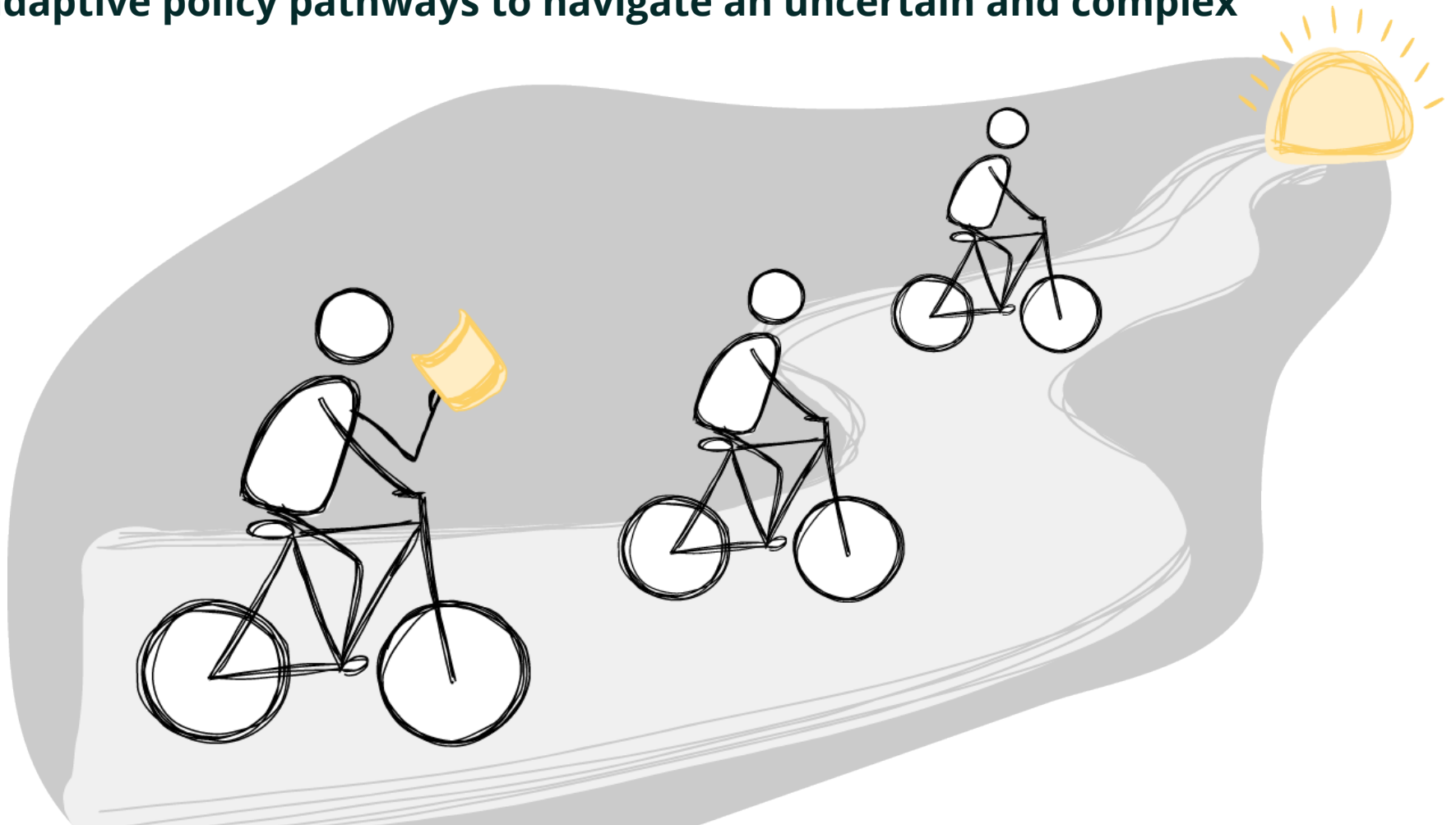


A roadmap to explore the future

Dynamic adaptive policy pathways to navigate an uncertain and complex future

November 2021



Colophon and copyright

This report is the result of a trajectory facilitated by Butterfly Works, Fonkeling, the TU Delft Resilience lab and commissioned by Partos.

Approximately 100 persons contributed to the texts, which were edited by a core group consisting of Merel van der Woude (Butterfly Works), Mariken Gaanderse (Fonkeling), Bart Romijn, Koos de Bruijn and Vic Klabbers (all three from Partos).

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Introduction

Partos and the art of anticipating the future

We see ourselves continuously challenged by complex changes, cascading trends and accelerating developments. We all face deep uncertainties about a myriad of external factors, such as the current Covid pandemic, global economic developments, increased polarisation and segregation worldwide, climate change but also changing donor contributions, the rise of new technologies and their impacts. In this light, resilience, in terms of preparedness for unforeseen developments and adaptive planning capacity, is a key success factor.

Earlier future exploration

In pursuit of enhancing this resilience, three years ago Partos published '[Adapt, Counteract or Transform, the future of Dutch development cooperation](#)'. This report was the result of a transformative future exploration. Through this exploration we used key trends and uncertainties – and the participants' creativity – to sketch various future scenarios, including a 'future we want'. This transformative scenario methodology and the resulting report were of great help to Partos and quite a number of development organisations in their strategising efforts.

The present future exploration: dynamic adaptive policy pathways

The present report 'A roadmap to explore the future' introduces a complementary approach that can also be of significant help to navigate an uncertain and complex future, namely Dynamic Adaptive Policy Pathways. It is the result of a joint exploration process of Partos members, facilitated by Butterfly Works, Fonkeling and the TU Delft Resilience lab. The roadmap provides an overview of the defined pathways supporting Partos and its members to continually adjust their strategy and accordingly develop activities and services for and with its members, hereunder summarised as an adaptive action plan.

The way ahead for Partos

The described dynamic adaptive policy pathways (DAPP), and the various components therein, such as plausible scenarios, early warning signals, and tipping points, serve to feed our alertness and adaptivity. This is key to mastering the art of anticipating the future. As important is the fact that these pathways are meant as a basis for continuous adjustment, further elaboration, and enrichment by new viewpoints. Concretely, Partos will analyse and further elaborate on each of the five pathways to feed its strategy and respective annual plans. A first step under the heading of 'Redistribution of Power' is the action oriented '[Future Brief Shifting the Power](#)'. The crossing of the pathways policy coherence for sustainable development and funding for development provides for a stronger focus in the Partos 2022 annual plan on the financial aspects of coherency. The pathway support base for development will feed into both the communication and advocacy activities of Partos. Finally, the fifth pathway 'Digitalisation of Civic Space' will be addressed in the annual plan by our learning and innovation activities under the heading of inclusive civic power.

Thanks to all contributors!

May I conclude by thanking Butterfly Works, Fonkeling and the TU Delft Resilience lab, and in particular Merel van der Wouden, Marien Gaanderse and Tina Comes for their skilful and enthusiastic facilitation. Also, a big thank you to all members who provided their valuable inputs in this process. I hope this output contributes to their and their partners' good work in pursuit of a world we want.

Bart Romijn
Director Partos

About dynamic adaptive policy pathways

The methodology that was used is called dynamic and adaptive policy pathways (DAPP). Let us first have a look at the added value of this method and how it works in real life, through some recognisable examples.

Why: the added value of DAPP

Dynamic and adaptive policy pathways help us prepare for the future. More importantly, they can help us own agency and create a better, brighter future. Instead of being overwhelmed by unforeseen disasters or deteriorating situations that slowly reach a point of no return. Instead of being taken by surprise by unforeseen opportunities that allow us to navigate towards desired change or to upscale a preferred solution, DAPP allows us to plan and steer towards a future we want.

We use the metaphor of a roadmap to ride towards the future on our bikes. The future we travel towards is bright. Using the same metaphor, we can prepare well by having good bicycles, by bringing with us everything needed to maintain the bike and by making sure we are fit and well prepared for a long and difficult journey.

Once we are on our way we can do our best to persevere and prepare for the challenges we might come across; hills, bad weather, a flat tire or getting lost. Most organisations working in international development are good at this: they prepare, plan, and formulate risks, which they are prepared for. These risks and challenges are usually based on what we know, what we have seen happening before. This is where it may sometimes go wrong.





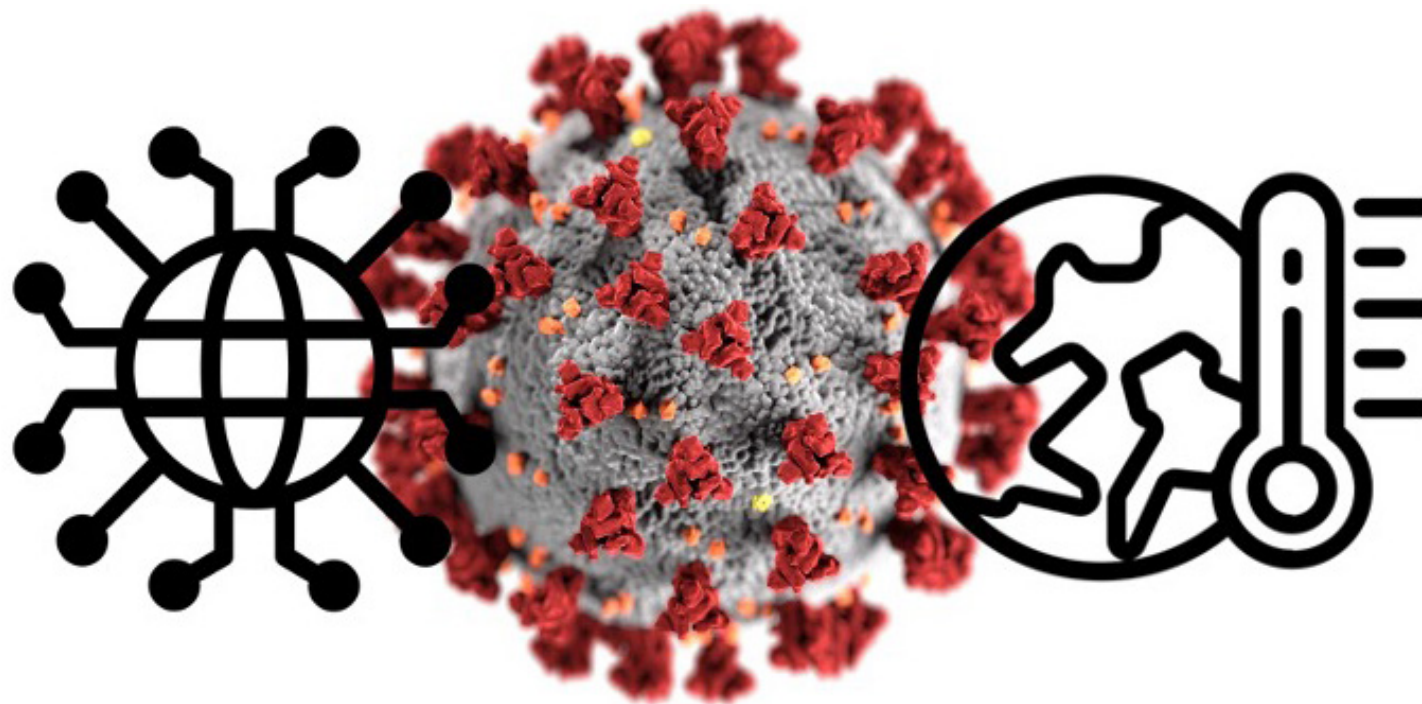
For example, very recently in Afghanistan, the Taliban took over power. Most organisations and people were already aware that the Taliban was gaining power and that they might be stronger than the Afghan army. Still, the speedy takeover took many people by surprise. By imagining this to be a possibility beforehand and by allowing ourselves to explore the scenario where a takeover might occur, we could also prepare and formulate a response. This means the organisations,

institutions or people who feel they need to respond and also need to determine how they will respond, will be better prepared when they start seeing the signs and indicators they have determined beforehand. As a result, you can decide to act before an actual takeover.



The same applies to incidents that happened in The Netherlands: Take the violent protests at “de Harskamp” where Afghan refugees were temporarily housed as an example. In recent years, we have seen similar protests which can be identified as signals of unrest among Dutch citizens.

For most organisations in international development cooperation, this picture is not in line with their idea of a bright future. These signals can show us that our path towards that future is being blocked. We need to think of a response, possibly even jointly. Such jointly coordinated responses require time and therefore, we need to act timely so we are prepared and imagine what else could happen in the future.



This process also works the other way, by looking at opportunities. There are also signals around us that indicate that there is an opportunity to reach that bright future quicker or with less effort and resources. If we take the example of the impact of COVID19, we all can of course see the negative effects and it goes without saying that it has been hard for many people all over the world.

The COVID19 crisis, however, also boosted digitalisation, increased global connectivity and created momentum for climate change. We could use these important events as tipping points, moments where we can change what the world will look like for the better. A world where we travel less, source locally, share workspaces etc. This could be the starting point for a radical change in how we live and work.



Afghanistan, migration pressures and the pandemic are all examples of longer processes, so called stresses. But the method of dynamic adaptive policy pathways can also be used to deal with shocks, or sudden events, such as the recent earthquake and hurricane in Haiti. We don't assume we can prevent these natural disasters from happening, or even that we can prevent them from causing damage.

What we could conclude is that if we read the signs, namely that this is happening more intensely and more frequently, then we know we might need to develop a different response to become more resilient.



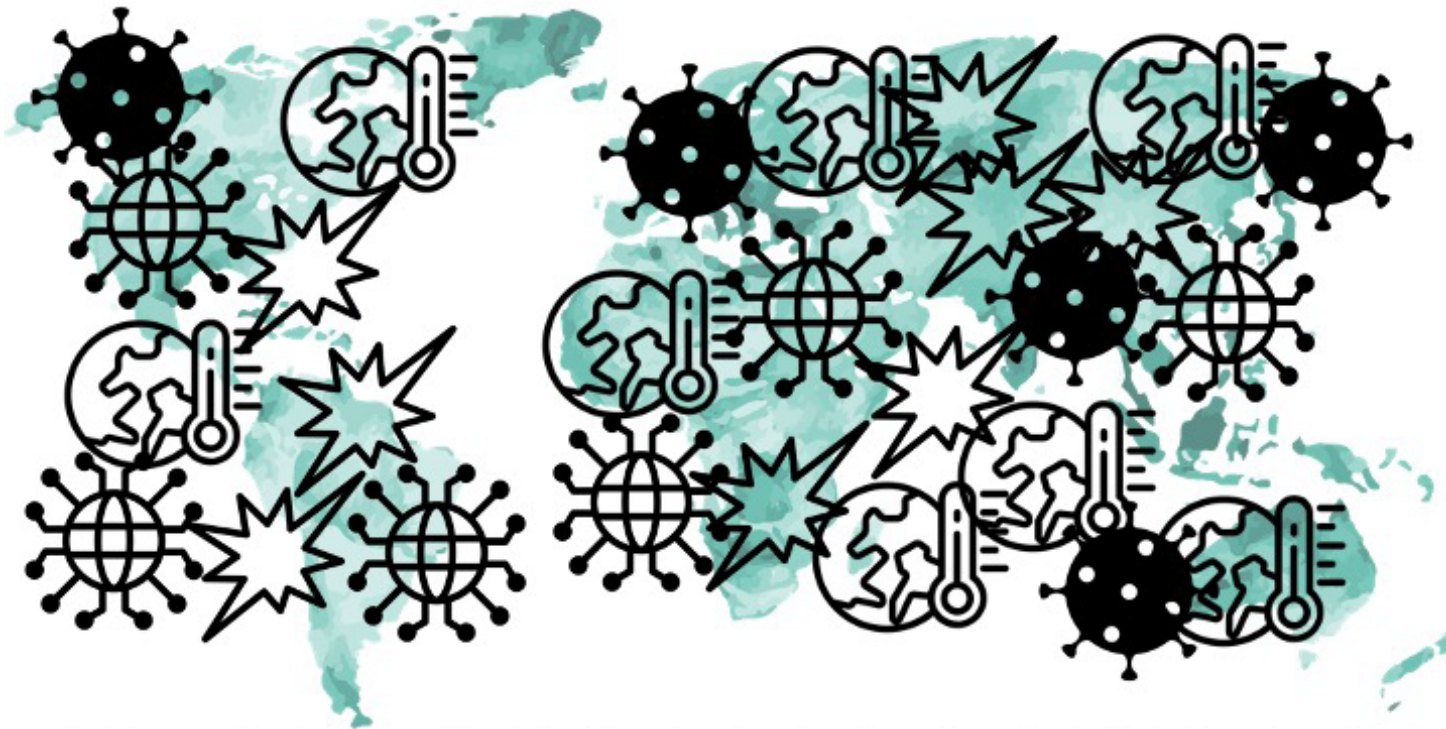
In The Netherlands, we see the same with the floods in Limburg. We have been preparing for rising water levels, but are we prepared for this to happen quicker and more extreme? What should we do if this happens again next year? Most of the plans are based on what we have seen before.

However, as the philosopher Hume pointed out: the future cannot always be predicted by means of inductive reasoning based on past experiences. Hence, it is time to also prepare for unforeseen futures, to imagine the occurrence of more extreme events.



