



International
Civil Society Centre

**How international civil society organisations
can make a real difference**

Global Futures

Helping international civil society organisations improve the efficiency and effectiveness of their work.

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Introduction to the second edition

Over the past five years the International Civil Society Centre has grown from a good idea into a unique global location where the leading international civil society organisations (ICSOs) regularly meet to discuss, learn from each other and develop joint projects. With a handful of exceptions, all the leaders of major ICSOs have attended conferences and participated in the Centre's projects, most of them on a regular basis. Initially owned by the founders, Peter Eigen and Burkhard Gnärig, the Centre is now fully owned by leading ICSOs. In the time between the first and the second edition of this booklet, the Centre's owners have decided to change its name from the Berlin Civil Society Center to International Civil Society Centre, which better reflects the international focus of the Centre. Throughout this booklet we have changed the name accordingly. Otherwise no further changes have been made.

But this booklet is not a reflection on past achievements. Fully in line with the Centre's mission to help ICSOs master the future, we have asked leaders of many of the Centre's key stakeholders to contribute their thoughts on the future of our sector. We asked the question: "From your perspective, what is one of the major changes you expect and how do you think ICSOs should position themselves in order to successfully navigate that change?" The answers provided in the brief articles that follow are an impressive overview of some of the major challenges and opportunities ICSOs will face over the next few years. They also serve as a 'to-do list' for the International Civil Society Centre, describing the areas in which ICSOs will need support.

With this booklet we would also like to express a special "Thank you" to Peter Eigen. Without Peter's idea to start the International Civil Society Centre we would not be here today. Peter is one of the greatest visionaries of our sector and, together with Transparency International and the Extractive Industries Transparency Initiative (EITI), the International Civil Society Centre stands in an impressive line of his achievements. After five years as Chair of the Centre, Peter has stepped down to make way for ICSOs to own and govern their Centre. Thank you, Peter, for another great idea, and for your guidance and support.

Finally, we would like to thank all the authors who contributed to this booklet for sharing their knowledge, experience and vision. We very much hope that your thoughts will contribute to encouraging our sector to approach the future with confidence and a spirit of global cooperation.

Cobus de Swardt, Chair
Burkhard Gnärig, Executive Director

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World is MOVING FASTER
THE CHALLENGE is in
EVERYTHING WE DO

POVERTY ALLEVIATION, HUMANITARIAN INTERVENTION and DEVELOPMENT COOPERATION



What are **THREATS** and **Opportunities**



- TECHNOLOGY
 - MEASUREMENT Align
 - INCREASE & BETTER AID
 - OECD, UN → GET CLOSER SHIFT IN THINKING
 - FACILITATE KNOWLEDGE TRANSFER
 - RE-ENGAGE PRIVATE SECTOR
 - INCREASED ACCOUNTABILITY
 - HONEST LEARNING & DIALOGUE
- IT'S NOT JUST BOX TICKING!



I. Challenges and Opportunities

Jay Naidoo

Chair, Global Alliance for Improved Nutrition (GAIN)

“Who is the enemy?” In the 1980s, that question was easy to answer. The enemy was a repressive apartheid regime that denied people their human dignity in South Africa, and united the world to challenge what the United Nations described as a “heresy against humanity”.

In 1976, millions of young South Africans poured into the streets to protest against the imposition of Afrikaans as a medium of instruction in our schools. As Steve Biko said, “The most potent weapon in the hands of the oppressor is the minds of the oppressed.” We were smashed, and so our ‘Tahrir Square’ rebellion ended. We turned our efforts to painstaking organisation at a grassroots level. We co-created a vision of a free South Africa around the day-to-day struggles of people against high rents, transport costs and the lack of adequate housing, schools and clinics.

I turned to organising black workers and fighting for the recognition of their union rights. Inspired by left-wing progressive politics, many of us left university to work patiently amongst ordinary people and to learn from them. My most important life lessons of activism were learnt from workers in ghastly conditions; these workers were among the most marginalised people, and many were illiterate. I understood the building of a people-centred democracy had to have ownership at a local level by leaders whose confidence grew with each small victory. Ultimately, that accountability was based on mandates and report-backs to our constituencies. As intellectuals we were not representing ourselves.

The success of the internal mass democratic movement that was a coalition of trade unions, women’s, student, rural and civic organisations, faith-based groups and even black business was premised on a simple message of a free, non-sexist and non-racial democracy. A global anti-apartheid movement was galvanised on the principles of social justice and solidarity which placed the iconic Nelson Mandela as the first president of a democratic South Africa in 1994.

Today we see a growing ferment in the world. We stand at the edge of a precipice. People are taking to the streets, from the historic ‘Arab Spring’ to fierce student battles for free education in Chile and Quebec, to the anti-corruption battles in India and the struggle of the Marikana mineworkers in South Africa for a decent wage.

Where are civil society organisations (CSOs) as people on the streets confront the abuse of power and a new apartheid that divides a global rich and predatory minority from the growing poverty, joblessness and social inequality of the overwhelming majority?

In a recent CIVICUS World Assembly in Montreal, delegates spoke about “a civil society world [that] has become so infatuated with the frills and benefits of the development industry that they are often more accountable to those who pay the bills and finance their per diem’s than the poor they claim to represent”.

