Global Perspectives 2018
Engaging a #NewGeneration

Outcome from Future Scenario Sessions:
A CSO effectively engaging youth in 2030
Summary of process

- 12-18 conference participants involved across two sessions
- Rapid generation of ideas, inspiring thinking from the future: 2030, an imaginable time horizon
- Stage/session 1: Predicting the most likely megatrends and major forces in the global environment in 2030 likely to have the greatest impact and influence on young people; categorised by: social, technological, economic, environmental, political (STEEP)
- Stage/session 2: Defining the attributes of a successful CSO engaging youth people in this context in 2030, in terms of: values and mindsets, governance and leadership, skills and knowledge, technology and infrastructure, programmes and partnerships, and resources.

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Limitations

• Ideally more young people should be involved in generating future scenarios for richer and more diverse insights (limited by audience here).

• The process was highly compressed, normally much more time is taken and multiple scenarios developed.

• A third session would have been ideal to identify more specific ideas for the attributes of the CO.
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Future Scenario Sessions:
The most likely global context imaginable for 2030

31 Oct - 2 Nov 2018 | Berlin
Key social characteristics

- Numerous ‘world springs’ emerging of self-confident spontaneous self-organising movements
- Mobilisation around common major social and environmental issues and principles (rather than political interests): inequality, migration, humanitarian; intersectionality is understood
- More spiritual and less consumerist values and young people seeking more authentic and experiential interactions
- An ‘inequality of understanding’ between young people from the traditional Global North and South, the latter better equipped with skills, knowledge and resilience to adapt to modern life
- The Internet has actually rewired the way people think
- Gender identities are increasingly fluid and young people have multiple identities they consider important and may organise/mobilise around
- Groups increasingly ‘left behind’ include:
  - lost generations of young people e.g. in Syria and Yemen grown up only knowing conflict
  - young girls forced to marry early and increasingly isolated, including from diasporas, in a more conservative world
Key technological characteristics

- Complex future in which access to and ownership of technology and (big) data is **driving increasing inequality**
- The **pace of innovation has been exponential**, including for citizens directly doing this, rapidly trying/testing solutions and discarding those which do not work
- Technology is increasing opportunities for **peer-to-peer civic engagement** for some who are **constantly connected**... 
- ...but **decreasing free will and freedom of choice** for others through greater control by state/commercial interests
- In fact, young people are **survivors of the ‘Internet wars’ in the 2020s**, the old version broke into 2+ systems - one open and public, the other(s) closed and controlled by powerful states – which **targeted civil society**, leaving a lasting impact
- Blurring between **reality and virtual reality**
- Technology has produced even more **‘communities of privilege’**
- Some are still offline: not just those still left behind **unconnected**, but also some young people **deliberately ‘opting out’** as a response to constant and complex barrage of (mis)information
Key economic characteristics

- **More precarious work** and economic situation for young people
- **Competition from artificial intelligence** and automation
- Opportunities for **local-level entrepreneurship** are both necessary and possible
- New clean, cheap and safe **transportation options** have emerged which in turn enable new flexible market and work options
- Ageing populations are driving a **demand for migration** linked to economic opportunities, and care for the elderly
- **Cryptocurrency** is commonplace
Key environmental characteristics

- Increasing **conflict over natural resources** – pressure on food/water
- Climate change has proceeded at a **speed and intensity far greater than imagined** in the 2010s, but common experiences of natural disaster has led to a **convergence in perspectives** and understanding between populations/countries
- **Megacities and city states** have become as/more important than nations and are perceived as borderless and progressive
- Major fall-out and `survivors` of mass genetically modified food systems from the 2010/20s are increasingly apparent, this was the only viable option for sustaining world population growth
- **Antibiotic resistance** has led to a regression in previous health gains – negatively affecting the global outlook of/for younger generations (religion, fatalism?)
Key political characteristics

- **Global governance has been challenged** and the UN and other multilateral institutions are precarious.
- **Old structures have fallen over**: US global leadership is history, representative post-World War II **democracy is no longer working**.
- Established/organised civil society organisations are **no longer seen as a public good** in an increasingly contested political space.
- **Informal links between city states** and ‘local actors’ have grown significantly.
- **New experiments in democracy** and different models of decision-making create new opportunities for collective political engagement.
- **Renewal of the young voting masses**.
- **Contested/blurred space** in which people’s civic agency and engagement is increasingly through business/their workplace.
- **Fluidity of relationships** between institutions and people.
Future Scenario Sessions:
The attributes needed by a CSO in this context
CSO attributes: Values and mindsets

- The CSO is strongly **cause driven** and has a narrow focus on this (not `trying to be everything to everyone`)
- It **enables multiple actions** (by others) at the `local` level, giving it legitimacy at the global level
- It is **radical** and makes **big propositions**
- It supports **work/life integration interests** of its staff and recognises the multiple interests and identities of young people
- It allows young people within and beyond it to **connect experientially** to its work and to a community of like-minded peers
- Genuine **learning organisation**, with an impact (not income) `growth` mindset
The CSO is an effective intergenerational organisation, and has a `youth wing`.