In Bangladesh, we see an example where organisations and the government are using signs to respond in time. Several organisations and the government have collectively defined the early warning signs for floods that happen due to the monsoon rains.

They have identified preventative actions such as cash and hygiene support for the people from the areas where these floods regularly happen, but also livestock feed and storage drums. This allows decision-makers to take action before the floods happen. Their early warning signs were transformed into tipping points for action.

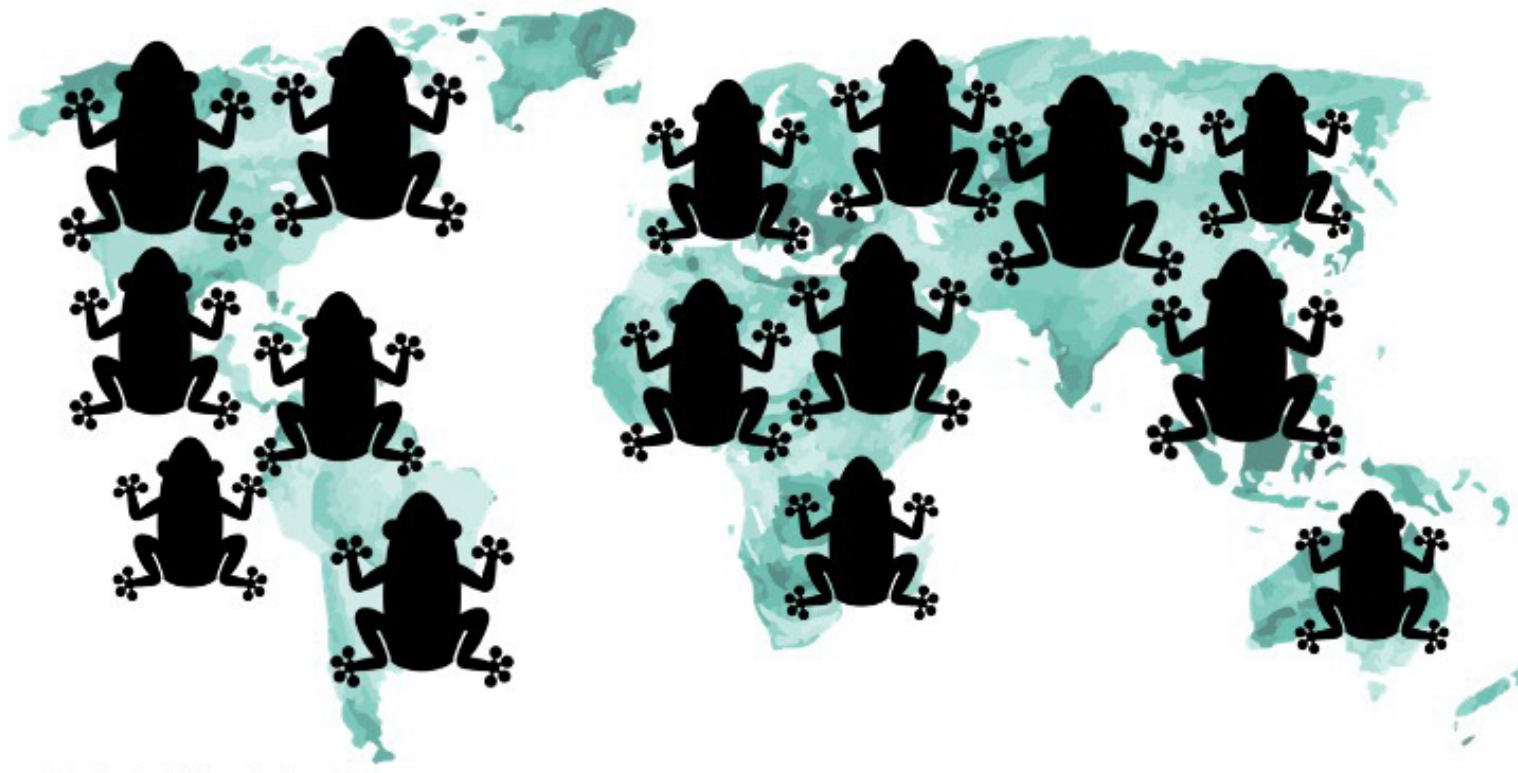


We live in a world where we are constantly confronted with shocks and stresses, to which we are responding on a daily basis. Shocks and stresses that are often interlinked and at times even have a cascading effect.

A lot is happening at the same time around us: conflicts, the effects of climate change, pandemics, digitalisation opportunities and challenges etc. As we are in a constant mode of responding and fixing problems, it is at times hard to imagine that everything could change even more drastically...



But it can! We have to get better at imagining and believing the impossible, the unexpected. To look beyond our current reality.



If we don't do that, we will be like that famous frog sitting in slowly heated water. Before we know, we will be boiling because we never noticed the signals that things were changing. This is why we use this methodology, to determine the signals (or water temperature) for the moment we need to act (and jump out of that water).

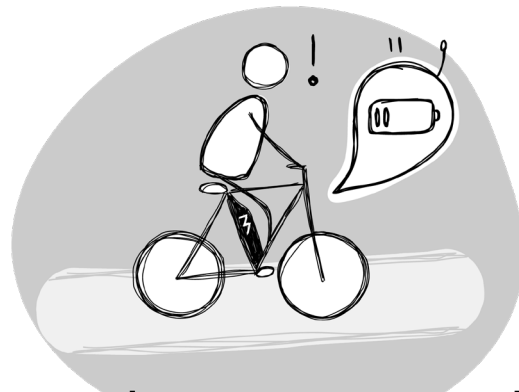
As a sector, we are quite strong in signaling trends and developments, but we are not always able to translate these trends into concrete actions in practice. This methodology can be a useful guide to define these concrete actions together.

What: The components of DAPP

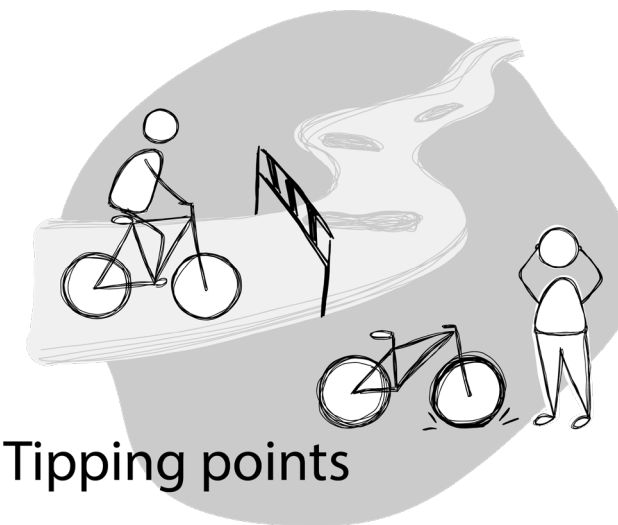
In this process, we have used early warning signals and tipping points when we applied the method of dynamic and adaptive policy pathways.

Early warning signals are signs that we have to become aware of and that we need to prepare ourselves. They allow us to anticipate changes and a potentially critical transition (tipping point). In our visualisations we use the example of an electric bike. An example of an early warning signal in this case is an electric bike battery that beeps to warn us for a low battery. These signals will not stop us, but remind us to be alert for a tipping point ahead. An empty battery is a clear signal, but it also challenges us to think of what else might stop us abruptly. What can potentially block our road?

As said before, some of these shocks and stresses are interlinked and might in turn trigger other events or processes. Therefore, it helps to explore these potential connections and interlinked tipping points. COVID19 has hit the entire world without exception but it triggered larger inequalities between communities and people, leading to a massive increase in poverty within already vulnerable groups.



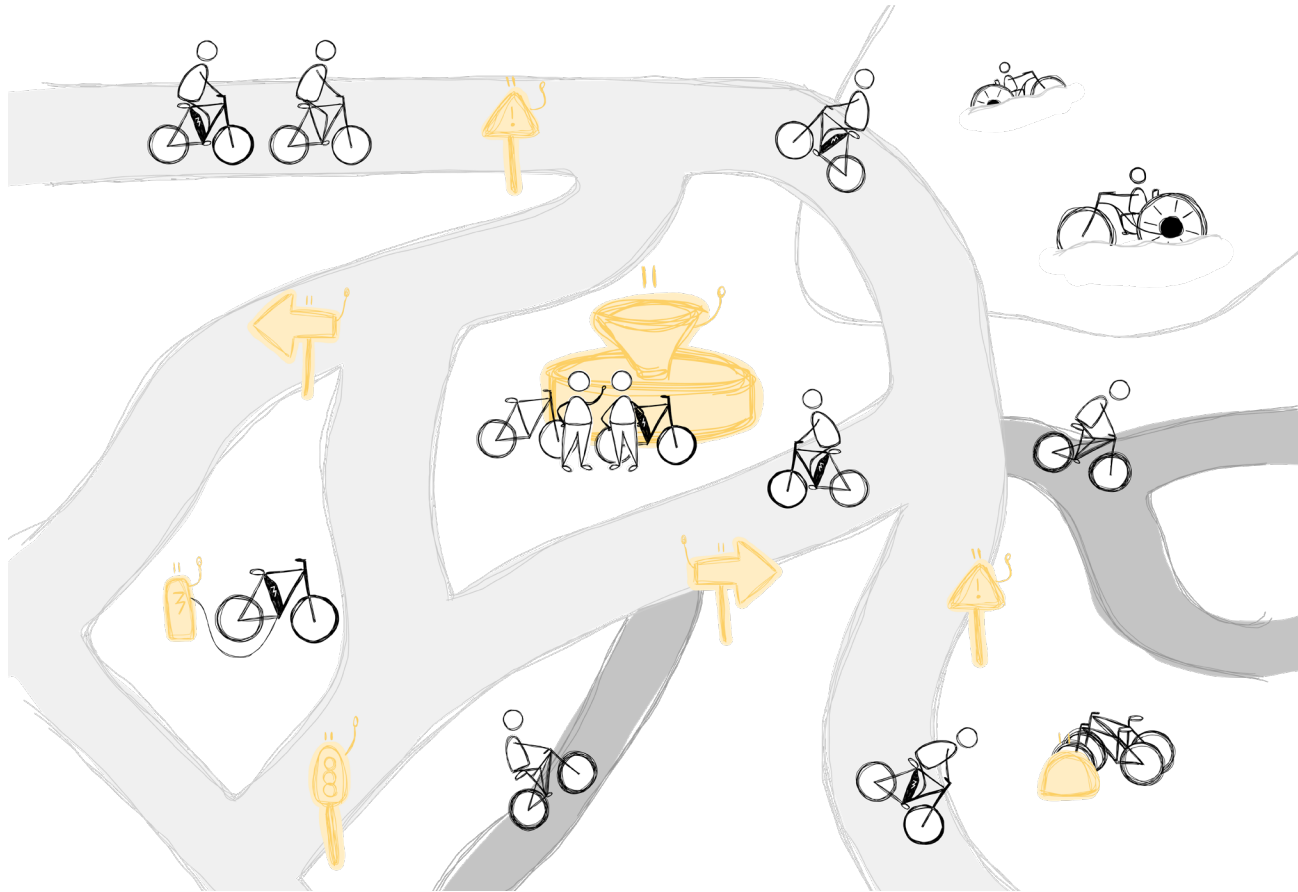
Early warning signals



Tipping points

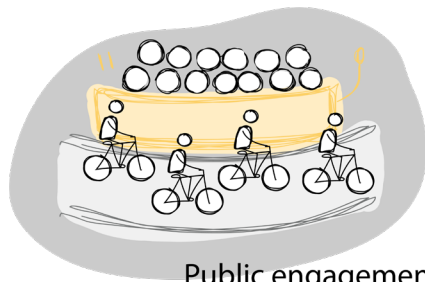
Another very practical and closer to home example: a power outage in The Hague meant that the sewage pumping stations came to a standstill. As a result, the wastewater could not be purified and that resulted in a large amount of untreated sewage water being discharged into the North Sea, making swimming in the area unsafe during a heatwave. In order to be better prepared, it is therefore important to map these interlinkages and potential vulnerabilities in required responses. To come back to our bikemap: to show the crossroads on the map.

It is also useful to explore and highlight the tipping points over time. Looking once more at the electric bike example: once the battery is going down there is no immediate tipping point. You can continue riding your bike, but if you don't recharge in time you will hit the tipping point of reaching an empty battery and no longer be able to ride your bike. This might in turn lead to another tipping point: you might for example miss your train.



As Partos is a membership organisation, they are not the ones riding the bicycle. Instead, their members are riding the bicycles. There are over 100 Dutch development cooperation organisations that are working on a more just and equal world. Partos' role is to provide these organisations with strategies to help them reach that bright future.

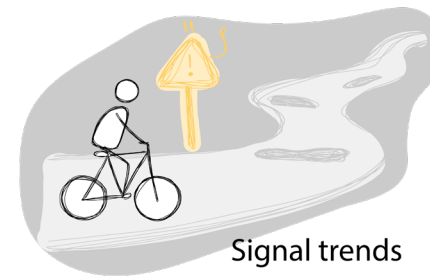
As you see here, Partos can provide road signs to show where the members should be going. Partos can provide recharging stations: getting knowledge on how to achieve their goal, and Partos can provide meeting points where members can exchange and find a safe place to catch their breath.



Public engagement



Learn & innovate



Signal trends



Connect & exchange



Crisis response



Lobby & advocacy

This is an overview of the different strategies that Partos uses to support their members in reaching that bright future, shining at the horizon.

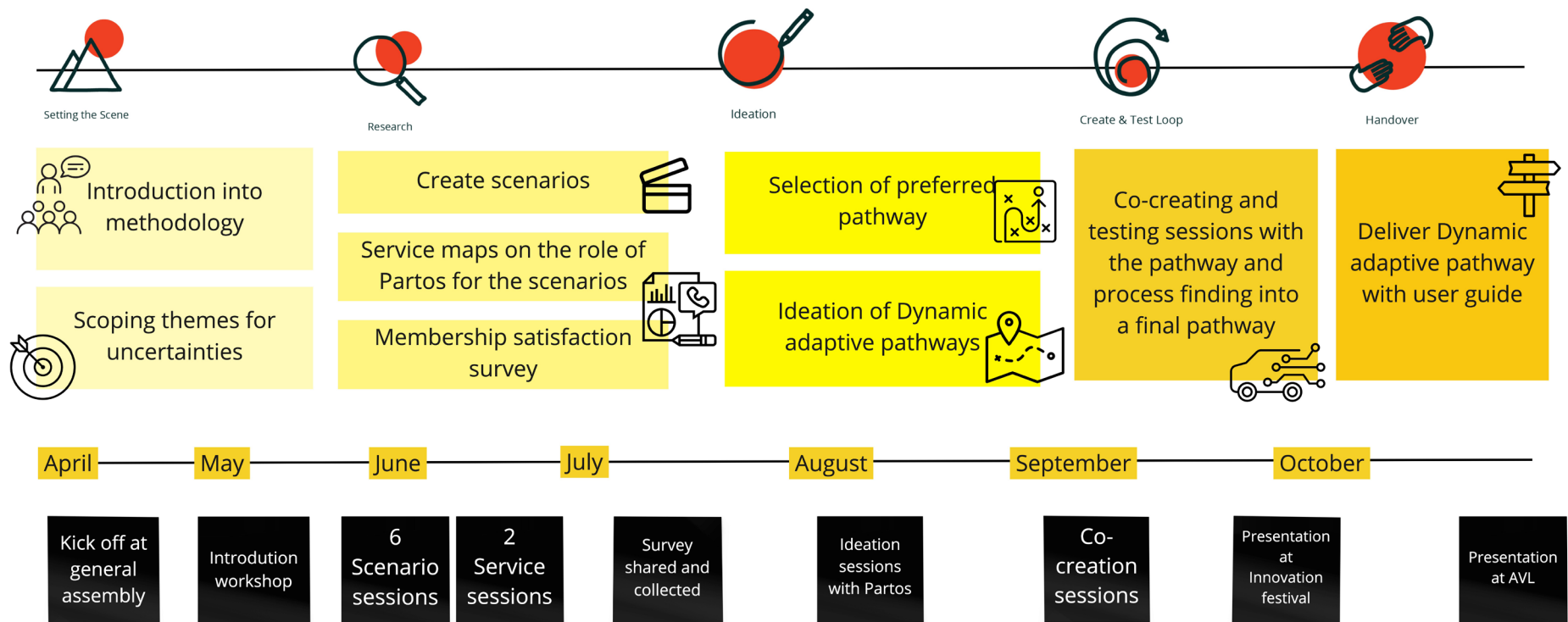
- Facilitating public engagement on the importance of development cooperation.
- Facilitating learning and innovation opportunities.
- Signaling trends and sharing them with member organisations.

- Providing spaces and opportunities for member organisations to connect with each other and exchange on specific topics.
- Providing crisis response when a crisis occurs.
- Lobbying and advocating on topics that are important for member organisations.