If there is to be a strong leadership role for CSOs it will require us to hold a mirror to ourselves and ask the questions: “Where did we go wrong? Why are we disconnected from our base? What do we have to change? What is our new political narrative and programme of action that sees us mobilising around the issues that drive the discontent of our people?”

The success we have in building the world we want will depend on our ability to connect to the day-to-day struggles for social justice, human dignity and the basic rights that every person has to health, education and basic amenities. That’s about power. Our challenge is to connect our discourse in the fora that frame the negotiations to the streets, slums and villages where our people are. Only a tsunami of people’s movements, based on local struggles and united behind a clear vision – as well as being defined by a clear strategy – will succeed in delivering the world we want. That means we need to stop being subjects and instead become active citizens.

Whether the fearlessness of our DNA in the struggle for freedom can be resurrected today depends on whether leaders can speak truth to power.



Jay Naidoo is the Chair of the Board of Directors of GAIN, headquartered in Geneva and launched at the 2002 UN Summit on Children as a public-private partnership to tackle

the malnutrition faced by two billion people in the world. He was the founding General Secretary of the Congress of South African Trade Unions launched in 1985, and a backbone of resistance to apartheid. In 1994 he served as Minister of Reconstruction and Development and then Minister of Communications in the first Mandela Cabinet. He is the co-founder of an investment company in South Africa. Jay returned full time to his voluntary work in advancing global

development in 2010. He serves on many international committees, including the Broadband Commission for Digital Development, and the Lead Committee on Nutrition appointed by the UN Secretary-General.

Climate change and CSOs

Gerd Leipold

Former International Executive Director, Greenpeace International

Ask anybody with an interest in politics where the next international climate change negotiations will take place, and in most cases you will receive no answer. There is no clearer indication of the extent to which international climate negotiations have reached a dead end, or of how low the expectations of the general public and experts alike are. If one had posed the same question in the autumn of 2009, most people would have replied without hesitation, "Copenhagen".

The inability of the international community to agree on a meaningful global treaty is in stark contrast to what climate observations and modelling are telling us. Melting in the Arctic proceeds at a frightening pace, while reports about droughts, storms and flooding are now part of our daily news bulletins. The need to reduce greenhouse gas emissions has become even more pressing – and the longer we wait, the more severe the consequences and the more difficult and costly the mitigation will be.

Rather than simply blaming politicians and politics, CSOs should spend time on some honest introspection. Have we created and maintained enough public pressure? Were we better than the politicians at confronting the difficult choices and the competing interests? An honest analysis would probably reveal that we have hardly been able to look beyond the confines of our own organisations, and were too easily satisfied with rhetorical compromises that combating poverty and fighting climate change are two sides of the same coin.

Already CSOs have started to reduce their involvement in the political process and quite a number of the non-environmental organisations are committing fewer resources to working on climate change. Attention is shifting to the private sector, where there is some discussion about whether more effort should be made in confronting the worst companies or in cooperating with the better ones.

This reorientation is not necessarily a bad thing. A global political solution is necessary – but it will not be enough, and waiting for it would waste valuable time. In the meantime, there is no shortage of important and effective ways to help the climate.

The fact that we will not see a global carbon market in the near future should not and will not prevent regional carbon markets. The experience gained from these will pave the way and provide important lessons for a global market. There is also the opportunity to seriously consider alternatives to the carbon market, for example with some sort of carbon tax. While there was hope that a global carbon market could be agreed upon, these alternatives were sidelined in order not to disrupt the global negotiations in the past.

The envisaged Sustainable Development Goals offer an excellent opportunity to extend the Millennium Development Goals (MDGs) and to remedy one of their key weaknesses, namely the lack of properly reflecting and including the ecological challenges and their link to development.

The realisation that a strong climate treaty is not on the horizon might also strengthen the conclusion that the best climate solutions will equally address other socially desirable objectives. For example, providing clean, renewable and affordable energy for the 1.5 billion people without access to electricity would be one of the best contributions to their escape from poverty. It would also help renewable energies to make a worldwide breakthrough, thereby tackling the single most important factor contributing to greenhouse gas emissions: the burning of fossil fuels.

In all of these areas the International Civil Society Centre can play a crucial role, bringing together the most relevant global CSOs from all major sectors.

The disappointment which many of us felt over the failure of global climate policy should not lead us to despair or inactivity. Rather we should heed the lessons of what went wrong, look at what we learned, and continue the good fight with renewed energy and commitment.

And just in case you are interested: the 18th Conference of the Parties (COP) of the United Nations Framework Convention will start on 26 November 2012 in Doha, Qatar. In contrast to the World Cup 2018, there was not much competition to stage this event.



Dr Leipold is a German national who led the international environmental organisation Greenpeace as Executive Director between 2001 and 2009. During his tenure he oversaw the expansion of

Greenpeace in Asia and Latin America and the opening of the first Greenpeace office in Africa.

Today he works with scientific institutions to improve their communication with stakeholders, advises companies on sustainability, investigates new ways to finance the modernisation of the electricity grid, and supports NGOs with strategy development and communication. He serves in a voluntary capacity on the Boards of the Humboldt-Viadrina School of Governance, the Global

Climate Forum, and the Advisory Board of the Welthungerhilfe. Gerd Leipold studied physics and oceanography in Munich, Hamburg and San Diego. For his PhD he worked on climate research at the Max Planck Institute for Meteorology in Hamburg.

