areas. |

# Appendix 5: 'Story of stories'

This appendix contains a summary from stories and insights shared through Sprockler.

## Empowerment of the South

There are is gradual shift of power to the South, but the funds are still mainly controlled by the West. Are we really ready to bear the consequences of more power shift? Do we truly understand what partnership is? What can we learn from the South? There is a vast group of people in the south who are fully unaware of development efforts, who never benefit, whose voices are never heard to begin with. Through locally well-embedded organisations there is vast untapped potential to mobilize the creativity and passion of these people, proactively.

*"Even while we know that has to be done, we don't know how to do it. We still work top-down, as long as money comes first"*

*"…We – the West - are losing moral, political and economic respect in the South…" "…We don't want your money, we want genuine cooperation…" "…We might have to focus developmental efforts towards to Dutch society…"*

*"We could see Southern communities as places how to learn who to create new ways of development"*

*"…I was impressed by the awareness of the people on energy use, structures for low waste, organic and locally produced food and the local currency!."*

*"…So many people I have talked with requested: can we join, can we together create the improvements we wish to see?."*

## The Dutch political arena

The interests of The Netherlands (and Europe) come first and need to be served and protected. Political and economic trends in Europe drive the agenda. The focus is on trade, with relatively short- term outlooks. What is in it for me (the Dutch) is a key central question?

Stability at home is a priority, so problems that emerge from conflicts, climate change or other megatrends are to be locally solved (elsewhere) – such as migration.

This is at the expense of long-term development, of addressing fundamental issues. There is insufficient effort in addressing root causes of conflict and fragility, of migration and inequality. Prevention takes time, which is in conflict with short-term political goals and quick wins. Success stories come from communities that have patience, and put social coherence front and centre.

*"…If the SDGs are our compass, how to we match short-term interests with these long-term goals…"*

*"…While the SDGs reflect our ambitions, our institutions are in the way…"*

## Money matters over mission

NGOs have been developing business models out of development cooperation. Corporate thinking has found its way into the NGO world. Funds are sought to do more of what they are good at. They have become smart fund-raisers and this is their survival mechanism. The route to funding is institutionalized. Winners are those who know how the play the game of development cooperation best. Accountability prevails over mission, resulting in a distorted balance between action and funds. Facts and figures count, best achieved by hit-and-run.

*"…In the future, funding parties will more and more realize that not everything is measurable…"*

Mission no longer comes first. However, many challenges are too big to be approached as a programme or project. The not-measurable' effects are out of the picture. The stories need to be told. Mission and values connect people and it is in this connection where a new are of deep change can evolve.

*"...We have become bookkeepers of change, rather than drivers of change..."*

*"...I think that development cooperation has and will become more and more a selfish act that is hidden behind a mask of generosity..."*

**Source, scale and scope of funding**
Funders are putting more money in large initiatives. This requires bureaucracies from NGOs, to support this funding model. If you can't play the game (or if you are too small), there is a significant risk that you will be left out. Smaller organisations won't survive and disappear.

*" .... Only the big-ones will survive this competitive game of getting funds, winning tenders etc. If we are not alert right now, smaller organisations like women rights organisations, faith-based organisations, diaspora organisations, will fade out..."*

New funders are becoming more and more dominant, as they are huge in their investments. Big multinationals, (their) foundations and dominant economics (especially China) will strongly influence developments.

*"... We are approaching the End of the Golden Age of Europe as we know it"*

At the same time, there are also new types of funding models emerging, through impact investments, sustainability funds, crowd funding.

**Technology and media**
A number of stories touch upon the power of technology and media. Technology will drastically continue to change our word, beyond imagination. A world that is more and more interconnected and information is everywhere. Data, information and digital means are changing and influencing our world views. Economic data, e.g. Blockchain technology, resource management, e.g. water management, mass education (cheap access to knowledge through MOOCs), super computers to address health challenges, all provide unprecedented opportunities. Local communities will have global solutions at hand. Cooperation in combination with technology holds a lot of potential to facilitate change.

Yet public opinions are manipulated by fake news, and the objectivity of information provided through journalism is questioned. The achievements regarding SDGs are unknown, for example. A negative and grim world-view is continuously being spread. And all of this in happening while people spend many hours per day on-line.