How these pathways were developed

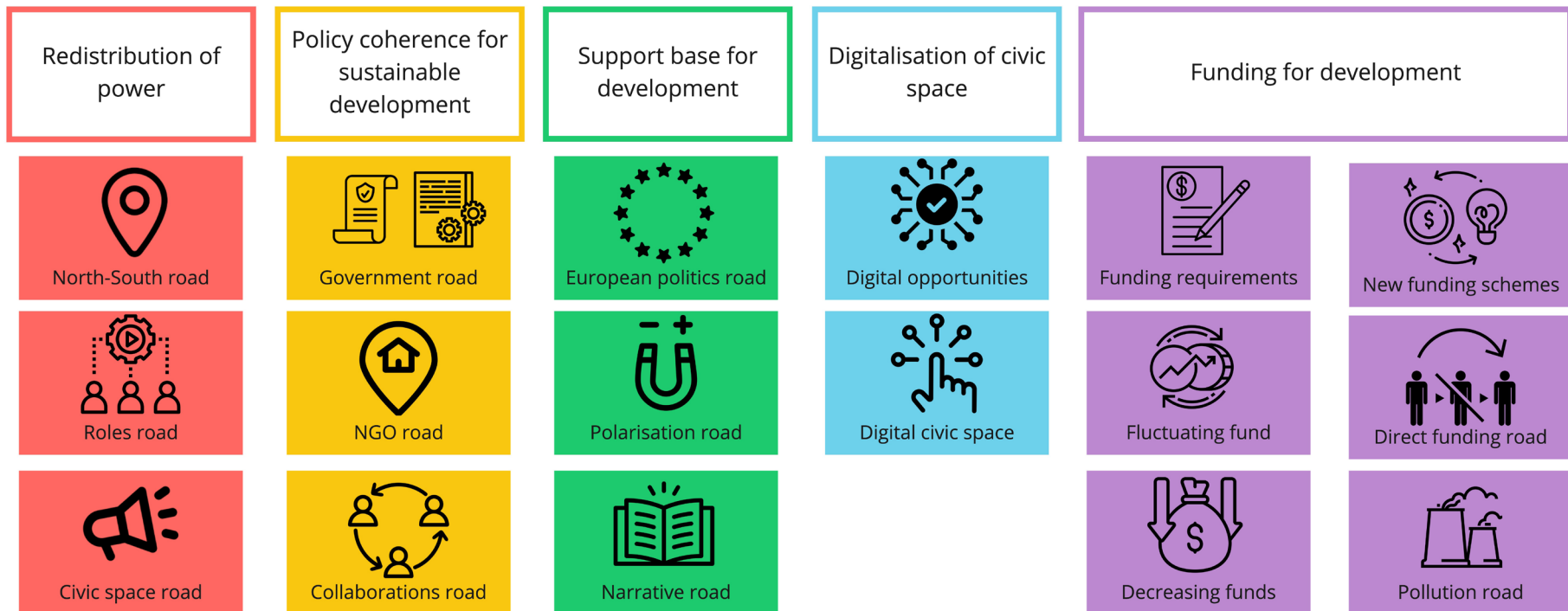
We used a participative design process to develop the dynamic adaptive policy pathways, following the different phases of design thinking and involving Partos' members in each step of the process. We started by ensuring a common understanding of the challenge, the context and the approach together with the Partos team. We then organised several larger introduction sessions with members of Partos, amongst others during the general assembly. This was followed by an in-depth research phase in which we looked at the context and the main themes that needed to be included.

In this research phase, we also consulted with the member organisations on the role of Partos. We looked at the future but we also looked back by evaluating the role of Partos over the past years in a member survey. The next step was to narrow down the list of themes and focus. This was done by the Partos team in different brainstorm sessions. From the long list they selected 5 pathways that we will present in this roadmap. After this selection phase, we continued with the prototyping phase in which we engaged with member organisations to validate, further specify and refine the 5 selected pathways. In this last phase, we are bringing everything together into this report that can be used by Partos as an important input for their strategic plans for the coming year(s).



The five created pathways are presented below. Each pathway is introduced with a short explanation and a visual metaphor, using the bicycle story. They each have an objective, the desired endresult, and they have several roads that are likely to lead to this end result.

Each road is presented in a schematic overview, showing the different tipping points and the linked strategies. There are also linkages between the pathways, which are indicated with the colour and number of the corresponding strategy.



Red: The redistribution of Power

Power is a key feature of any relationship between people and between institutions. Often power is unevenly divided and sometimes misused, and thus forming barriers to equality, inclusion, access, and justice. In addition to infringing upon human rights and integrity, this also undermines just and effective development. From the perspective of development cooperation (in particular seen from Dutch development organisations and their partners) this occurs on all levels and scales, in systems, policies, practices and behaviour. One distinct entry is the power relation between (Dutch) NGOs and their local and international partners. One of the challenges here is for NGOs to be aware, analyse and take actions amongst each other and vis-a-vis external factors that cause unevenness (like funding regimes). Another entry is suppression, oppression, inequality, exclusion and limitations to access (i.e. to services, resources, governance, justice) caused by uneven power distribution between institutions and groups, as well as social and economic disparities within society.

Objective

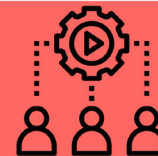
As a key contribution to the resilience of development organisations, as well as a contribution to optimising countervailing power, we pursue that power relations between development organisations are based upon principles of equality, equity and subsidiarity*.

**Subsidiarity is a principle of social organisation that holds that social and political issues should be dealt with at the most immediate (or local) level that is consistent with their resolution.*

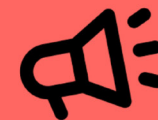
Redistribution of power



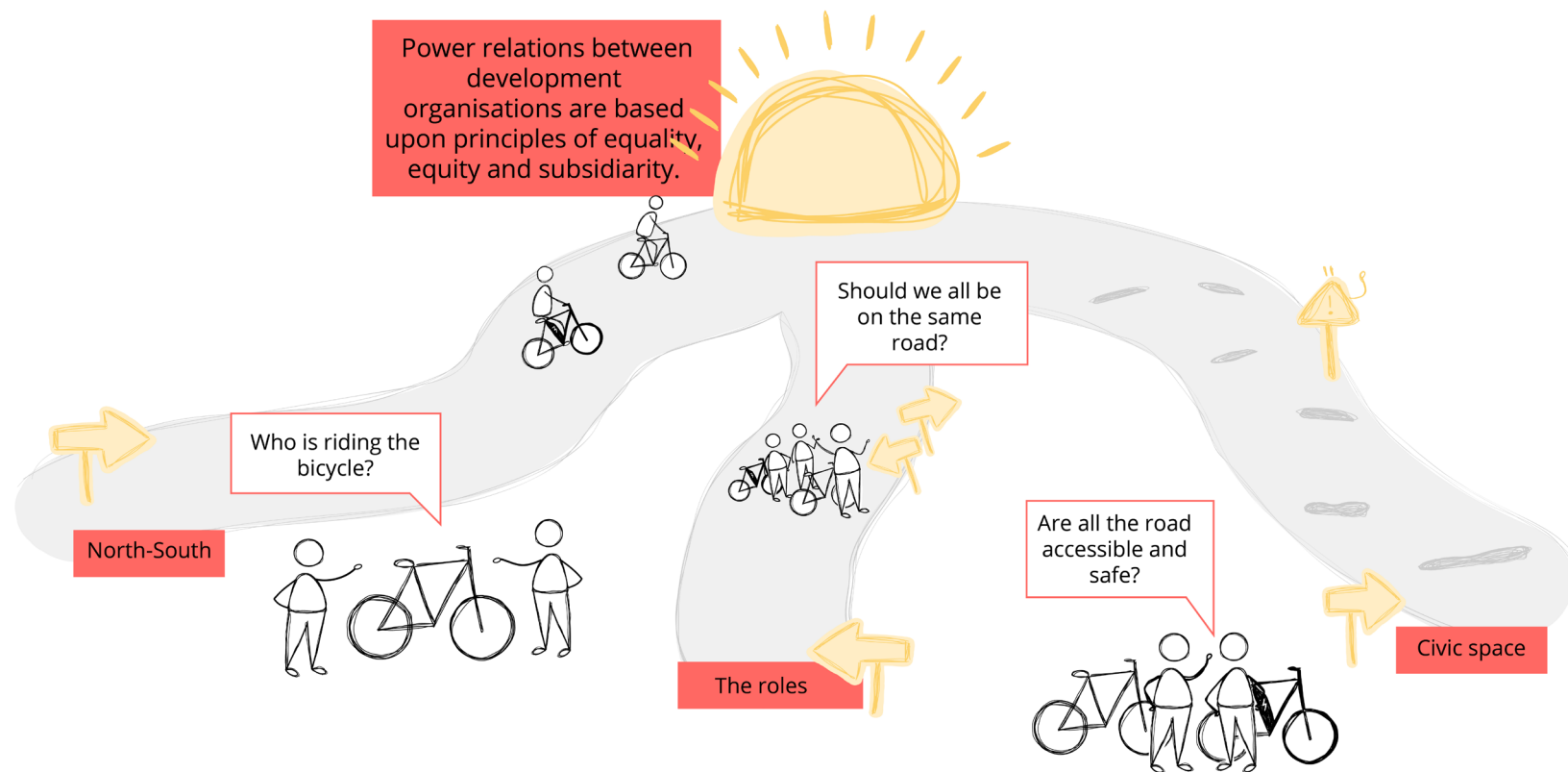
North-South road



Roles road



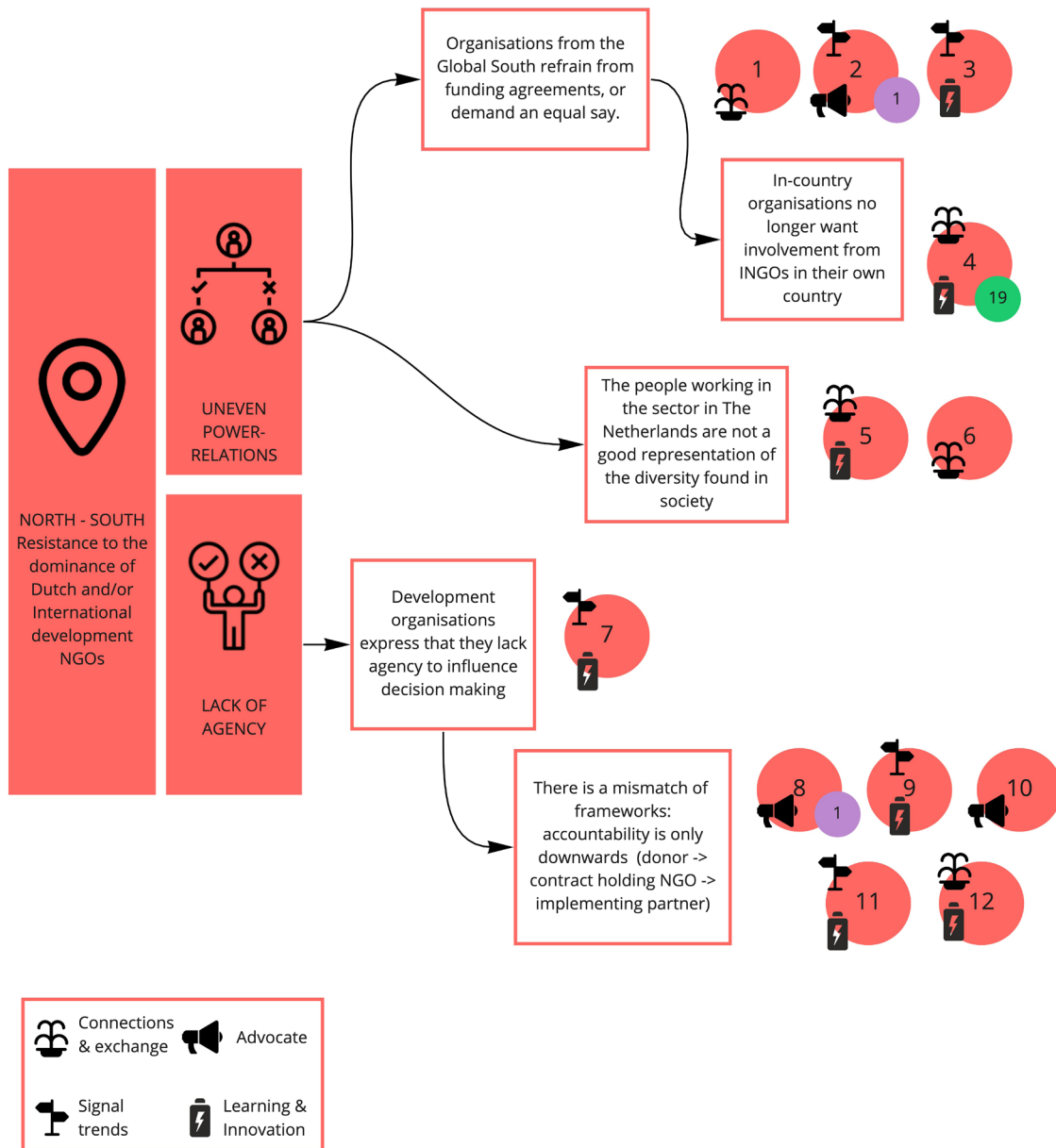
Civic space road



In this pathway we have outlined 3 fields where powershifts can already be seen and where they can be expected to have big implications on development cooperation. The first field is the power distribution between the Global North and the Global South, where roles are changing and decision making power is shifting.

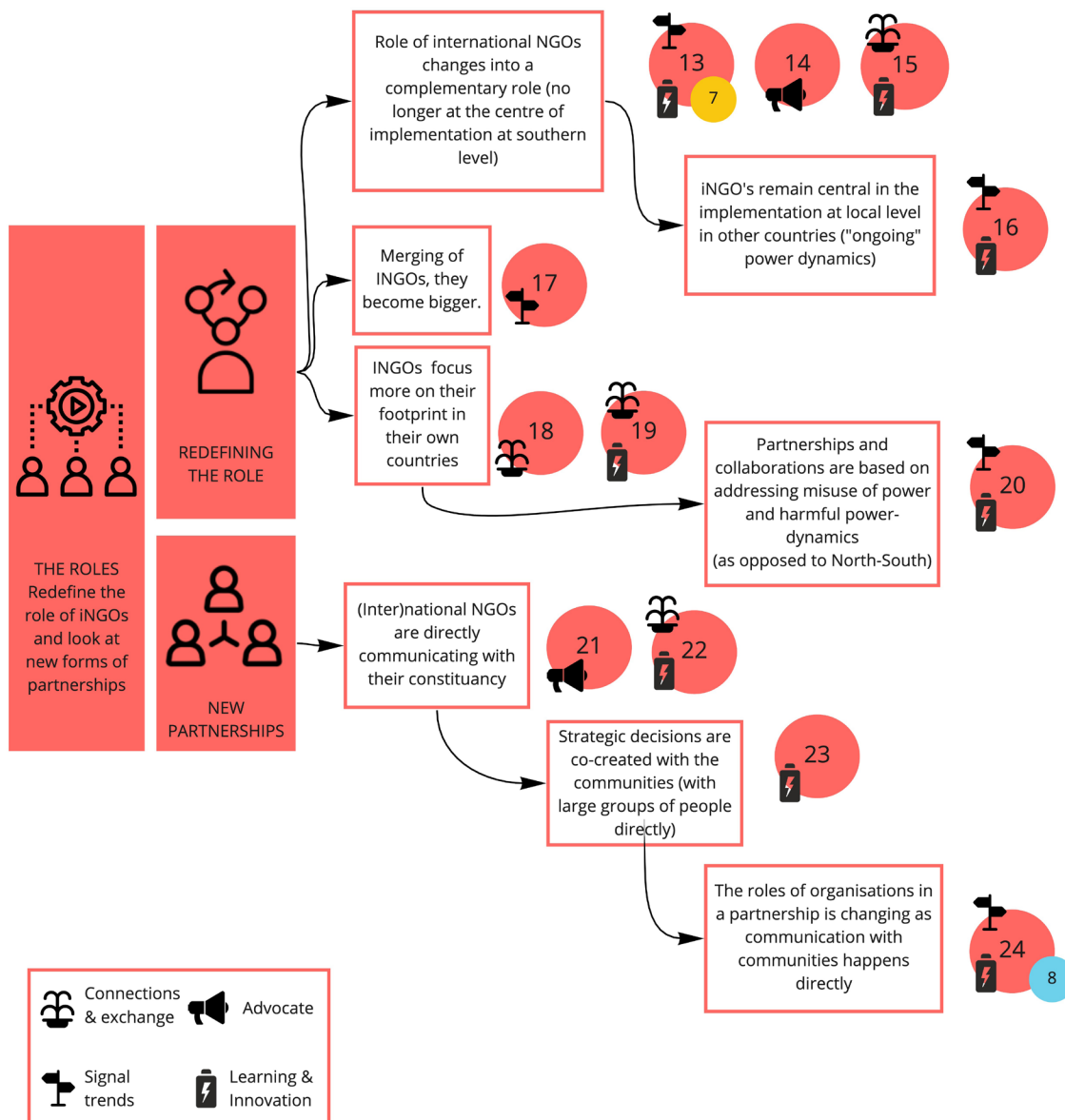
The second is at organisational level, looking at the roles of NGOs and where they can have the most impact. The third is in the civic space and how accessible it is.