Young people are in the governance structure, albeit the relatively privileged with more time to spare.

New decentralised consensus communities in new accountability models based on peer-to-peer feedback, for both staff and supporters (airbnb-like).

In these models, there is full 360-degree anonymous feedback on performance, `screw ups` are more visible, and decisions are made `closer to the ground`.

The CSO is as flat/non-hierarchical/decentralised as possible.

Strategy cycles are 3 years` max. but continually reassessed/reshaped, with one overarching (`cause`) strategy and many supplemental ones.
CSO attributes: Skills and knowledge

- Flexible, agile, **project-based working methods** are the norm
- **Everyone** in the organisation gets **leadership training**
- All staff need to know how to **catalyse change, engage the public, and mentor others**
- Staff are genuine **flexible thinkers**, problem-solvers and innovators
- Staff are both **highly collaborative** and demonstrate significant **grit/resilience**
- Volunteering opportunities should have a **much clearer link to employability** for young people and serve to identify and grow future talent for the sector
CSO attributes: Technology and infrastructure

- There is still a **physical office** in (a) key strategic location(s)
- **Remote flexible working** combined with **routine gathering** and face-to-face exchange
- Intercultural, **virtual teams are fully enabled by ongoing investment in technology**, including secure communications and robust knowledge management/M&E systems
- Data is timely and quality and used for **instant community feedback**
- For instance, an **organisational app** with key information has been developed to maximise transparency and social accountability, and keep supporters and stakeholders constantly updated
- Staff are both **using and designing new technology** in the workplace
The CSO is not doing service delivery unless very technical, risky or the only option.

Focus on campaigns, advocacy and policy work, but amplifying what others are doing.

The CSO’s professional and technical staff expertise is available through a `draw down` service to partners and others.

The CSO still plays a role in holding corporations accountable.

Flexible programmes rapidly `dialled up/down` according to need and opportunism.

Creating enabling opportunities for disadvantaged youth is core to programming.

Partnerships are built around diversity, chosen based on the cause.

The CSO has multiple partners, both formal and informal. These include local (social) businesses, donors and citizen-led CSOs/movements.
The leaner organisational structure means less money is spend on administration/overheads, so a greater proportion goes towards programmes.

There is also far less spend aimed at maintaining brand distinctiveness, as this is less important to the operating model.

Fast mobilisation of reactive flexible funding is crucial – to respond to both spontaneous social actions/movements which arise, but also 30+ simultaneous climate-changed induced disasters.

Social entrepreneurship and CSO ‘for profit’ arms which reinvest back into the core mission will feature as an independent resourcing mechanism.
Future Scenario Sessions:
Challenges and conclusions for the CSO of 2018
Challenges to the sector: Bold statements out of the group

- Civil society movements which have evolved into established institutional bureaucracies should **re-evolve back to these roots**

- The concept of organised civil society as **the `third sector´ is outdated and unhelpful in a `blurred world´ of work/life integration and civic action/integration through business**

- **Stop talking/thinking about supporters and `beneficiaries´** as separate groups - communities of common interest will organise around major causes, across geographical boundaries, with a convergence of lived experience, and drive to shape shared response

- **International CSOs are not equipped for some of major shifts** highlighted – megacities and city states, mass genetic modification of food systems, and regression in health outcomes from antibiotic resistance – let alone the speed/intensity of climate change
Conclusion

The CSO of 2030 needs to **look and behave radically differently** - in only 12 years’ time – To remain relevant and necessary, influential and impactful, in responding to the **major global challenges and complexities ahead**.

Being a CSO which young people trust, want to work for professionally in a competitive market, and support with time and volunteerism - rather than initiate their own speedy and spontaneous responses – Demands **fundamental transformative change from organisations today**.
Thank you

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https://icscentre.org/our-work/scanning-the-horizon/