Poverty and inequality

Amitabh Behar

Co-Chair, Global Call to Action against Poverty (GCAP)

I live in Delhi, and as an anti-poverty and human rights activist one of my biggest frustrations is the invisibility of poverty and growing inequality in the public discourse of the country. It is very difficult to fathom this 'invisibility' in a country such as India, where poverty and extreme poverty are so starkly apparent even in the wealthiest of urban and rural areas, not to mention in the national poverty estimates. Even a gross under-estimation would not put the figure at less than one-quarter of the population, while some might argue that almost three-quarters of the population live in poverty (surviving on less than half a dollar a day). Poverty issues might still get a footnote in newsprint at a sympathetic news desk or news room, but the question of inequality remains totally buried under a conspiracy of silence.

Unfortunately, while talking about India in the global narrative, the 'rising and shining' India story is so dominant that the obvious questions about poverty and inequality have largely been forgotten. This neglect is conscious and systematic as the Indian 'success story' nurtures and reinforces the hegemonic and dominant neo-liberal development paradigm. This phenomenon is global and not limited to India. Frustration at this invisibility of poverty and complete indifference to growing inequality can be heard in people's voices all over the world.

Some of this invisibility was punctured and challenged by spontaneous citizen action in the aftermath of the global economic crisis. These citizens' actions, across North America, Europe, Africa and Asia, were articulating a people's narrative of anger against an unjust economic order which perpetuates endemic poverty and increases inequality. They were also an expression of anger against insensitive politics and states. However, none of the regimes have taken any concrete steps to address the structural causes of poverty, and we see only token attempts to address some of its manifestations.

In spite of these protests and the clear signs of ruptures in the current development model, most of the regimes continue on the same path with even greater vigour, leading to the accentuation of poverty and inequality. The policies pursued are leading to dispossession and alienation of people's rights over land, water and forests (community resources), which are most often the only sources of livelihood for poor people. At the same time, regimes across the world are privatising even basic and essential services such as safe drinking water, and public health and education, leading to a human development crisis. This is a GDP-led model in which private profit and corporate interests are the only bottom line – with a complete disregard for the concerns of people and the planet.

Even an ambitious developmental compact such as the MDGs has remained hollow without a sincere integration and recognition of people's livelihood needs, planetary and human rights, gender justice, social inclusion and, most importantly, distributive justice in the global developmental frame. All this has led to growing inequality and also growing conflict.

The global civil society in this context is faced with an unprecedented challenge, but also an historic opportunity to shape the 'world we want'. At the moment, the mainstream political system has failed to read the aspirations of the people. The current economic order is at the heart of the problem, and often a nexus between political and economic elites makes the issue complex and terrifying. Civil society seems like the space with the potential to offer solutions. However, at the moment, global civil society is far from ready and is also extremely inadequate. To stand up to the challenge, a revolutionary and transformative change is needed within civil society, with at least three central principles: first, to break the artificial barriers of complicated bureaucracies, financial resource needs and specialisation created by the traditional developmental society epitomised by NGOs and INGOs.¹ Second, to mobilise and create a rainbow coalition with mass peoples' organisations including trade unions, social movements, farmers' unions and youth groups around central questions of dignity, social justice and the fight against growing inequality. Finally, to put people and politics back at the heart of all civil society struggles.



Amitabh Behar was elected as Co-Chair of the Global Call to Action against Poverty (GCAP) in 2010.

GCAP is one of the largest civil society campaigns against poverty, with a presence in around 80 countries.

Amitabh Behar is based in Delhi and is the Executive Director of the National Foundation for India (NFI), a leading Indian foundation promoting and nurturing social justice philanthropy in India.

Amitabh's areas of interest are governance and civil society. Over the years he has worked on issues furthering governance accountability and social action.

Amitabh Behar is one of the leading experts of people-centred advocacy and was formerly the Executive Director of the National Centre for

Advocacy Studies (NCAS). He sits on several organisational boards including the Centre for Budget and Governance Accountability (CBGA), Navsarjan, Yuva and Mobile Crèche.

¹ For an explanation of these abbreviations see glossary.

The global power shift

Dirk Messner

Director, German Development Institute

'Globalisation is westernisation' was the definition which followed the end of the Soviet Union in Europe. But today the reality is different: Asia is the new gravitational centre of the world economy, with China and India being the main driving forces. In other developing countries there has also been an emergence of new economic and political identities, and these countries are now vying for space in global processes. South Africa, Brazil and Indonesia are all examples of such players, and whilst they have begun to question the legitimacy of the Organisation for Economic Co-operation and Development (OECD) countries making global decisions, they still align with western ideals in relation to development, market economy and democracy. The same cannot be said for states such as Iran, Venezuela and others in the Arab World which, whilst their claims to regional and international power cannot be ignored, generally challenge western views and morals.

The fact that the group of the largest industrial nations, the G7/8, which includes five Member States of the European Union (EU), has de facto collapsed due to the current economic crisis, thus making room for the G20, is an international revolution. It marks an enormous shift in global power, one which is slowly beginning to take the developing industrial nations into account. The current process of creating a multipolar world questions the 200-year dominance of the old industrial nations, and erodes the transatlantic basis for world order.