The North-South road



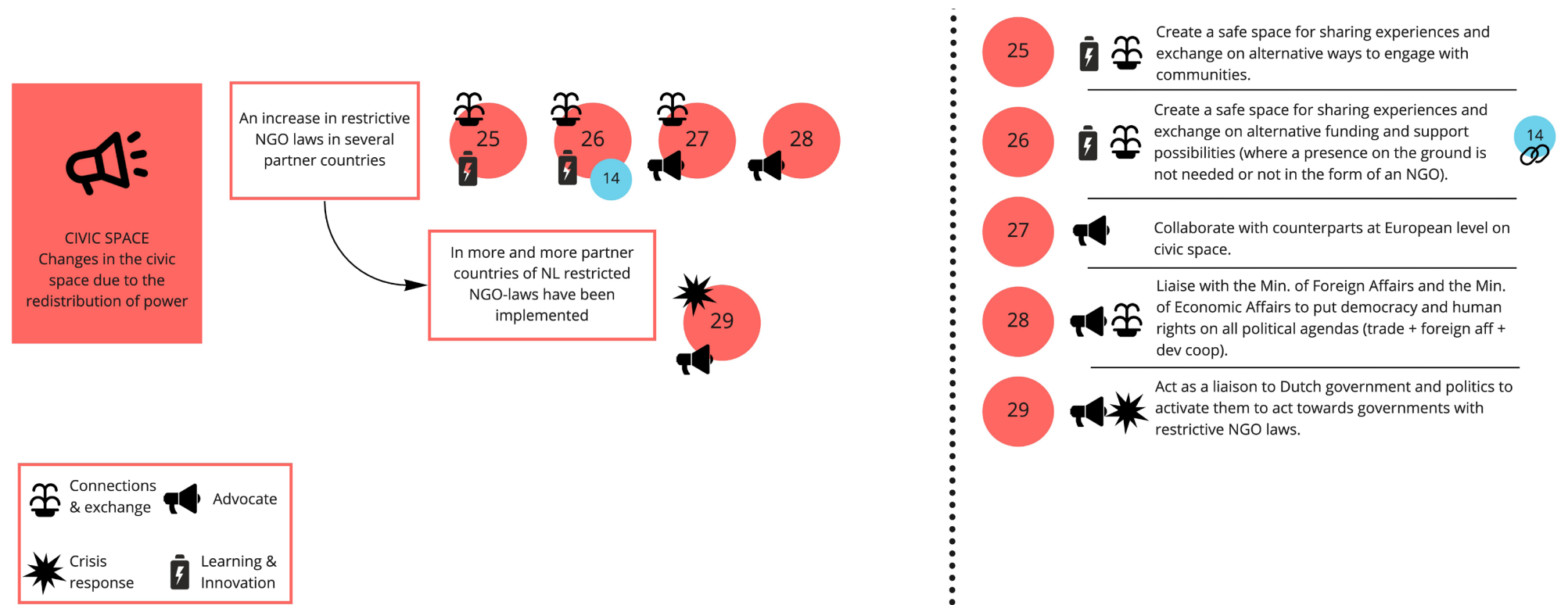
- 1 Connect to networks and groups that support this agenda of shifting power.
- 2 Advocate for adjustments in accountability regimes on funding, which foster equal say, shared ownership and adaptiveness. Define what a partnership means.
- 3 Identify and share alternative forms of cooperation in which funding is not a key driving factor for cooperation.
- 4 Facilitate learning and exchange among members organisations on how to bring an added value to partnerships.
- 5 Facilitate exchange and learning on internal processes in NGOs (such as HR). For example by promoting paid traineeships to stimulate the same diversity found in our society.
- 6 Facilitate matchmaking between organisations so they will organise trainings together (especially when all members are working on the same issues such as diversity).
- 7 Encourage and promote decentralised structures that ensure local ownership and proportional access to overarching governance structures and processes.
- 8 Lobby towards donors (in a positive and proactive form) on upwards AND downwards accountability. And lobby to adjust the policy frameworks to enable impact driven work.
- 9 Engage members (in a positive and proactive form) on upwards AND downwards accountability.
- 10 Advocate for representation and participation of organisations from the global South in funding agreements/frameworks (e.g. towards Dutch MoFA). Collect best practices and failures to learn from.
- 11 Facilitate innovation and learning on impact driven versus funding driven programmes.
- 12 Facilitate learning and exchange in Dutch government organisations on impact.

The roles road



- 13 Facilitate learning and inspiration on how to change from a contractor-role to a complementary partnership. 7
- 14 Promote and facilitate power awareness among member organisations (continue to promote and implement tools).
- 15 Encourage an internal organisational culture among member organisations of openness to critique. Ensure that this is cognisant of gender, age and any other factors that might impact someone's willingness to critique. Organise exchange on these topics among the members.
- 16 Facilitate more intensive conversations with member organisations and communities about the power dynamics that influence the relationships between funder and grantee or INGO and local partner. Translate this in the Code of Conduct of Partos
- 17 Evaluate and assess organisational structures and roles of member organisations. Play a facilitating and advising role on how to adjust or improve
- 18 Connect members to lessons on how to interact with their support base. This starts by knowing who their support base is, and includes connecting to movements and facilitating connection.
- 19 Connect members on how to use locally provided evidence for joint action in partnerships.
- 20 Identify and share funding and research on the future of (i)NGOs.
- 21 Advocate for representation and participation of communities and constituencies.
- 22 Facilitate liaisons between members where they can share experiences, tools, do's and don'ts and knowledge.
- 23 Collect and share learnings on best practices, tools and approaches.
- 24 Advise on the composition and roles of all organisations in partnerships. 8

The Civic space road



Yellow: Policy Coherence for Sustainable Development

Development cooperation is fully geared at achieving the sustainable development goals (SDGs), with a focus on the most vulnerable groups and regions. However, many policies and activities in other domains than development cooperation (Fiscal and investment policies, agriculture, trade, etc) do have an impact on sustainable development in other countries too. Often this impact is negative. Policy coherence for (sustainable) development means that the adverse effects of these distinct policies on sustainability, again: most notably on the most vulnerable groups and regions, are minimised and positive effects optimised.

Objective

The objective is contained in the title: optimal policy coherence for sustainable development. Achieving the SDGs is the end/ultimate goal. An 'ideal situation' would be if the SDGs form the basis of the overall governmental policy (regeerakkoord) and direct both the governmental policies and budgets. To achieve that objective, the rigorous application of the impact assessment framework, in which ex-ante analysis of the impact on developing countries is included, should be a legal obligation for all new government policies and fundings (compare law on Environmental Impact Assessment).

Policy coherence for
sustainable
development



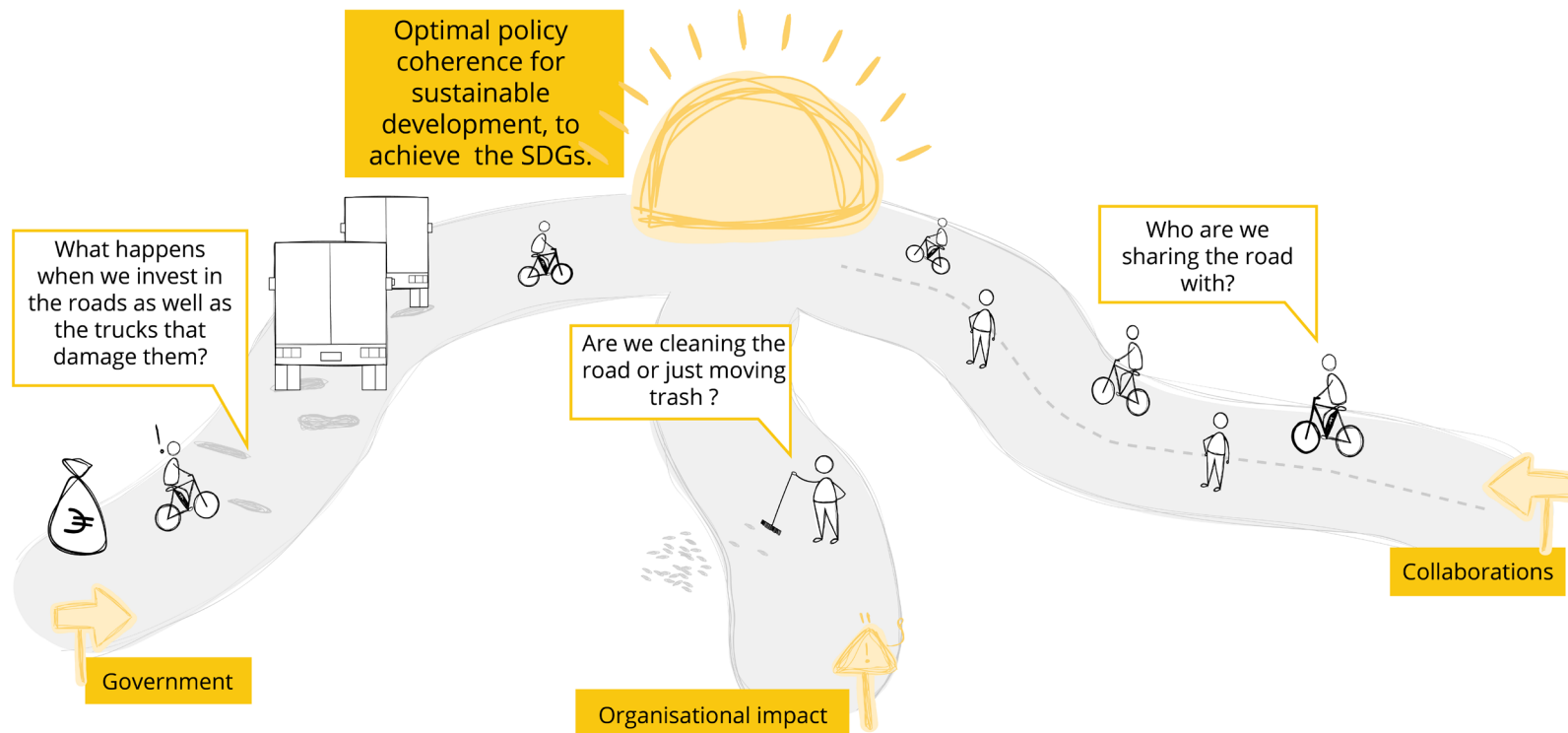
Government road



NGO road

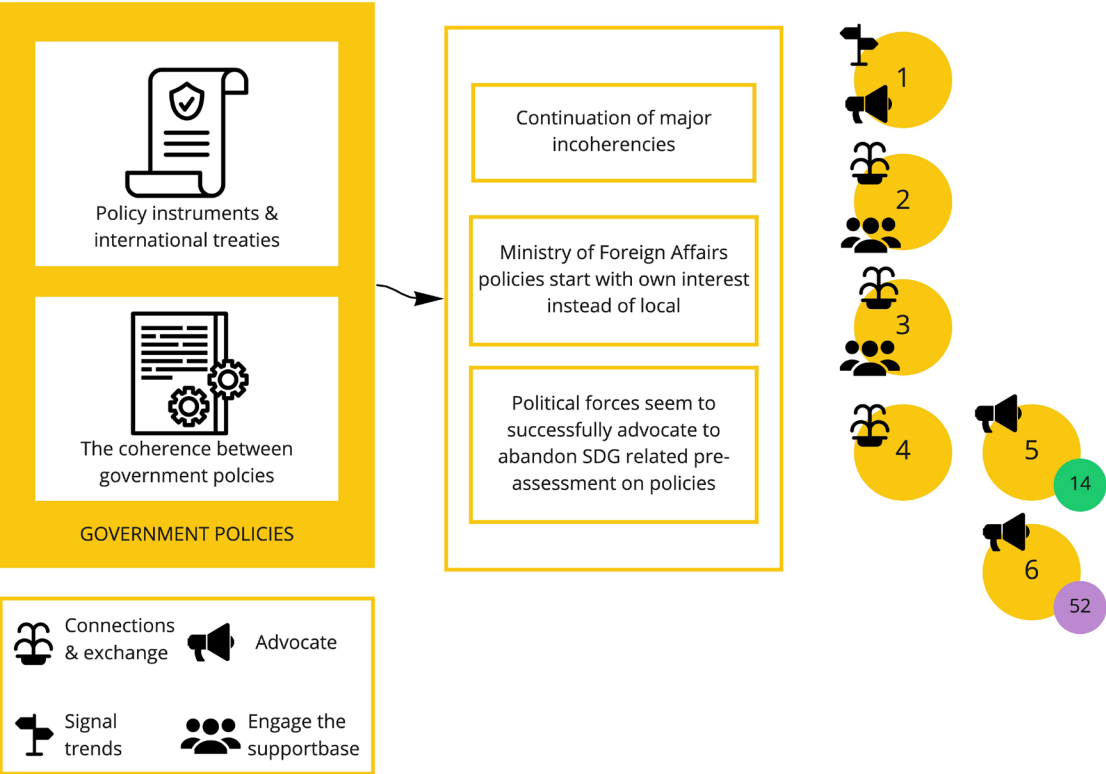


Collaborations road



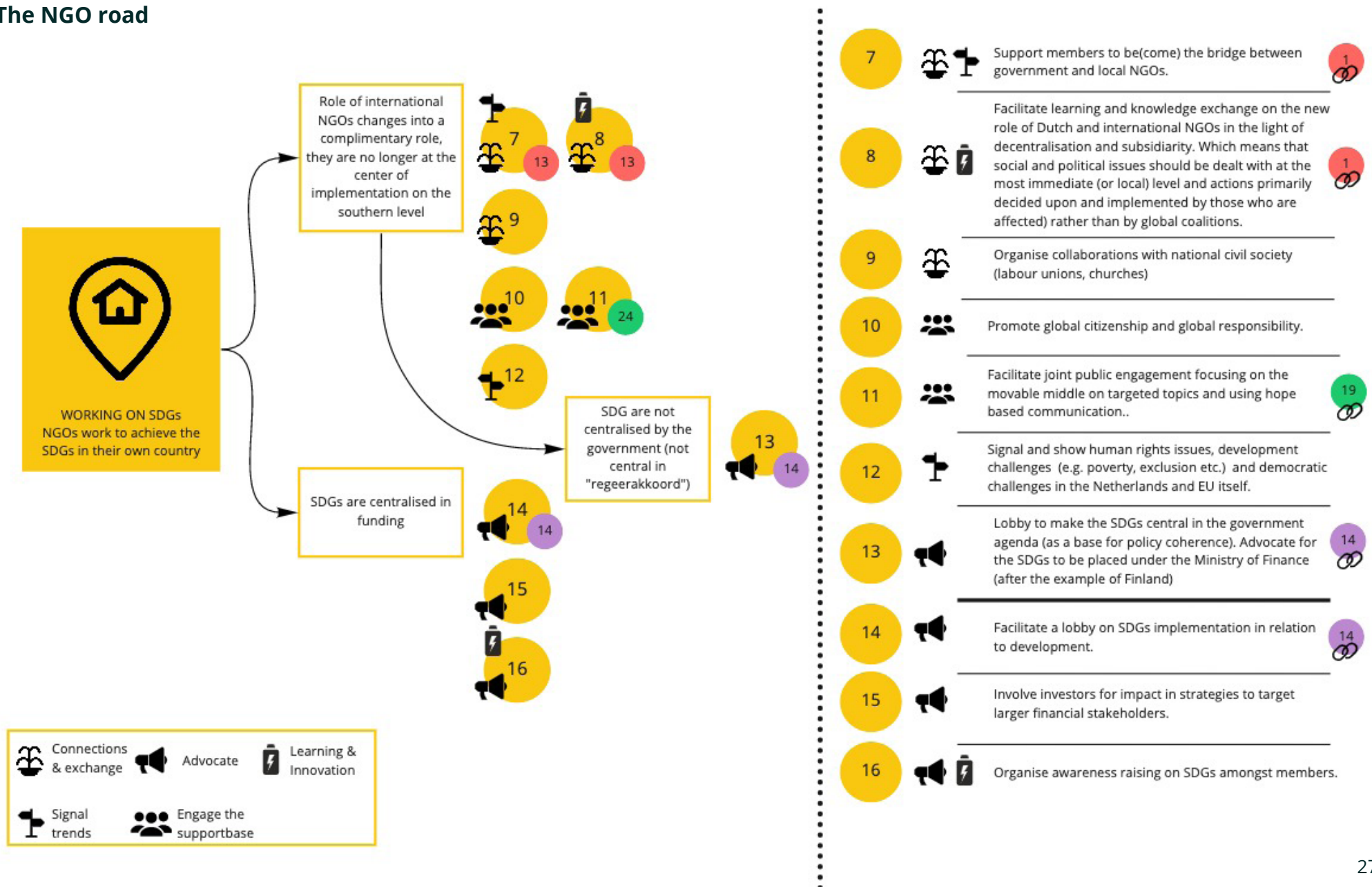
In this pathway there are three fields where we can foresee big changes and where Partos can play a role. The first is at government level, directed at both the inception and implementation phase of new governmental policies that have international/global effects. The second is looking at the activities of NGOs and where they are trying to create or change, and the third is looking at new types of collaborations to achieve the SDGs.

