“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
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

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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

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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  

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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
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

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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 ICSOs
• Institutional ambitions and incentives for collaboration
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
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
Next steps

• Sector guide on strategic decision-making in times of complexity/uncertainty

• Continued collaborative learning space on COVID-19 related complexity into 2021