This change raises a number of questions for OECD countries in general and the EU in particular: should the various EU Member States unite to influence the G20, or would a single 'EU seat' be a more viable option? How will western democracies and authoritarian states of the G20 cooperate with each other? Is the sacrifice of advancements in human rights and democracy the price which will be paid to create a unified and stable world economic framework? Will the G20 become an isolated group? Or will it build sustainable relationships with developing countries? Will it encourage the modernisation of the UN as a platform for all stakeholders in the future world order, adequately considering human development? Will the G20 succeed in developing a common concept of a fair and sustainable society, or will the various world views lead to different countries blocking each other in this new 'power play', thus crippling the advancement in global governance which is urgently required in view of increasing globalisation? The failure of the climate conference in Copenhagen in 2009 and the disappointing results of the Rio conference in 2012 indicate that the latter might be the case.

Finally, there lies one fundamental question: can the power shifts occur peacefully? With global power shifts there are three possible outcomes: war; 'cold peace' (stability based on competition and mutual deterrence); and 'warm peace' (stability based on cooperation and the principles of communal security and effective multilateralism). Historically, there have been few cases of peaceful transitions between the various constellations of world order.

It is clear that the development of a global governance architecture, characterised by fair multilateralism, will require great political effort which is dependent on the demands of the relevant global players. European nations see themselves as the protagonists of multilateralism. Therefore, they must actively develop strategies which facilitate peaceful shifts in power. To do this, the EU needs to clarify its future role in the world and become the partner-of-choice for other powers in the international system. EU Member States need to understand that individually they are merely lightweight players in the new world order. The EU can only have a meaningful impact on globalisation when it learns to speak with one voice.

A peaceful process towards a global shift in power is dependent on the USA, China, India, the EU (if Members are able to come to a collective solution) and other rising players mutually perceiving each other as 'good-natured powers'. The EU can take a leading role in this process while the USA struggles with economic difficulties and China is yet to define its role as a global heavyweight. The countries of the EU must develop as a unit and collectively build partnership structures which go far beyond traditional transatlantic relations.



Professor Dr Dirk Messner, political scientist and economist, is Director of the German Development Institute, Bonn; Co-Director of the Centre for Advanced Studies on

Global Cooperation Research, Duisburg; Vice Chair of the German Advisory Council on Global Change; Professor for Political Science at the University Duisburg-Essen; Member of the China Council for International Cooperation on Environment and Development (CCICED); Member of the Knowledge Advisory Commission of the World Bank; and Member of the Scientific Advisory Board for European Development Policy (European Commission).

His areas of specialisation include: globalisation and global governance; global environmental change/climate change and impacts on international development; low carbon transformation; systemic competitiveness; and China and India as drivers of global change.

Mining the future: trends that will shape the future for CSOs

Alison Sander

Director, Center for Sensing & Mining the Future, Boston Consulting Group (BCG)

We live in times when there are more CSOs than at any previous point in history. CSOs are taking on new challenges and broader mandates but, in order to have impact, they need to understand the major trends shifting the landscape in which they operate. These trends offer opportunities for greater impact if addressed, but also involve significant risks if ignored.

When 11 leaders of major international CSOs met at the International Civil Society Centre in 2011, more than half agreed that the future for CSOs will be more challenging and will require them to be more innovative (87%) and to develop the ability to better anticipate future trends (57%).¹

What are some of these major trends?

Future trends include a shifting technology landscape, with more than 2.1 billion mobile phones expected to be sold in 2015 – a greater rise of connectivity than ever before. Within a decade, mobile phones will be capable of monitoring air quality, of linking farmers into global auction networks, of diagnosing new emerging illnesses in remote parts of the world, and much more. This new level of connectivity offers efficient ways of connecting and of tracking global activity that are not yet leveraged by most CSOs.

The rise of Web 2.0 and social media also offer both new opportunities and new challenges for CSOs seeking to craft their message and develop capabilities to use these new tools. Experiments in social mobilisation are underway to see if crowds can be helpful in finding new types of funding, in tracking the transparency of elections, and in finding and reporting on urgent needs, such as after the Haiti earthquake. Initial findings suggest some powerful results, but also some areas for caution. While some CSOs have embraced this new technology, many others are still determining how much to invest in social media capabilities.

How can CSOs monitor and stay on top of these and other evolving trends?

We think a good place to start is with a trends discussion and survey of the top team of any organisation. This is a quick way to spot the trends that are already known and being leveraged ('hot spots') and those that may be in an organisation's 'blind spot'. When we shared this trend survey tool with leaders of 11 leading CSOs in 2011, the following collective hot spots and blind spots emerged (see chart).

The survey asks members of an organisation which trends they think will be most important for the organisation's future and which trends they already know the most about. The answers to these two questions across a set of agreed-upon important trends create a quick map of the organisation's hot spots (important and understood) and blind spots (important but not

understood). The results from the 2011 survey suggest that the CSO leaders who participated were knowledgeable about and prepared for four trends: the rise of Asia, issues around trust and transparency, energy scarcity, and the rise of global divides. They were less prepared as a group and less well positioned for six other trends: the rise of connectivity, the rise of Web 2.0, fallout from economic volatility, the innovation imperative, the rise of global warming, and the rise of globalisation. We believe that each of the blind spot/reality check trends offers a potential opportunity to align an organisation's strategy with high-growth trends.

As CSOs work to make a real difference in a fast-changing world, the ability to have impact will increasingly depend upon having the foresight to anticipate and to position for the major demographic, technological, economic, political, and social trends reshaping this planet. Working to understand which trends offer a major fulcrum for change, and which bring new risks, is critical. Civil society will be able to increase its impact by aligning for and developing an ability to leverage the major shifts ahead.