The government road

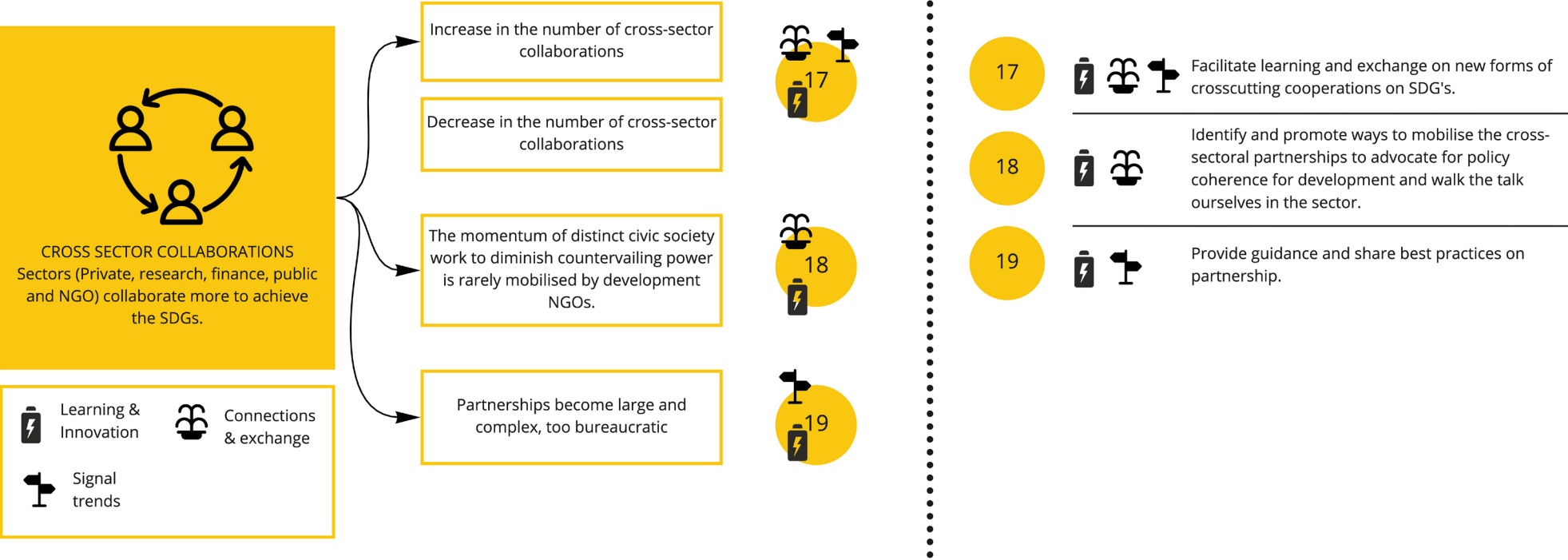


- 1 Monitor incoherencies and highlight these to members and to the EU and the UN (e.g. produce a blackbook about developments in the Netherlands). Providing positive examples from other countries.
- 2 Set up a systematic process to mobilise member organisations.
- 3 Mobilise the public through an awareness campaign (through member organisations). An example message could be: currently subsidies are going to the wealthy (through tax and subsidies).
- 4 Develop a joint strategy with members.
- 5 Facilitate joint lobby efforts towards financial stakeholders (including investment schemes).
- 6 Facilitate joint lobby efforts (towards parliament and various ministries) of members. For example by mobilising members to jointly initiate a legal action, either through bringing it to the national court and/or European Commission on the basis of The Netherlands not adhering to its EU-commitments and societal duty of care.)

The NGO road



The collaborations road



Green: Support base development cooperation

International cooperation for sustainable development is well guided by the sustainable development goals. Therein, development cooperation, pursuing sustainable development with a specific focus on the most vulnerable regions and groups, is the distinct domain for Partos. As an association for civil society organisations, Partos attaches great importance to “global citizenship”: people that on the basis of their awareness and understanding of the wider world, want to work together to make our planet and society peaceful, fair, sustainable. Within this broader group of global citizens, many people support development organisations, because of, among others, their compassion and solidarity with vulnerable groups and regions. This support base is crucial for development organisations, such as for their legitimacy, for their financial and knowledge resources, relations, etc. This support base is always subject to a multitude of factors. Factors external to development organisations are, among others, the role of global education in the formal education system, the financial situation, migration, political climate, emergence of specific issues (e.g. climate, social movements) etc. Internal factors are, among others, proven impact, ability to communicate with and relate to communities, technology and others. Private sector, political and other institutional actors, also forming an important component of the support base of development cooperation (organisations), are prone to similar external and internal factors.

Objective

The objectives are twofold. To reinforce and at minimum consolidate the support base for development cooperation, and to encourage global citizenship.

Support base for
development



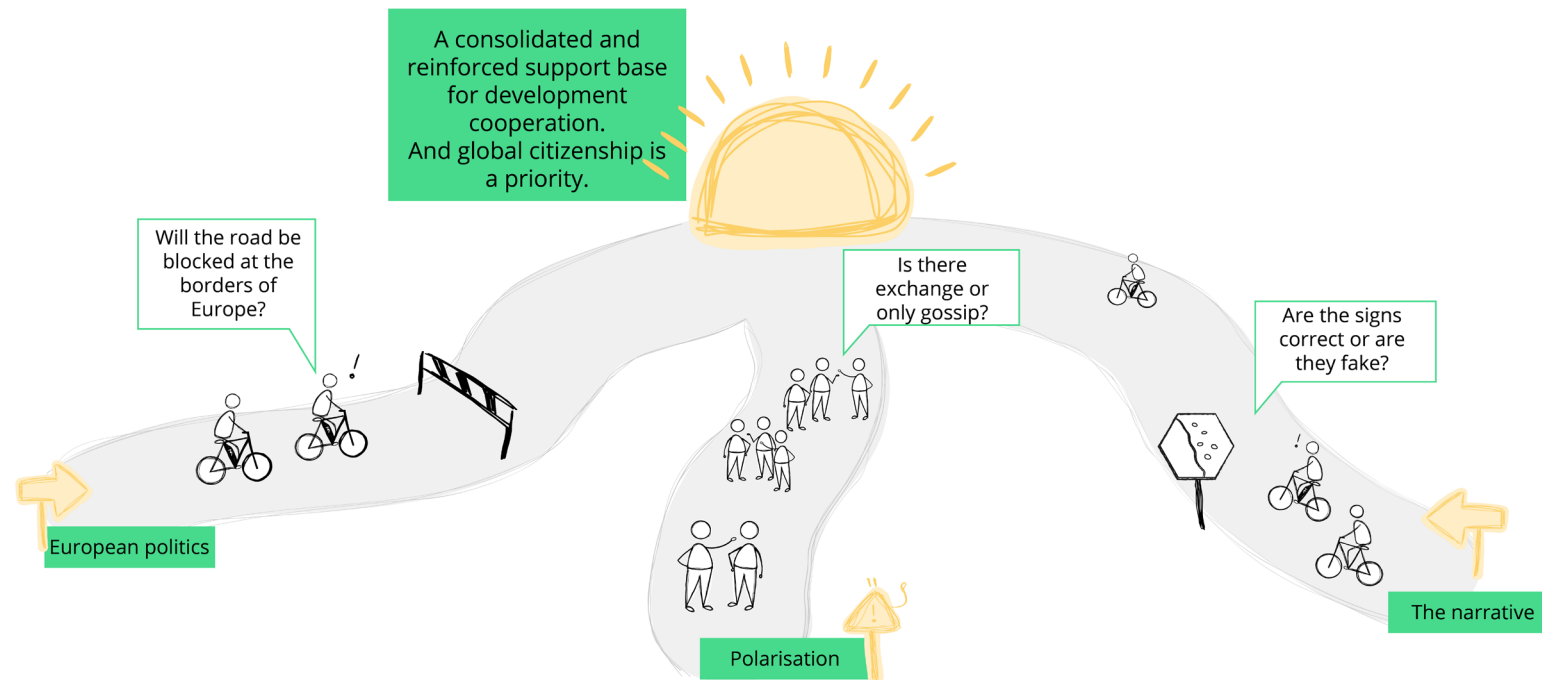
European politics road



Polarisation road

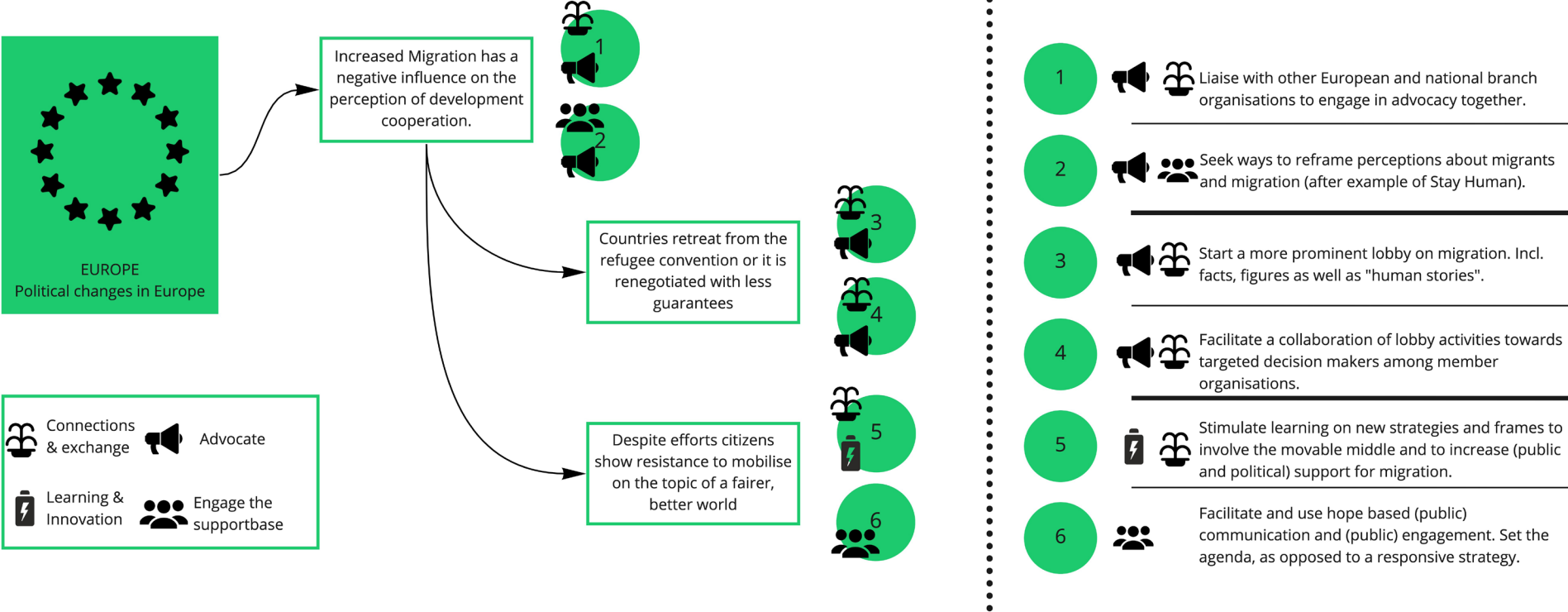


Narrative road

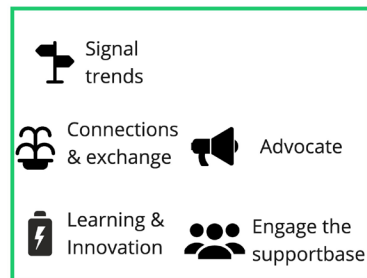
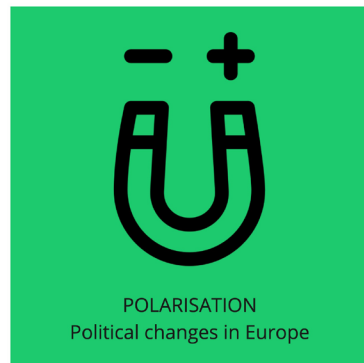


There are 3 fields that we identified under this pathway as having an impact on the support base, the first being the developments in Europe, where the political climate, migration and the climate crisis play a big role. The second field focuses on polarisation as a influencing factor on global citizenship. And thirdly the narrative around development aid, both coming from organisations themselves as from “outsiders and opponents”.

The European politics road

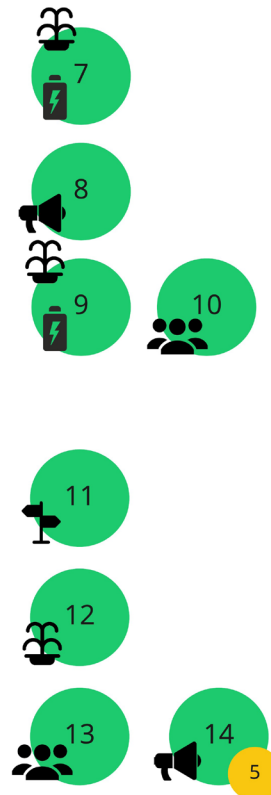


The polarisation road



Government with a majority of right winged/conservative parties (such as VVD/CDA + PVV, FvD en JA21)

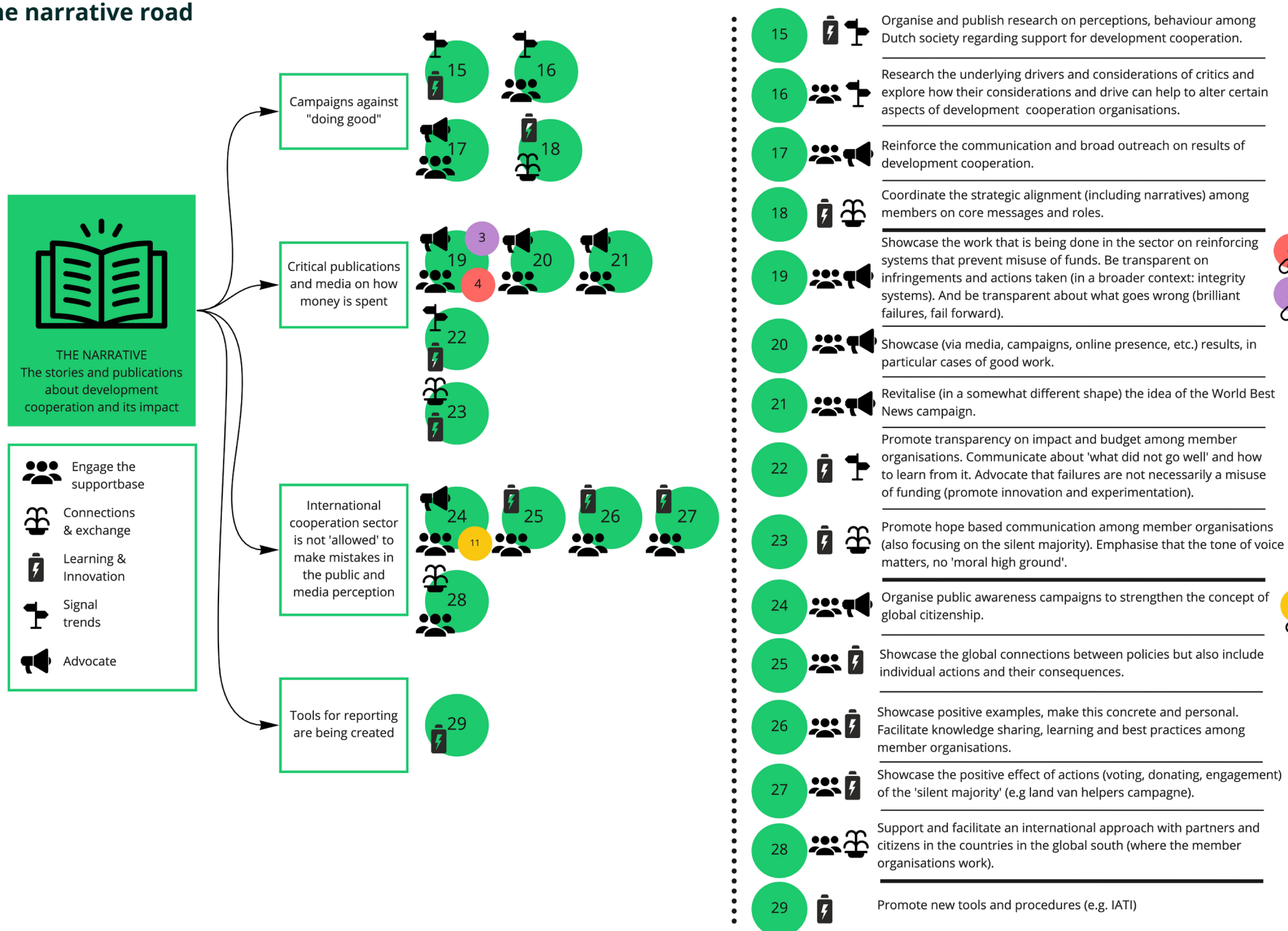
Increasing inequality leads to polarization and people feeling excluded. Seen through incidents in society that express polarization (e.g. Harskamp)



- 7 Increase the knowledge of future decision makers on international development cooperation (like BKB-academy)
- 8 Facilitate continuous joint advocacy (not only when funding is under fire or around election). Coordinate the strategic alignment (including narratives) among members on core messages and roles. Review allies and partners and engage in a conversation in the political arena.
- 9 Stimulate learning on new strategies and frames to involve the movable middle and to increase (public and political) support for development and SDGs. Include internal reflection to unlearn our own internal polarisation. Include lessons and learning from grassroots movements and actors.
- 10 Facilitate and use hope based (public) communication and (public) engagement. Set the agenda, as opposed to a responsive strategy.
- 11 Monitor and map developments on topics related to inequality and polarisation (Choose these topics beforehand)
- 12 Create a space for conversation with moderate actors and stakeholders to discuss the blockers for support. Facilitate the formation of partnerships to explore the future. Connect public voices to the sector and vice versa (share info, future projections and create a neutral space). Organise citizen panels, showing the 'silent' majority in the middle. Organise situational and topical alliances. Connect the 'sector' to other relevant / credible actors in society (VNO-NCW, schools etc)
- 13 Set up a public campaign on global citizenship, which guides people from awareness to action. Organise more media visibility as sector to reach 'the public' (as opposed to more focus toward less visible lobbying)
- 14 Promote global education/active citizenship in the formal education system (hope based and focusing on SDGs)

5

The narrative road



Blue - Digitalisation of civic space

Digital technology has a great impact on civic society, both in terms of means and threats. An enormous variety of new digital tools and methods has not only provided new means for development organisations, it also has altered and in some cases deeply transformed the way of working and organising on an individual, organisational and societal level.