*"...The developments in data-technology offer great potential to both engage communities, but also empower them, if used smartly...".*

**Awareness and Interconnectivity**
There is a growing awareness that the word is one system wherein inequality has consequences for all of us. More people know and relate to what is happening in the world. There are numerous stories that make mention about the growing public awareness – in clothes, food, environment, and so on is growing. Sustainable development is everywhere. When the public / people are engaged, they feel connected with the reality of what is going on. It leads to active involvement. Connecting people in north and south for sustainable development.

Philosophies and methods that enable multi-stakeholder dialogue (not consultation) and foster finding common ground are emerging. Trust building is key, and true dialogue enables creating impact together. Bringing polarized views together at the table for dialogue, convening power.

*"....Richness and poverty, freedom and suppression, they are like communicating vessels, interconnected..."*

*"...We need to wonder... be curious... think circular..."*

On the other hand, when it comes to development cooperation, there are voices that speak of a great lack of western self-reflection. Adaptive learning, making sense of what is going on, has been lacking.

**New ways of organizing and engagement**

New actors come in, there is a growing engagement in society in development cooperation. The time of the classic NGOs is being put behind us. We will have to reinvent ourselves.

*"...The way we organize ourselves we have become our own obstacle..."*

Activism is not radical but mainstream. This also expressed through movements, networks around issues, informal cooperatives, myriads of smaller organisations, social enterprises, hybrid organisations, groups of engaged citizens (e.g. active retirees). Sustainable development is more alive than ever and people find ways to organize themselves to express their passion and compassion.

For some NGOs, this means that they may assume the role of "broker", which is a role that is more and more important to align all efforts. The challenge is to find ways to work in an integrated manner to tackle the wicked problems of today.

**Role of women**

Representing half the world population there is still a world to win by strengthening the role of women. Inequality is till everywhere. There is still a long way to go. Hope sparks from the many stories about women empowerment, especially those with youth involvement, that demonstrate that behavioural change works.

**Youth is the future**

In the north: New generations are gaining influence. Millennials look for meaning, not for money. And they express an ever-growing interest and engagement in international development. Yet, leaders in development organisations are still predominantly 50+ white males.

In the south: Youth will more and more shape the future. Their needs are ever increasing – through environment, climate, resource effects, conflicts and the consequences this brings (such as unemployment). Yet, the older generations rule their world. Overcoming this tension will help finding solutions for the future.

*"...For me this meeting of young and old, of starting and seasoned professional, theory and practice, idealism and realism represents the future of the sector. It sparks the necessary new lines of thinking...."*

# Appendix 6: Roles of organisations

This overview of roles of organisations is simplified and not exhaustive. More types of roles are conceivable, as well as combinations of one or more roles or functions (hybrid organisations). In this case the denominators below could be considered as roles or functions. E.g. a development organisation could both fulfil the role of humanitarian aid organisation, whilst at the same time provides a wide array of services, and also have a lobby function. A social movement could also create a social enterprise (such as a cooperation to provide for paid services).

**Action group/advocacy group:** is a group of people that work together to try to achieve changes relating to a particular situation or in order to help a particular group of people. Such a group can be specialised in certain topics or themes, and often has developed specialised knowledge and networks relating to that theme. Action groups depend on the public support of an idea, plan, or way of doing something by the action group. An action group often assumes a watchdog role, making certain that governments, organisations or companies obey particular standards and do not act illegally.

**Emergency or humanitarian aid organisation:** gives (immediate) help to populations affected by unpredictable natural disasters or human conflicts. The provision of emergency humanitarian aid consists of the provision of vital services (such as food aid to prevent starvation by aid agencies, and the provision of funding or in-kind services (like logistics or transport), usually through aid agencies or the government of the affected country. Many of these organisations are, in addition to disaster relief, wider engaged in mitigation or preventive measures as well as in capacity building.

**Networking group:** is a group of people who share goals, interests, issues, and a common bond or background, and offer support for each other. These groups can be formed between friends, or people from the same community, workplace or organisation, or between organisations and groups.

**Service provider (non-profit and profit):** provides organisations with consulting, or other services. Although a service provider can be an organisational sub-unit, it is usually a third party or outsourced supplier. Service providers in development cooperation can be either profit or non-profit organisations, depending on their funding model. A service provider has specific skills or competencies and can be employed by governments, companies or (other) development cooperation organisations.