TREND RESPONSES FROM 11 CSO LEADERS

4 hot spots, 6 blind spots and 6 reality checks

| | | | | |
|---------------|-------------|---------------|------------------------------|--------------------|
| IMPORTANCE | Pervasive | BLIND SPOT | Rise connectivity | HOT SPOT |
| | Substantial | | Rise web 2.0 | |
| REALITY CHECK | Noticeable | REALITY CHECK | Globalisation | NO ACTION REQUIRED |
| | Unimportant | | Rise global warming | |
| | | | Global divides | |
| | | | Rise trust & transparency | |
| | | | Rise Asia | |
| | | | Energy scarcity | |
| | | | Collaboration networks | |
| | | | Urbanisation | |
| | | | Pressure for efficiency | |
| | | | Aging demographics | |
| | | | Rise entertainment/celebrity | |
| | | | Health spending/biotech | |
| | | | Not understood | |
| | | | Somewhat understood | |
| | | | Well understood | |
| | | | Expert | |
| KNOWLEDGE | | | | |



Alison Sander serves as the Director of BCG's Center for Sensing & Mining the Future and brings more than 17 years' experience working with senior management teams on complex challenges. The Center for Sensing & Mining the Future

develops BCG's global trend knowledge and provides guidance to clients working with future trends and seeking to better understand vectors that will shape their future. The Center tracks more than 90 trends that cut across the latest technological developments, demographic shifts and economic shifts, among others.

Alison earned an MBA from Harvard Business School, a JD from Harvard Law School, and a BA in Political Science from the University of Chicago. She is a member of the

Council on Foreign Relations, an overseer at the Boston Museum of Science, and a Board Member of the World Resources Institute (WRI). Alison has worked in or travelled to more than 89 countries. She is a noted speaker on future trends and on global complexity for The Australian World Future Summit, HBS alumni, the United Nations and the Strategic Management Society, as well as for many senior Boards and executive teams.

¹ The organisations participating in the meeting and survey included leaders from the following CSOs: ActionAid, Amnesty International, International Civil Society Centre, CBM, ChildFund Alliance, CIVICUS: World Alliance for Citizen Participation, Plan International, Oxfam International, Transparency International, World Vision International, WWF International.

New approaches to economic challenges

Angel Gurría

Secretary-General, OECD

We are now into the fifth year of the greatest economic crisis of our lifetimes and are still wrestling with its dire consequences. Joblessness is widespread in most OECD countries, and 14 million jobs would need to be created to bring the employment ratio back to pre-crisis levels. Moreover, many countries have accumulated vast public and private debt, making longer-term fiscal consolidation imperative to put the public finances back on a sustainable footing.

At the same time, major global trends put additional pressure on our economies. Wealth is shifting from North to South, and from West to East. Populations are growing in emerging and developing countries, and ageing in advanced economies. Widening income inequality is posing social and economic challenges. We also face severe environmental problems, in particular the rising cost of addressing climate change and natural resource constraints.

Against this backdrop, policymakers need to take decisive policy action to restore long-term economic growth. The economic paradigm that prevailed before the crisis needs to be revisited. In particular the idea of a self-adjusting growth model with a single general equilibrium has been seriously challenged. But how can we lay the foundations for stronger, cleaner and fairer economies? How can we turn the consequences of the crisis into a new era of broad, inclusive and sustained prosperity?

As a first step, we need to reflect on which of our previous ideas, frameworks and tools still hold and which need to change. We also need to develop a proactive strategy to identify and develop new sources of growth. At the OECD these efforts have been brought together under a recently launched initiative called New Approaches to Economic Challenges (NAEC).

The NAEC initiative takes a close look at the overall structure of our thinking and its effectiveness, examines what lessons can be learned from the crisis and what policy implications can be derived in order to build a more solid path for economic growth and wellbeing. The main goal is to enrich our analytical framework, while identifying pillars for a strategic policy agenda for inclusive growth.

How can this be done?

Tackling the challenges we are facing now requires a good understanding of the relationships and trade-offs between myriad factors, and the likely side-effects and spillovers of different policy options. Consider inequality, which has widened in many OECD countries in recent decades. The proverbial 'rising tide' has not lifted all boats, as a small portion of top earners captured a large share of the overall income gains in some countries, while other incomes have risen only a little, if at all. We need to examine whether growth-enhancing policy reforms have positive or negative side-effects on income inequality. Some policies could also produce

a double dividend by boosting long-run GDP per capita and reducing inequality at the same time. Investing in education and skills, promoting the integration of immigrants and helping more women into employment, are just a few examples.

At the same time, new sources of growth and competitiveness need to be identified, including innovation, green growth and skills to put our economies back on a strong, more inclusive growth path. The regulatory and implementation capacities of governments need to be updated and upgraded at all levels. Restoring household and business confidence in markets, governments and institutions, and finding ways to address ageing, resource scarcity, climate change and global development, also have to be added to the 'to-do' list. In this context, we need to improve our understanding of mutually-reinforcing aspects of economic and environmental policies, as well as the opportunities they offer and the pitfalls to be avoided. As knowledge grows in importance, we also need to incorporate the likes of software, design, organisation and other 'intangible' assets into our economic models.