Objective

Development organisations continuously improve their own and their partners' capacity regarding digital technology and data management. And there is digital security in the domain of development cooperation. This implies scanning of emerging threats and arranging for coping strategies.

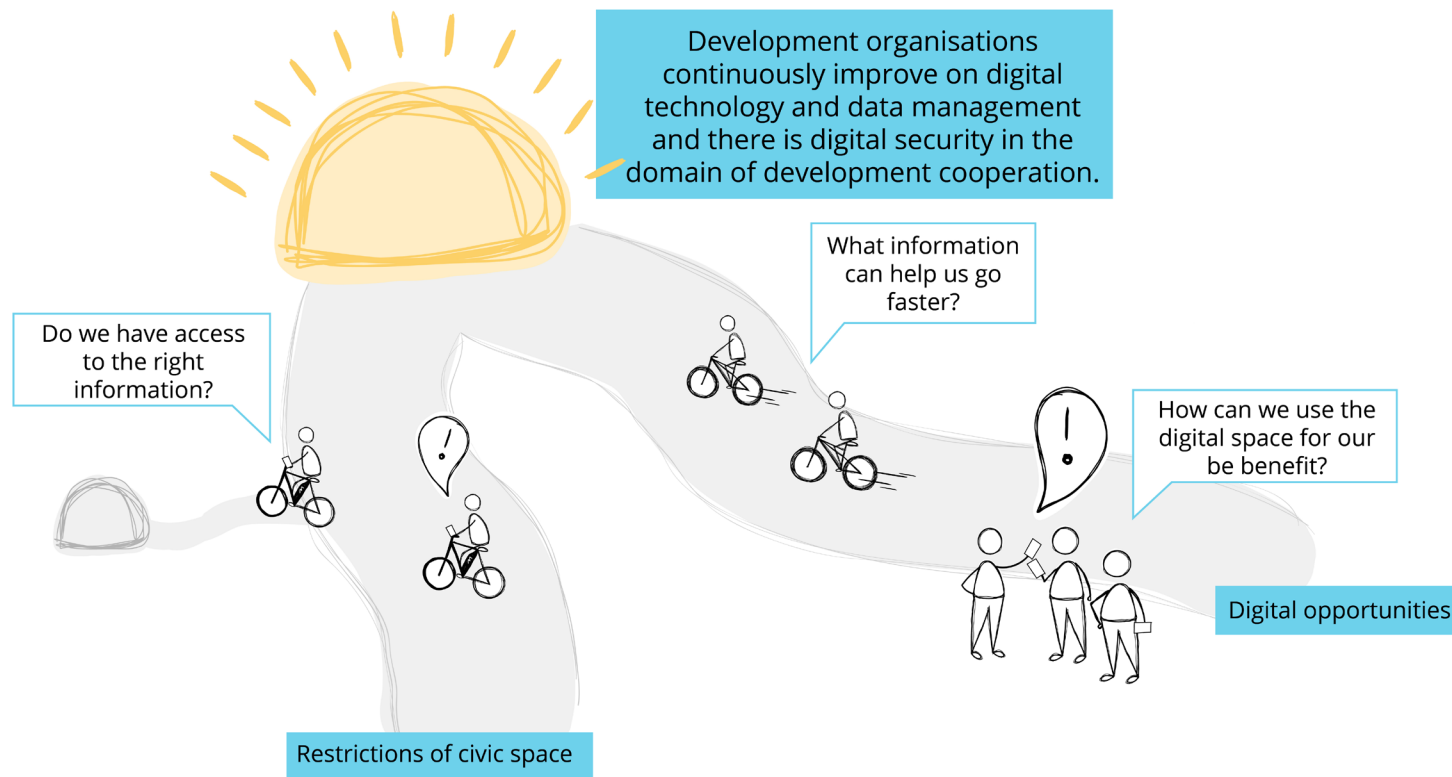
Digitalisation of civic
space



Digital opportunities

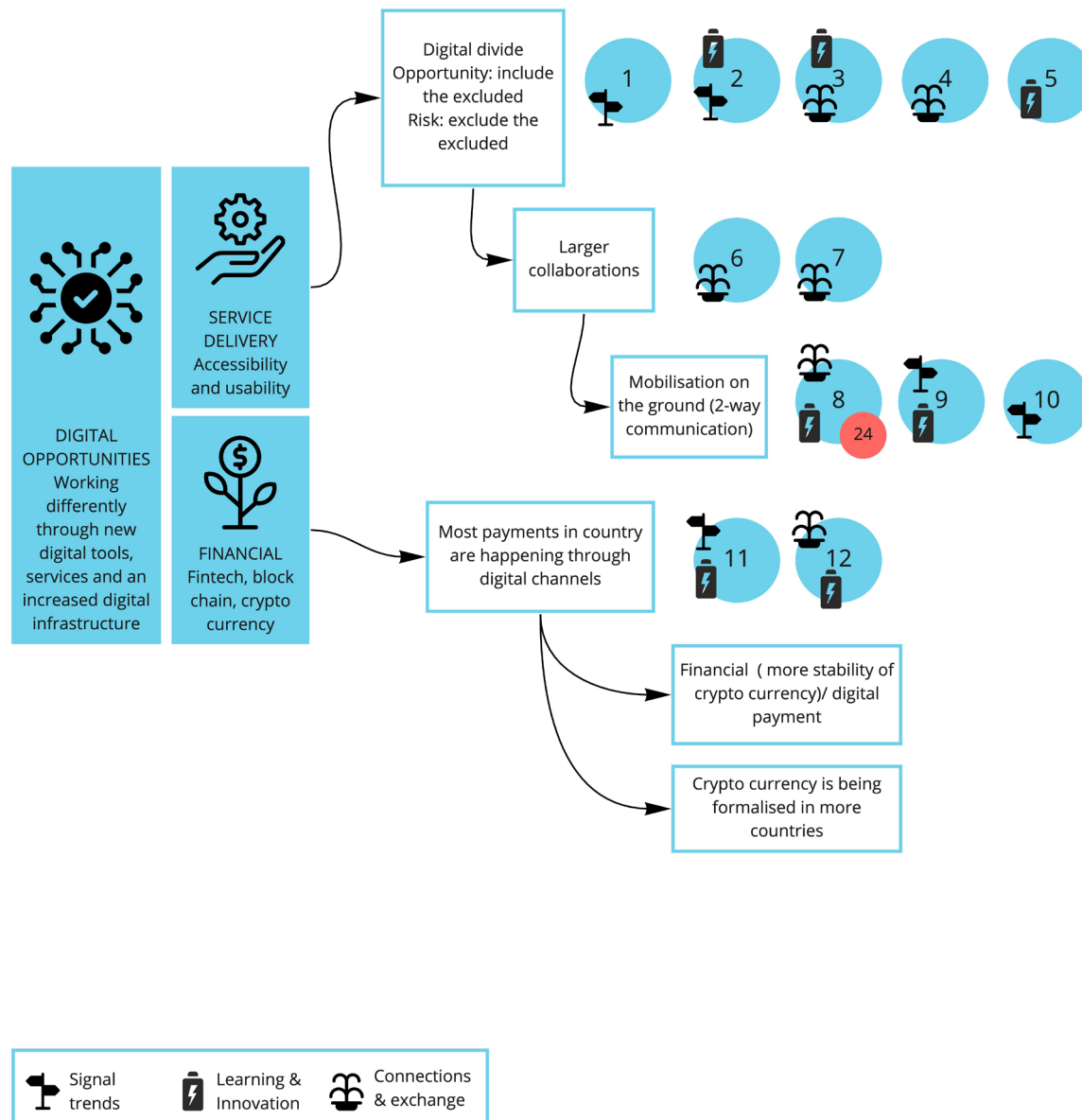


Digital civic space



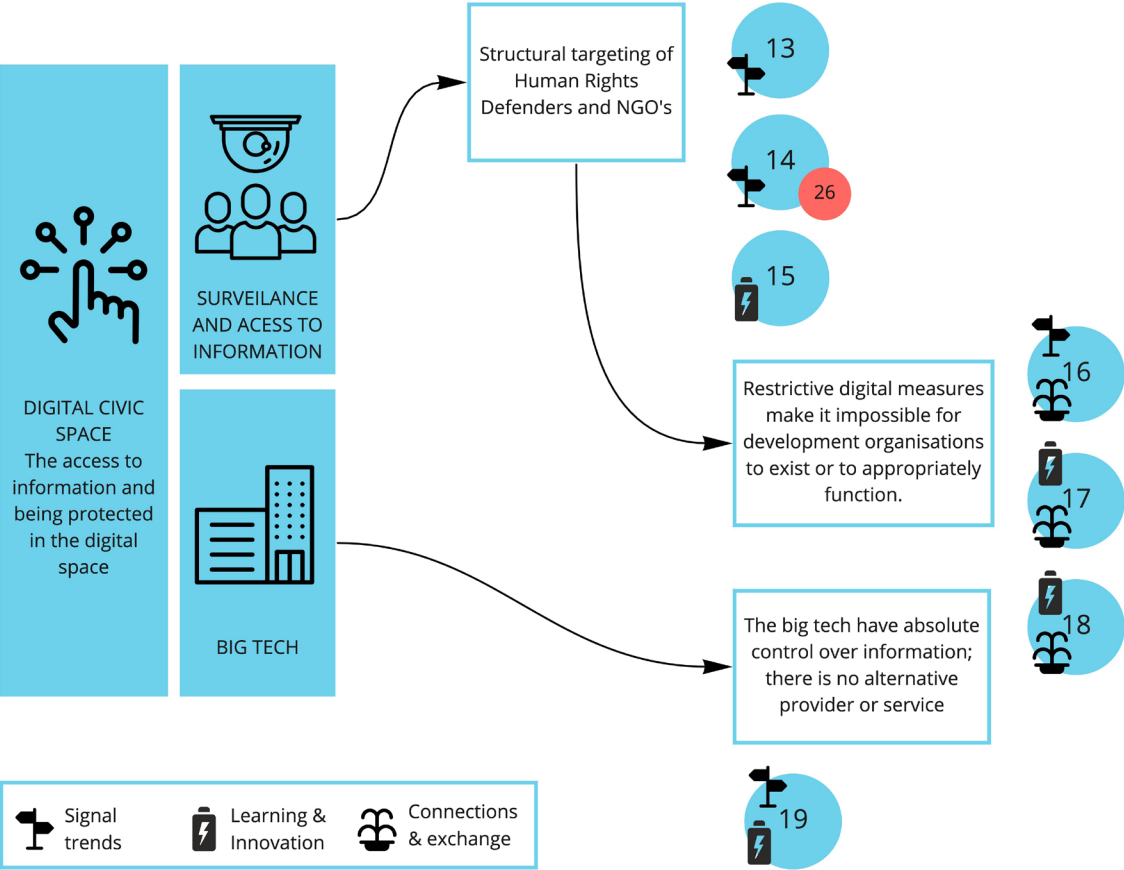
Regarding the pace and immensity of digital developments there are 2 fields to focus on for this pathway. Firstly the restrictions that digitalisation can bring on the civic space. Secondly we look at all the opportunities it brings on how to work within the civic space. For the first you can think of fake news, citizen surveillance by both governments, private companies and others. For the second it is aimed at making use of new means and how to pragmatically choose and master the best available means.

The digital opportunities road



- 1 Collect input from member organisations on what is happening on the ground and share it back to the whole network.
- 2 Mapping of existing interactive tools.
- 3 Offer interactive tools for member organisations and possibly create shared services.
- 4 Facilitate knowledge and experience sharing on digital service delivery.
- 5 Facilitate learning sessions with actors inside and outside of development cooperation on a mutual learning basis (incl. private sector).
- 6 Facilitate the connections between member organisations.
- 7 Connecting with other membership organisations and connecting to their members.
- 8 Facilitate the connections and lead on how to set up a 2-way communication. 24
- 9 Practical guidelines on how to approach this way of communicating (e.g. communicating, organising and financing directly)
- 10 Highlight and share good practices and tools.
- 11 Mapping Fintech (digital payment tools).
- 12 Facilitate, promote or offer training on Fintech. Organise innovation workshops with expert companies

The digital civic space road



- 13 Create response reports to circumvent constraints (such as activists, artists and beyond; Digital Dalits – new ways of cooperation).
- 14 Map alternative communication platforms. 26
- 15 Support members to find/develop coping strategies, such as the setup of “underground” communication platforms which are not prone to censorship.
- 16 Support to institute an alarm mechanism which also facilitates exchange of trends and topics to monitor.
- 17 Facilitate, promote or offer training on digitisation techniques and organise innovation workshops with expert companies.
- 18 Organise creative exchanges (e.g. hackathon or design sprint) on specific key topics that bridges NGOs, universities, private sector and networks (e.g. digital defenders network, tactical tech)
- 19 Facilitate the exchange of knowledge about alternative information civil society platforms.

Purple: Funding for development

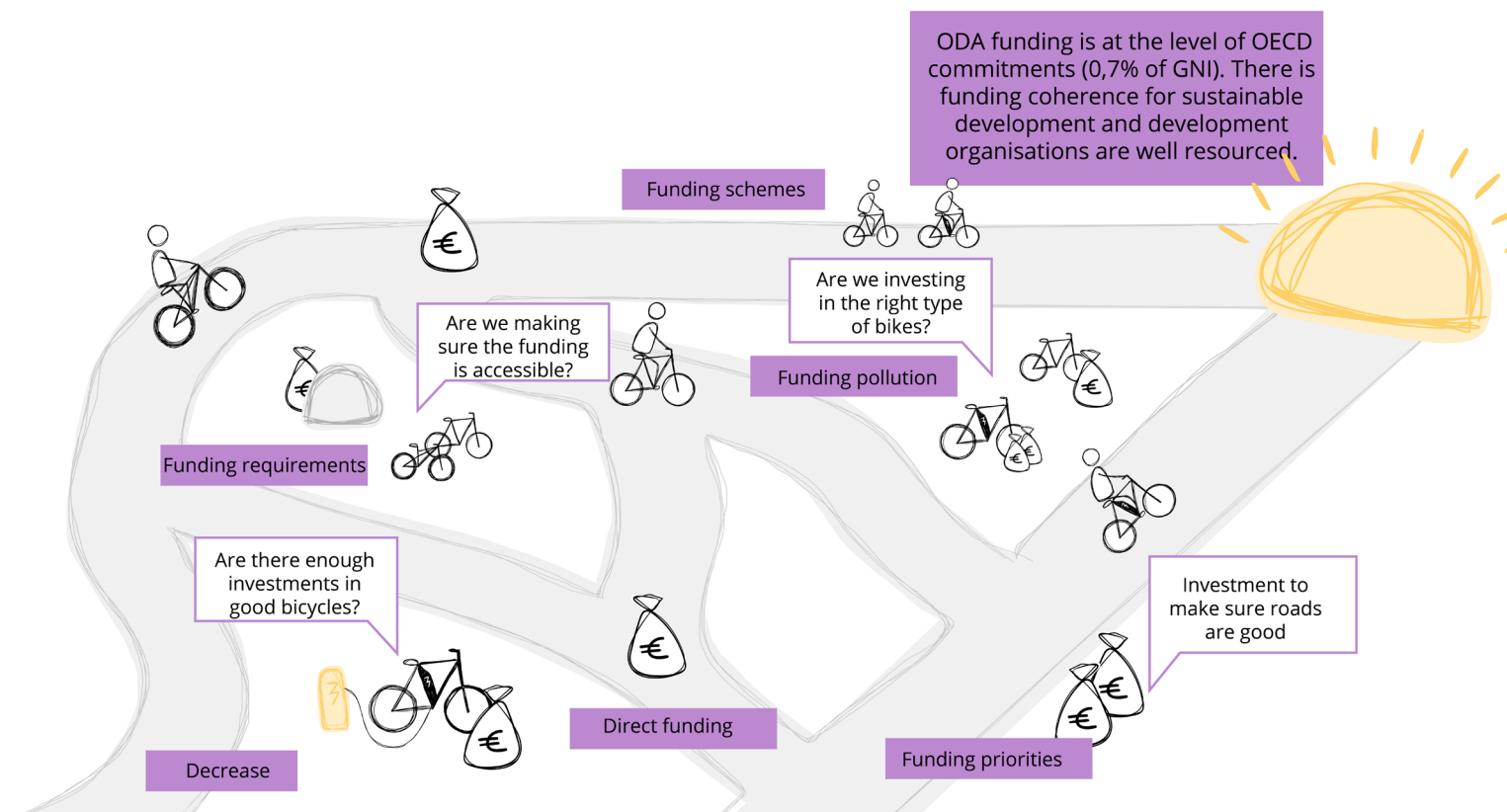
Funding for development is subject to many changes, both in sources, funding modalities, targets and quantities. The Sustainable Development Goals stipulate adequate funding for specific goals, including for the poorest countries and for development cooperation in general. Despite their formal commitments, many governments cut or relocate their ODA budgets. Funding priorities keep shifting and bureaucratic conditions and accountability requirements change continuously. Increasingly, parts of these budgets are used for other purposes such as for migration related measures in The Netherlands. Many direct and indirect governmental subsidies are still used for activities that undermine the progress made on the SDGs, such as fossil fuels. Many opportunities to boost budgets for sustainable development remain unused, such as an end to facilitation of tax avoidance, taxing polluting technologies and divestment (ending investing in unsustainable activities by both governments and private institutions such as pension funds). In this light, and in addition to its advocacy for quantitative and qualitative adequate ODA funding, Partos through its members could advocate financial reforms.

