

# Scanning the Horizon

2020



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**“Strategic decision-making in a whirly world”:  
Summary of COVID-19 related complexity conversations June-Sept 2020**

***Scanning the Horizon Annual Meeting, Part II, Day 2 – 14 October 2020***



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## 2020 – An exceptional year requiring new experiments

- **2020 topic/May meeting:** Complex Potential Futures: Exploring the interconnectedness of global trends
- **June-September:** Four cross-organisational discussion groups:
  - COVID-19 and shifting vulnerability/inequality
  - COVID-19 and shifting civic space
  - COVID-19 and climate action
  - COVID-19 and shifting development co-operation
- **October meeting (13-15):** Strategic Decision-Making in a Whirly World

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## COVID-19 and shifting vulnerability: Themes

- Loss of livelihoods widening inequality
- Young people facing multiple shocks, ‘lockdown generation’
- Stigmatisation of marginalised minorities as ‘disease carriers’
- Shrinking space for civil society

## COVID-19 and shifting inequality: Directions of travel

- Loss of livelihoods and youth out of school: Surge in child labour and early marriage
- Severe impact on minorities – working together to protect their rights e.g. equal vaccine access

## COVID-19 and civic space: Themes

- Acceleration of shrinking of civic space where already the existing direction
- State engagement with civil society on COVID-19 measures
- Mis/disinformation: COVID-19 and civil society
- Extension of emergency measures beyond lockdown to undermine democratic norms

## COVID-19 and civic space: Directions of travel

- Expanding trust without being purveyors of ‘the truth’
- Better equip ourselves for mis/disinformation
- Collective monitoring of lifting of emergency measures
- Pre-positioning around vaccine access and roll-out

## COVID-19 and climate action: Themes

- How we will emerge from the ‘honeymoon’ period?
- How are we reckoning with rising corporate power?
- Role of state role vs. crisis of multilateralism; new powers

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## COVID-19/climate action: Directions of travel

- Elevate foresight/trends scanning: global competency and our added value to the ecosystem
- New partnerships and ways of partnering: broad-based platforms, ‘signals intelligence’, amplifying, scaling



## **COVID-19 and development co-operation: Themes**

- Interaction with social movements, private sector, govt.
- Power imbalances, partnership behaviours, anti-racism
- Impact on/of resources for ICSSOs
- Institutional ambitions and incentives for collaboration

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## COVID-19 and development co-operation: Directions of travel

- Anti-racism in operational/structural terms – further/faster
- Understand institutional pressures/incentives driving or harming collaboration for impact
- Networked models vs. income growth models
- Scaling corporate partnership approaches sector-wide

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## Strong common themes/directions of travel

- **Mis/disinformation**
- Joint monitoring of **civic space**, freedoms, protection of minorities
- Pre-positioning joint advocacy on **vaccine access**
- Expanding **trust** and accelerating transformation
- **Partnering** and collaboration incentives: Corporates, social movements, etc.
- New actors and **opportunities**
- Collaborative **scanning**, strategy cross-over and sharing new models

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## Next steps



- Sector guide on strategic decision-making in times of complexity/uncertainty
- Continued collaborative learning space on COVID-19 related complexity into 2021