With the NAEC initiative, the OECD aims to contribute to, design, promote and implement better policies for better lives, by focusing not only on 'what to do' but also on 'how to do it'. This is an ambitious agenda which requires that people and institutions work together. For that, governance systems will need to adapt and improve in areas such as corporate and public sector accountability, fighting corruption and strengthening democratic participation. This is a great opportunity, and a great responsibility towards future generations.



Angel Gurría has been Secretary-General of the OECD since June 2006. He was re-appointed to a second mandate in September

2010. As OECD Secretary-General he has reinforced the OECD's role as a 'hub' for global dialogue and debate on economic policy issues while pursuing internal modernisation and reform. Mr Gurría is a Mexican national and came to the OECD following a distinguished career in public service in his country, including positions as Minister of Foreign Affairs and Minister of Finance and Public Credit in the 1990s. He holds a BA

in Economics from UNAM (Mexico) and an MA in Economics from Leeds University (UK). He is married and has three children.

Towards a new development paradigm

Burkhard Gnärig

Executive Director, International Civil Society Centre

Our existing development paradigm hasn't really changed since its conception about 60 years ago: the North is developed and the South needs to develop. People in the North transfer funds and know-how to the South – people in the South apply both in order to quickly become just like the North.

It is surprising how long this concept has prevailed, even though it was unrealistic in its assumptions and impossible to achieve from its very beginnings: in general, people do not want to become like others; rather they want to realise their own potential, follow their own cultural and religious values, and stop others from meddling in their affairs. This is true both for people in the North and the South. Development cooperation is full of failures which result from the lack of respect for the specific approaches and aspirations of people in the South. The second flawed assumption is that the earth can provide enough resources for all its inhabitants to follow the unsustainable lifestyle of waste and affluence of the North. At least since 1972, when the Club of Rome publicised *The Limits to Growth*,¹ we have known about the limits of our development model.

But both North and South found it difficult to bid farewell to our deficient development paradigm. Upholding the paradigm against all evidence allowed the North to maintain its own unsustainable development approach for a further number of years while it secured the continued influx of development funds to the South. With increasing pressure on available resources, this illusion can no longer be maintained.

So, where do we go from here? Three major global discussion strands are underway, addressing this question from different angles: the debate about a new economic order in the wake of the banking crisis, the discussion on Sustainable Development Goals as part of the Rio+20 process, and the post-2015 consultation on the succession to the MDGs. In fact, these discussions focus on the key components of a new development paradigm: an economic system which supports and demands the sustainable use of the earth's resources, an environmental system which ensures the continued coexistence of all species on this planet, and a social system which secures human rights and wellbeing for all people globally. Only if we can reconcile the conflicting interests between these three components will we secure a more credible and more effective approach to global development. Therefore it is crucial to stop working in silos on specific aspects and to draw together all the key elements into one picture.

As a result, our concept of development will change dramatically: development policy can no longer focus exclusively on the poorer part of the world. The unsustainable development of the wealthy part needs to be recognised as a challenge of similar dimensions. Distributing

shrinking resources fairly, providing means to emerge from poverty, and preserving the planet for future generations means reigning in the unsustainable production and consumption patterns of the rich societies, and this means we need to devise development policies for the affluent parts of the globe as well. This will totally change the give and take of development cooperation: both sides need to develop in a well-orchestrated way, in which the rich part creates the space for the poor part's development.

If ICSSOs want to live up to their vision of an equitable and sustainable world where all people, now and in the future, can lead decent lives, they unavoidably will have to address the wasteful lifestyles in the countries where most of their donors live. This may endanger their own funding base, as many donors who are ready to support development in far-away countries may be much less prepared to support developments which directly infringe on their own affluent lifestyles. Education is the key to overcome this dilemma: education of ICSSOs, education of their donors, and education of society at large. Only if we learn to live as a global community within the boundaries our planet sets us, will we secure decent lives for our own and future generations – and ICSSOs should play a leading role in this learning process.

¹ Donella H. Meadows, Dennis L. Meadows, Jørgen Randers and William W. Behrens III, *The Limits to Growth*, Club of Rome, 1972



In April 2007 Burkhard Gnärig founded the International Civil Society Centre together with Peter Eigen. The Centre is a not-for-profit organisation helping the leading CSOs to improve the effectiveness

and efficiency of their work. Key areas of the Centre's expertise are governance, management and leadership. The Centre is co-owned by several of the world's most prestigious CSOs.

Burkhard has 28 years' experience in international cooperation and management of CSOs. From 1998 to 2007 he was CEO of the International Save the Children Alliance, located in London. Before this, Burkhard was CEO of Greenpeace Germany and Terre

des Hommes Germany. He also worked for the German Development Service as a field director in Papua New Guinea. Burkhard has ample experience working with national and international governance structures. He has been Board Chair and/or Board Member of various CSOs in Germany, Italy, Switzerland, India, Korea and Japan.

We Need GLOBAL GOVERNANCE BUT DIFFERENT

TAKE THE TIME TO REFLECT and get CLARITY

empower DECISIONS BUILD CAPACITY for BETTER WORKING TOGETHER

WE ARE ALL PART & DIVERSITY is a GIFT

TRANSFER KNOWLEDGE DREAM REFLECT IDENTITY

PRIORITIZE find a PROJECT together

BECOME MORE POLITICAL

DO IT TODAY

YOU CANNOT DO IT ALONE

PROMOTING CHANGE

LEADERSHIP TEAM

NEW GLOBAL DEVELOPMENT PARADIGM

COMPLEXITY

INCREASE INSECURITY CHANGE & INEQUALITY

TOO MUCH NOISE

Who are we good at...