In a stricter sense, the funding landscape for development organisations is also changing in many ways: donor retention is increasingly challenging, donors are more volatile (less loyal to an organisation), competition by new fundraising and funding schemes (direct giving, microcredit platforms), changing levels of solidarity, etc. Increasingly NGOs support schemes to strengthen the resource mobilisation capacity of their local partners in the global south.

Other developments include the emergence of new funders, such as rich individuals and social investors, emergence of new and innovative funding constructions (cluster funding, results based funding, etc. Also refer to Innovative financing instruments for development; Popping up like daisies), Driven by a combination of these changes, many development organisations are in a process of revisiting their funding strategies, in terms of among others, diversification, new fundraising techniques, organisational reform, consolidation such as through mergers and strategic partnerships, decentralisation etc.

One aspect, not strictly falling under the heading of funding, is alternative resourcing strategies at which not money but connected, complementary capacities are the main resource. This is the case under some NGO-private sector partnerships, but also under ad hoc coalitions and movements (that fully function on the basis of the personal capacity, creativity and time of its participants).



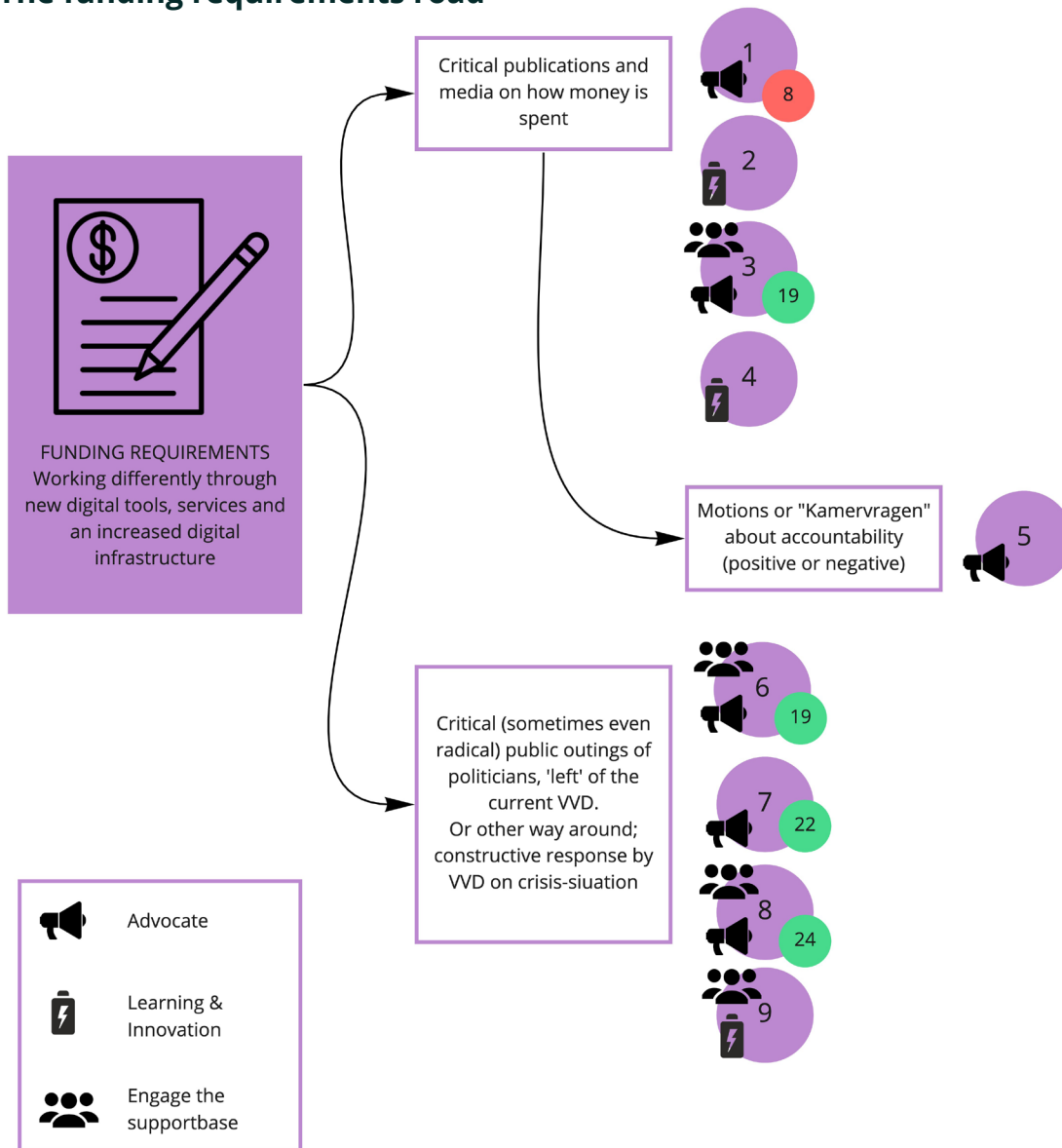


Objectives

There are three objectives for this pathway. Starting by having ODA funding is at the level of OECD commitments (0,7% of GNI). Secondly to have funding coherence for sustainable development (direct and indirect funding for unsustainable activities reduced and moved at the favour of SDG compatible activities). And thrirdy to have well resourced development organisations.

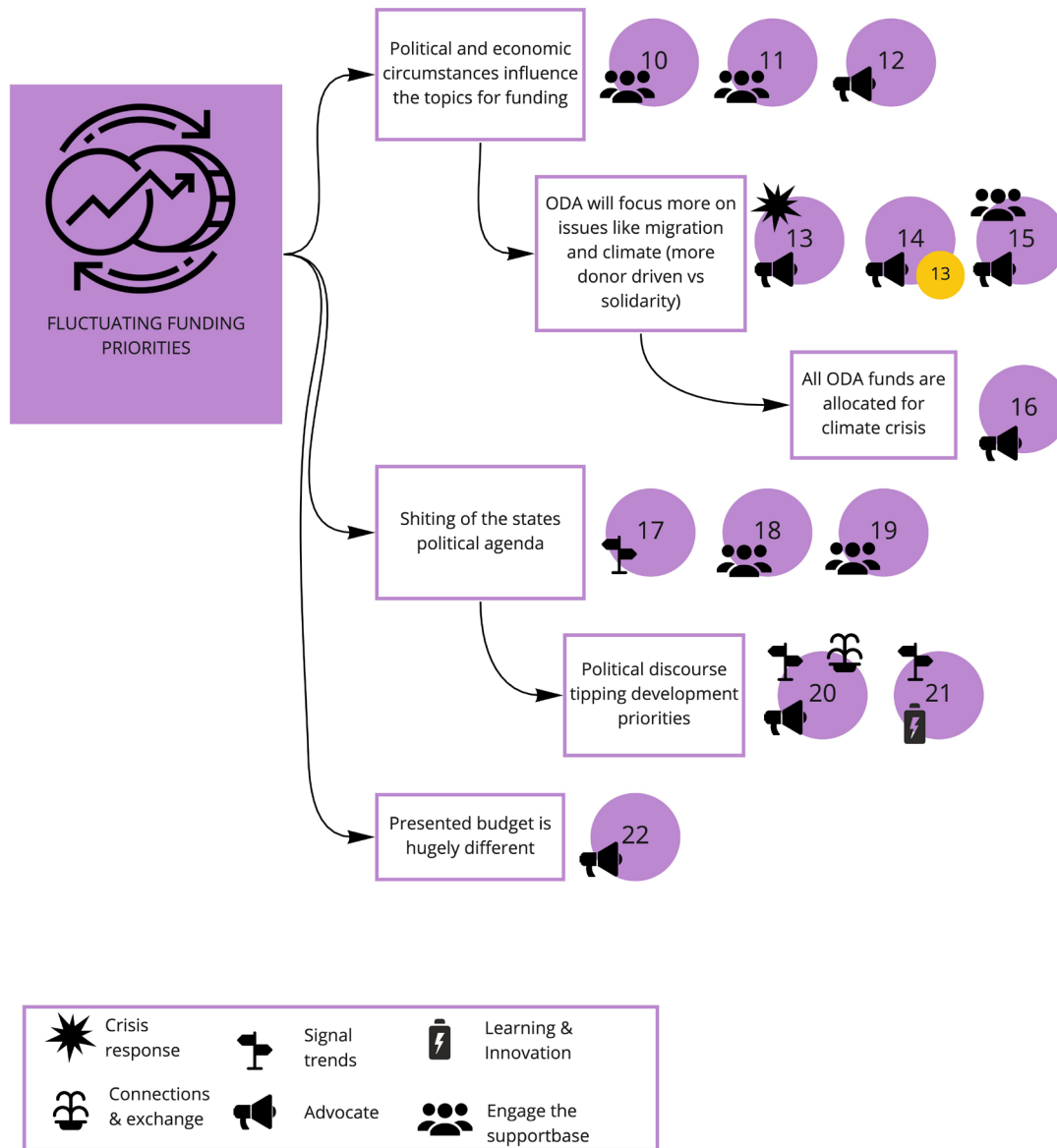
This leads to a large pathway on funding with 6 fields that play an important role in the future of international development.

The funding requirements road



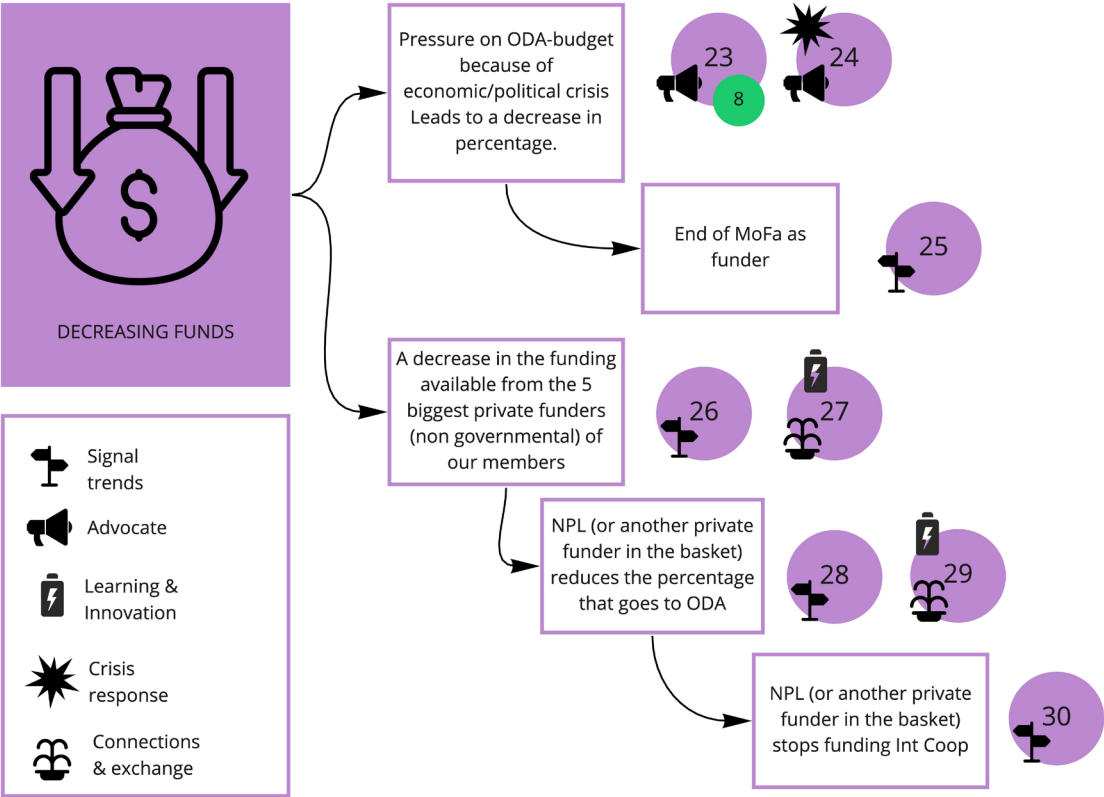
- 1 Lobby for quality and quantity of funding opportunities. For example funding that is covering overhead costs or is applicable for CSOs and grassroots organisations.
- 2 Proactively communicate results and return on investment (be it on subsidy or other forms of funding) and compare with subsidies and investments in other sectors. (e.g. cross-sectoral benchmarking, engage "Rekenkamer"). Facilitate learning and innovation on tools that track and/or show impact.
- 3 Showcase the work that is being done in the sector on reinforcing systems that prevent misuse of funds. Be transparent on infringements and actions taken (in a broader context: integrity systems). Be transparent about what goes wrong (brilliant failures, fail forward).
- 4 Learning and innovation on tools to track impact and on different ways of data-collection (e.g. IATI, outcome harvesting and digitalisation).
- 5 Facilitate Lobby for flexibility and proportionality in what needs to be measured and reported. Show the need for balancing between accountability and efficiency to avoid disproportional bureaucracy.
- 6 Showcase (via media, campaigns, online presence, etc.) the results of development cooperation, and in particular cases of good work. For example by trying to revitalize in a somewhat different shape the idea of the World Best News campaign.
- 7 Promote hope-based communication among member organisations.
- 8 Organise a public awareness campaign to strengthen the concept of global citizenship.
- 9 Promote joint learning, exchange and coordinated action. Organisations collaborate strategically, each targeting their specific audiences, while also focusing on the moveable middle (people that aren't on the very ends of any spectrum) in strategies and framing in order to break social bubbles. An example to move the middle would be to include strategic partnerships with legitimate/authentic leaders and organisations.