**Social enterprise:** is an organisation that is directly involved in the sale of goods and services to a market, but that also has specific social objectives that serves as its primary purpose. Social enterprises are not volunteer organisations in that they operate as an enterprise by selling in a market and can be registered as for-profit or non-profit. Profits are often used to fund social programmes.

**Social movement (civil society):** is a group of diffusely organized people or organisations striving towards a common goal relating to human society or social change, or the organized activities of such a group.

# Appendix 7: Indicative summary tables

The tables below indicate the relative importance of organisational roles, ways of funding and competencies needed in (Dutch) development cooperation for each of the scenarios and 'a future we want'.

→ Great importance (dark green)

→ Average (green)

→ Less important (light green)

| Organisational models | Markets Rule | | Nations First | | Sustainable Order | | Our Commons | | A Future We Want |
|---|---|---|---|---|---|---|---|---|---|
| | Adapt | Counter act | Adapt | Counter act | Adapt | Counter act | Adapt | Counter act | |
| International emergency aid | | | | | | | | | |
| National emergency aid | | | | | | | | | |
| Service provider (non-profit) | | | | | | | | | |
| Service provider (profit) | | | | | | | | | |
| Action / advocacy group | | | | | | | | | |
| Social enterprise | | | | | | | | | |
| Civil society movement | | | | | | | | | |
| Networking group | | | | | | | | | |

| Funding | Markets Rule | | Nations First | | Sustainable Order | | Our Commons | | A Future We Want |
|---|---|---|---|---|---|---|---|---|---|
| | Adapt | Counter act | Adapt | Counter act | Adapt | Counter act | Adapt | Counter act | |
| Governments | | | | | | | | | |
| International institutional donors | | | | | | | | | |
| Multinationals (funding in partnership with corporations) | | | | | | | | | |
| Philanthropists Private donors | | | | | | | | | |
| Funding by the public – self financing | | | | | | | | | |
| Revenues (for marketable | | | | | | | | | |

| Funding | Markets Rule | | Nations First | | Sustainable Order | | Our Commons | | A Future We Want |
|---|---|---|---|---|---|---|---|---|---|
| | Adapt | Counter act | Adapt | Counter act | Adapt | Counter act | Adapt | Counter act | |
| innovations and services) | | | | | | | | | |
| Local funding in the South | | | | | | | | | |
| 'New currencies' (creativity, capacity, cooperation) | | | | | | | | | |

| Core competencies | Markets Rule | | Nations First | | Sustainable Order | | Our Commons | | A Future We Want |
|---|---|---|---|---|---|---|---|---|---|
| | Adapt | Counter act | Adapt | Counter act | Adapt | Counter act | Adapt | Counter act | |
| Advocacy skills | | | | | | | | | |
| Auditing, financial expertise | | | | | | | | | |
| Brand management | | | | | | | | | |
| Campaigning, mobilising people | | | | | | | | | |
| Capacity building and empowerment skills | | | | | | | | | |
| Coaching and training | | | | | | | | | |
| Contract and fund management | | | | | | | | | |
| Education and information skills | | | | | | | | | |
| Communication skills | | | | | | | | | |
| Fundraising skills | | | | | | | | | |
| Implementation expertise | | | | | | | | | |
| Legal skills | | | | | | | | | |
| Lobbying skills | | | | | | | | | |
| Logistics | | | | | | | | | |
| Management, coordination skills | | | | | | | | | |
| Marketing skills | | | | | | | | | |

| Core competencies | Markets Rule | | Nations First | | Sustainable Order | | Our Commons | | A Future We Want |
|---|---|---|---|---|---|---|---|---|---|
| | Adapt | Counter act | Adapt | Counter act | Adapt | Counter act | Adapt | Counter act | |
| Media and information skills | | | | | | | | | |
| Monitoring and evaluation | | | | | | | | | |
| Networking and coordination skills | | | | | | | | | |
| Research teams & knowledge | | | | | | | | | |
| Systems thinking, complexity navigation | | | | | | | | | |
| Adaptive learning | | | | | | | | | |
| Technical expertise | | | | | | | | | |

# Right to copy