HEAR the LOCAL VOICES WHERE is the GLOBAL THINKING in our ACTION

SPACE

LEARN from the PAST

UNDERSTAND

RE-THINK our ABILITY

IT TAKES TOO MUCH TIME

Multiple CRISIS

SPEED

WE CANNOT PREDICT THE FUTURE

OVERCOME

WHERE WE USED to BE SAFE?

REMEMBER the GOOD THINGS they worked

PERCEPTION are DIFFERENT ACTION

GROWTH ERADICATES POVERTY NOT AUTOMATICALLY

WE DON'T KNOW HOW to BE AGILE

GET out of the FRAME & FEAR

TOO MUCH SHORT TERM THINKING BECOME LONG TERM PROBLEMS

WHAT do we KNOW?

MANAGES to CHANGE

ONE GLOBAL HUMAN BEING

SOCIAL ECONOMIC POLITICAL

Towards a NEW GLOBAL DEVELOPMENT PARADIGM

LINK all the QUESTIONS to a BIGGER DREAM

FOOD HUMAN RIGHTS Where are the overlaps?

COMPLEXITY

YOU CANNOT DO IT ALONE

PROMOTING CHANGE

BECOME MORE POLITICAL

DO IT TODAY

HAVE A SOLID STRATEGY LESS BUT RIGHT

GET BEHIND a SINGLE CAMPAIGN

II. Change Agenda

People will have the power

Joanna Kerr

Chief Executive, ActionAid International

Today we are witnessing a fundamental shift from concepts of participation as a means for good development, towards concepts of participation whereby citizens demand their own rights. The revolutions in the Middle East and North Africa initiated a worldwide wave of people standing up and forcefully requesting an active role in the decisions affecting their lives, and holding their governments and the elites of their country to account. This is a fundamentally new paradigm of participation. Many ICSSOs have been demanding and creating normative human rights frameworks for years. But discrimination, inequalities and the oppression of women will prevail unless these frameworks are actually applied – from the bottom up. That is why it is so important to find ways to support citizens to be able to push their governments to deliver on their promises.

At ActionAid we spend a lot of time developing methodologies for people to participate – to come together under a tree, in a hut, in a community space – to understand what their rights are, and then how to demand their rights as rights-holders. Once people in poor communities are aware that poverty is not normal, but rather an injustice, we accompany them to demand their rights. Specifically, we can assist them in developing skills on how to best interact with institutions – how to effectively approach, influence and pressurise them. This is not a skill that we should ever take as a given, particularly not amongst the most excluded.

Fundamental to success is, however, that people start by understanding the inequalities in their own communities: between men and women, young and old, educated and uneducated, and so on. This inevitably leads to an analysis of power that is filled with conflict. But it is constructive conflict that potentially brings about a real shift in power. Addressing this within communities first ensures that the concepts of exclusion, inequality and injustice actually resonate with people's real lives before they take it further, holding their governments to account. This is the rights-based approach to development.

Let us take education as an example to demonstrate how the rights-based approach is so much more powerful. ICSSOs could continue to build schools forever. But if we can enable people to demand from their governments the right to education, the right to a piece of land for a school, the right to a teacher and an education budget large enough to ensure quality education, then our work will be sustainable. People will have the power. And services will no longer be the responsibility of NGOs.

The shift from service delivery to a rights-based approach is not new to ICSSOs, but many of us are still in a transition phase. And it is challenging indeed to embrace the complexity and diversity that goes with it. For enhancing people's capabilities to secure their own rights means that everything we do as a global organisation has to be contextualised according to different realities on the ground. We need to hear *their* stories, *their* perspectives and cherish *their* views on what is a just solution, rather than acting on their behalf. It necessitates our

dealing with the complexity of multiple accountabilities towards the people we serve, our donors and other stakeholders. It entails a constant battle to ensure that all we do at a global level is fundamentally informed by what is happening at the local level. But it is by far the most promising way forward.

Therefore I celebrate diversity as something that is critical to the strength of our organisation – just like ecological systems which are ultimately stronger if they are filled with biodiversity. We come from so many different cultures, languages and perspectives, and at times the diversity may seem just too complex to handle. But if we can find the commonality of what holds us together within that, then we are much more adaptive, versatile and sustainable in what we do.



In June 2010 Joanna Kerr joined ActionAid, an international NGO with a mission to end poverty and injustice through right-based approaches to development, and she is based in its South African

Secretariat. Previously she worked at Oxfam Canada as Director of Policy and Outreach. Joanna was awarded a leadership prize for her role as Executive Director of the Association of Women's Rights in Development (AWID) for almost seven years, which she transformed into an international, feminist membership organisation, mobilising more than 7,000 gender equality researchers, activists and policymakers in over 120 countries. In the the 1990s Joanna was a Senior Researcher at The North-

South Institute in Ottawa, where she managed the gender programme. She holds an MA in Gender and Development from the Institute of Development Studies, University of Sussex, Brighton, UK. Some of her recent publications include Financial Sustainability for Women's Movements Worldwide (AWID 2007) and The Future of Women's Rights: Global Visions and Strategies (2004, ZED press) edited with Ellen Sprenger and Alison Symington.