The fluctuating funds road



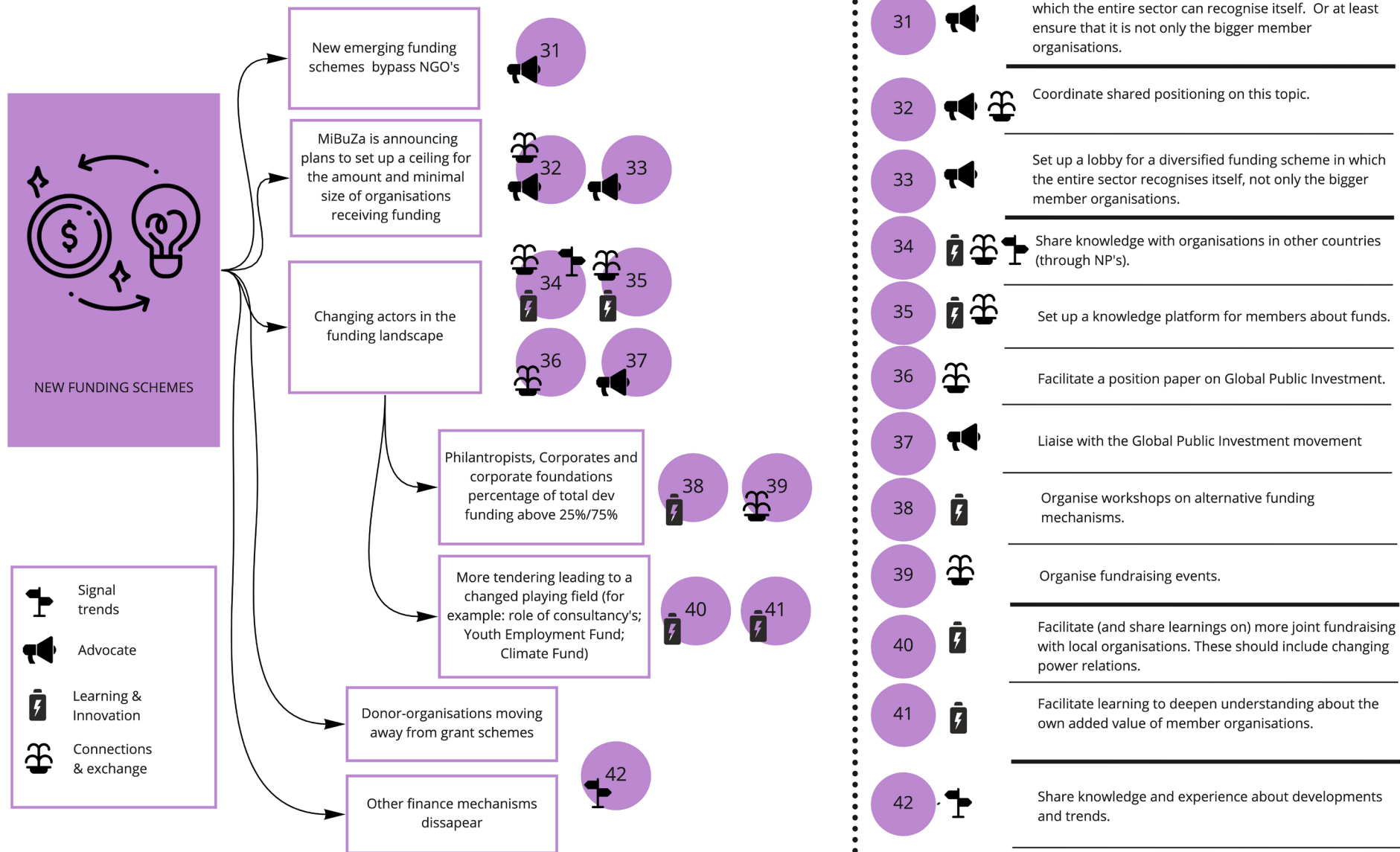
- 10 Lobby for Showcase that The Netherlands still (or even especially now) needs the rest of the world and showcase how the interventions of member organisations are linked to the SDGs and have a bigger impact, also in The Netherlands.
- 11 Create public support and engagement to increase political support. Focus more on the movable middle and be aware of frames.
- 12 Advocate against funding that becomes too narrow and too volatile. Promote longer term funding.
- 13 When crises occur, ensure that funds are linked to different SDGs.
- 14 Advocate wider umbrella of funding linked to the SDGs, for reasons of mutual dependencies and intersectionality.
- 15 Broadcast the need for structural development as opposed to short term 'quick fixes and repairs'.
- 16 Set up a lobby towards the EU, the Dutch government and private sector for a joint funding scheme in the Netherlands to work on structural changes in trade and climate.
- 17 Have a political development discourse available (less on content, more on politics).
- 18 Show positive SDG support (hope based, support base), advocate with good examples, showing how it has been done. Learn from Finland (SDG linked).
- 19 Generate public support for the SDGs (showcase the national interest).
- 20 Analyse the situation and bring members together for a joint lobby and advocacy strategy.
- 21 Learn from existing use cases and other examples such as FCDO -UK, Mexico city policy.
- 22 Early joint lobby and advocacy with a focus on the budget.

The Decreasing funds road

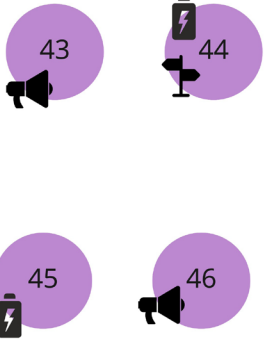
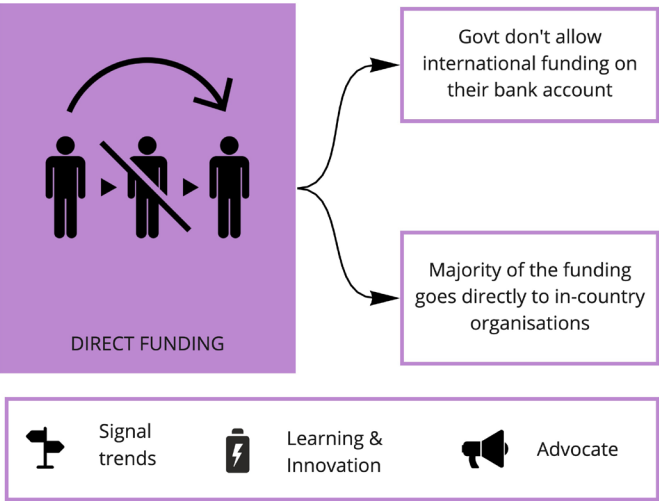


- 23 Lobby towards ODA and donors on the 0,7% for ODA.
- 24 Lobby for more flexible funds at government-level, but also at international and foundation level (work together with international partners).
- 25 Inform member organisations about new funding opportunities.
- 26 Identify the donors for a funding basket and monitor their strategy.
- 27 Set up an active collaboration with branch organisations in other countries to share best practices and inspire each other.
- 28 Monitor donor-profiles.
- 29 Facilitate exchange between members on their experiences with institutional donors and foundations.
- 30 Inform member organisations about new funding possibilities.

The new funding schemes road

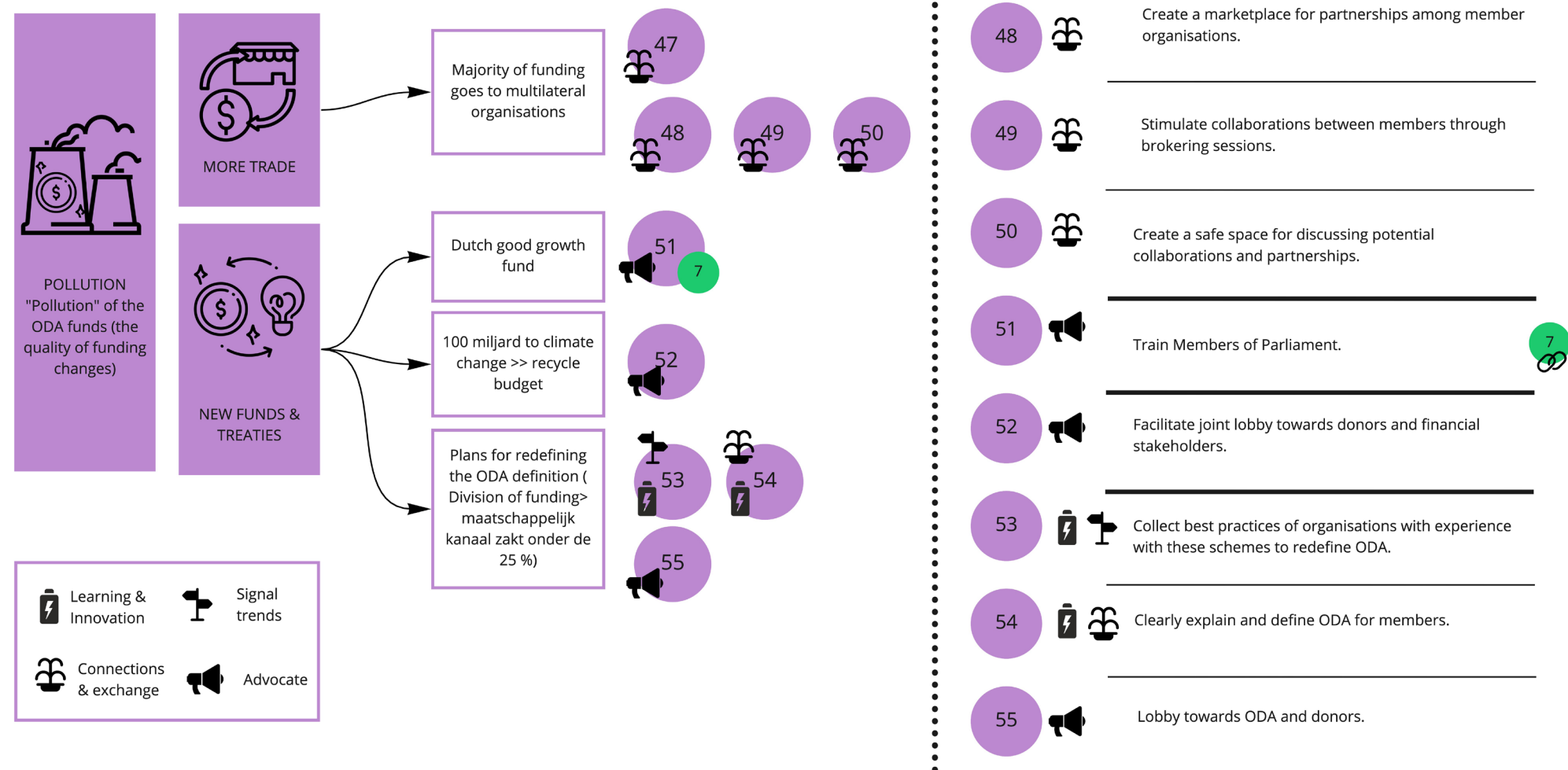


The direct funding road



- 43 Lobby for grants that allow for transitioning organisations.
- 44 Find new ways of funding for member organisations.
- 45 Facilitate learning to help organisations to transition to new roles.
- 46 Lobby to ensure that multilateral organisations in DAC countries are inclusively incorporating bottom up initiatives in their coherent approaches. Support the shifting of funds to DAC countries while ensuring to sustain support to bottom up initiatives.

The pollution road



Pathways in the future

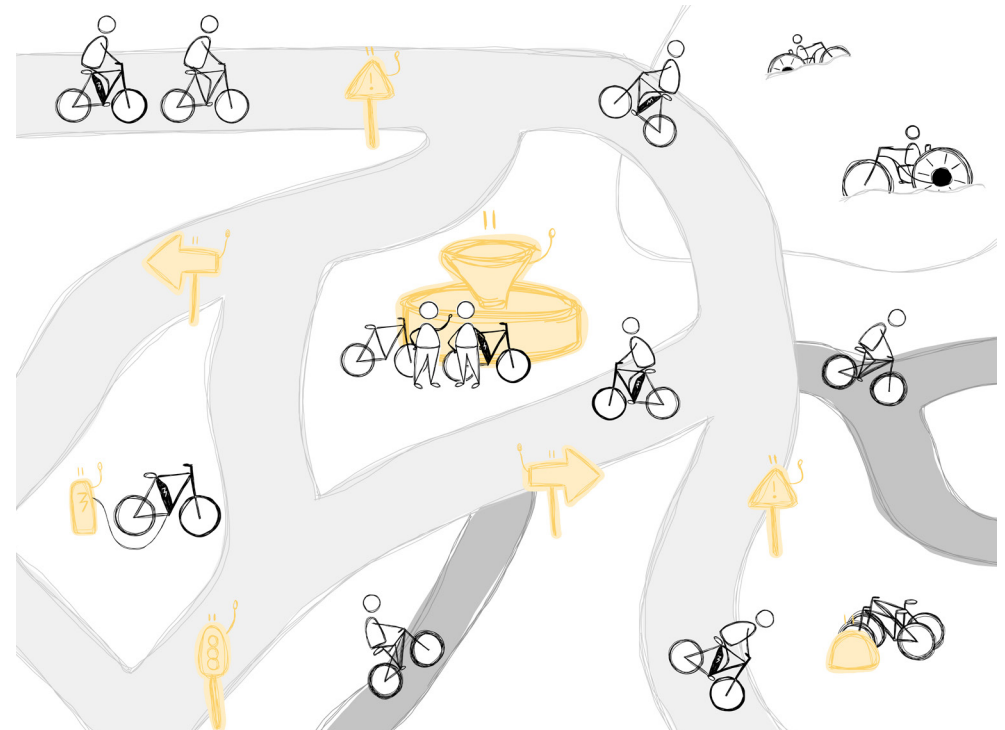
How to use these pathways

This future exploration is an ongoing, living and adaptive process. It is not a static document. We will need to monitor and track and make adjustments along the way.

This is the foundation of a first roadmap: a guide and basis for further exploration, further enrichment, further specification and also for dialogue and discussion. Not only with members of Partos from inside the development sector, but also with experts from outside the sector. What do we see happening? What else is needed? Do we have a similar understanding of a tipping point or a possible required response? What is still missing? What do we consider to be key priorities? Not all that is written in this first roadmap will be taken up by Partos in its actual strategies, but it will guide the internal and external reflection and it will allow for a more alert mindset.

We cannot track and monitor everything but the plausible futures and corresponding pathways from the previous chapter were determined to be priorities by members of Partos. Pathways in which Partos can have a clear added value for its members. As said before new plausible futures can be added along the way and pathways can be altered. Pathways that will help us to respond to changes in a flexible and adaptive way and to allow for agency and increased resilience for more effective development cooperation.

It is easier to talk about trends in an abstract manner, but it is important to keep making plausible futures, tipping points and corresponding strategies very concrete. These pathways contain concrete tipping points for which the corresponding strategies are also concrete.



Annex: How to create your own dynamic and adaptive policy pathways

Below, we provide a detailed overview of the steps we took to define our selected dynamic and adaptive policy pathways. For each step we provide a general explanation on what needs to be done. We include a description of the sessions that we organised for the Partos pathways and we share the results of each step.

Step 1: Understanding the theory and terminology.

Before you start it is important that all team members who are working on the development of your dynamic adaptive policy pathways have a good understanding of the different elements of such a DAPP.

Use Chapter 1 as a presentation format to present to your team.

- Share the podcast with Tina Comes as reference material
- Make sure you define for which organisation, topic or programme you are developing the pathway.

How we did it:

After a first general introduction during the General Assembly meeting, the process was kickstarted with an introduction workshop on the 11th of May to explain the key features of such dynamic and adaptive policy pathways. The presentation was given by professor Tina Comes from the Resilience Lab of the TU Delft.

Step 2: Identify the areas of uncertainty

The first step is to start defining the most important uncertainties for your organisation, programme or project. These are uncertainties that might have a significant impact on your long term strategy. Uncertainties differ from trends. Trends are more predictable, as it's easier to forecast what will happen through induction based on what is currently happening. The impact of an uncertainty is much harder to predict in the long term. Take for example climate change. We all know it is happening but the impact in the long term is uncertain.

When you have created a list of uncertainties, you can map them in a matrix with 2 axes. On the one axis impact and on the other axis likelihood. This allows you to prioritise the uncertainties. Select the uncertainties that have the most impact and are most likely to happen.

It might be helpful to review the selection you have made and explore together if you can group the selected uncertainties in a number of overarching themes.

How we did it:

During the introduction workshop in which we explained the methodology, we also explored key areas of uncertainties for international development organisations. This was done in small online breakout rooms where participants, representing different member organisations, shared important uncertainties for them and then mapped them in the matrix. After these online sessions, we brought all the input from the different breakout rooms together and we distilled a list of main themes that will all have a high impact on the work of Partos members. The following uncertainty themes were selected:

- Shifting the power
- Diversity and inclusion
- Digital challenges and opportunities
- Funding and finance
- Shrinking civic space
- Climate change and migration
-

Step 3: Develop scenarios

Once you have selected the most important uncertainties and have been able to group them under a clear theme, you can start to formulate possible scenarios for the future. Start with imagining what might happen in 5 years within this specific uncertainty (or uncertainty theme) and then to imagine what might happen in 10 years. Try to really think big and beyond what you know and have seen before.

The next step in the scenario development is to define what could be a proper response to such a situation in 5 or 10 years. What could be an enabling action to respond to the situation. What type of action can help steer you towards a desired future. After you have created a long list you can select the activities that fit within your mandate and strategy and that have potentially the biggest impact.

Next to that it helps to define a clear objective for each plausible future... What is the future you want? In what way will this pathway support you in reaching that future? Or make sure that possible future shocks and stresses will not derail your strategy in realising this desired future.

How we did it:

We organised 6 sessions with Partos' member organisations. The participants could select their topic of choice. During these sessions we explored the different plausible futures in 5 and 10 years time and we defined possible actions that Partos can take in response to support its members. This resulted in a long list of plausible futures and potential actions for each theme.

After these sessions we asked Partos to review the list and define their preferred focus based on their added value as a membership organisation. This resulted in 5 final pathways: the ones that are presented in this document. These pathways included a clear vision for the desired future. A clear objective for each pathway.

Step 4: Tipping points and enabling actions

The selected pathways can be further developed by adding tipping points. These are moments in time that trigger a specific response from you. Decide at what point in time you really need to act and need to respond. Try to make these tipping points as smart as possible. You can have different tipping points over time. Once one specific tipping point is reached you might define the next tipping point for when things get even worse or better. Be as specific as possible and have a joint vision on when you have reached this tipping point.

How we did it:

We presented the 5 pathways to the members of Partos. We asked them to review and validate the already identified tipping points and we asked them to make them more concrete and measurable where possible and needed.

At this stage we also incorporated the input from the membership survey. This survey gave clear insights on what members expect from Partos. This resulted in 6 types of strategies that Partos can use within the developed pathways.

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