Key strategic challenges for human rights

Salil Shetty

Secretary General, Amnesty International

In the past two years, wisdoms about what is realistically achievable were overturned overnight, and we can still build on that as we move forward.

The uprisings across the Middle East and North Africa had more impact than many believed possible. The US Ambassador to Egypt, for example, believed ambitions to oust President Hosni Mubarak were “highly unrealistic”. She was not alone in taking that view.

Social media famously played a role – not least because more information is more shareable in real time, thus generating a sense of energy. But above all, it was the courage of ordinary people, not Twitter or Facebook, which drove the success of the revolutions.

The impact of Mohamed Bouazizi’s self-immolation in Tunisia and the protests that followed rippled quickly outwards, to Egypt, Libya, Bahrain, Syria, Yemen and beyond, even as far as China (where the word ‘jasmine’ had to be blocked on search engines because of the ‘jasmine revolution’ in Tunisia). Elsewhere, too, protests went global: in New York, London and Berlin, the Occupy movement persuaded politicians to give assurances that they would do better in the future.

In Myanmar, the underlying triggers of the political changes which have led to Aung San Suu Kyi taking a seat in the Burmese parliament will be argued over for years to come. But when I met Aung San Suu Kyi in Oslo in June – a meeting that I could not have believed was possible, even when I spoke to her on the phone a year earlier – she was clear that those who pressed for her freedom around the world, and those who spoke out in defence of thousands of others behind bars, helped achieve her release.

ICSOs can play an important role by providing a different voice to that of government, and by consistently pressing for change. They are thus themselves seen as a threat. From Ethiopia to Russia, from India to Israel, new laws and regulations seek to crack down on human rights and other CSOs. That trend is worrying – but is also a backhanded compliment to the organisations’ influence, which we should cherish.

Twenty years after the end of the Cold War, readjustments from the old bipolar world are still ongoing. The United States is no longer the single ‘hyperpower’ that it was described as less than a decade ago. Instead, the influence of countries such as Brazil, India, and South Africa has grown and will continue to grow – together with the obvious economic and political clout of China.

These emerging powers – together with others such as Indonesia, Nigeria and Turkey – should help to underline the universality of human rights. Many of those countries have themselves moved, after all, from authoritarian rule to some form of democracy within the past 20 years.

But the growth of the BRICS¹ countries is a challenge as well as an opportunity. The emerging powers rightly rail against Western double standards, historic and ongoing. But many seem willing to embrace double standards of their own. How, for example, could South Africa defend its vote at the UN Security Council just a few years ago to protect the Burmese generals from a critical resolution? Answer: only by resorting to weasel words which ignore human rights.

In the years to come, it will be necessary to ensure that human rights are seen as important for their own sake, not as a bargaining chip. CSOs speaking on international issues must be heard loud and clear, not just in London and Brussels, in Berlin and Washington DC, but on every continent.

And finally: the largely empty distinction between civil and political rights on the one hand, and economic, social and cultural rights on the other, must be broken down. Indivisibility of rights cannot just be a rhetorical declaration. It needs to become a globally acknowledged reality. Much else will flow from that.



Salil Shetty joined Amnesty International as the organisation’s eighth Secretary General in July 2010.

A long-term activist on poverty and justice, Salil Shetty leads the movement’s worldwide work to end the abuse of human rights. He is the organisation’s chief political adviser, strategist and spokesperson, and takes Amnesty International’s campaigns to the highest level of government, the United Nations and business.

ActionAid (1998-2003) and Director of the United Nations Millennium Campaign from 2003 to 2010.

Prior to joining Amnesty International, Salil Shetty was Chief Executive of

¹ The acronym BRICS refers to the leading emerging economies; the group’s members are Brazil, Russia, India, China and (as of March 2012) South Africa.

Including persons with disabilities in mainstream development

Allen Foster

President and Board Director, CBM International

The inclusion of under-represented and marginalised groups of people will be one of the main challenges for ICSSOs in the coming decade. As the traditional model of humanitarian and development ICSSOs changes from working 'for' people in need to working 'with' them, ICSSOs are challenged to think of new ways to include these stakeholders – whether they are women, children, or people with disabilities – more systematically into their governance and programming. The development of the post-2015 agenda brings a unique opportunity to tackle the issue on a global basis and improve the lives of marginalised groups around the world.

Working for an inclusive world where people with disabilities enjoy their full human rights, CBM is faced with these challenges on a daily basis. Despite the fact that 14 per cent of the world's population are living with a disability, and in low-income communities 20 per cent, awareness of the size of the challenge and how to include persons with disabilities in development is not well recognised.

Three conclusions can be drawn for global ICSSOs from our experience.

First, inclusion starts 'at home'. We need to look at our own organisations and how inclusive and accessible we are for marginalised groups, including persons with disabilities – in our employment practices, our buildings, and our communication media. It is important that the voices of under-represented groups are brought into our organisations so that they can tell us what they need; if we do not do this we will not adequately fulfil our mission, and we undermine our legitimacy.

Second, we need to advocate for the explicit inclusion of marginalised groups in the post-2015 agenda that is currently being developed. Marginalised groups will be the most affected by the economic crisis, conflict and natural disasters. Acknowledging the needs and specific dangers for marginalised groups in the new development paradigm is essential.

Third, if we want to achieve real change towards an inclusive society, we have to learn from each other and work together more closely as a sector. CBM, with its partner organisations in more than 70 countries, over many years and in diverse settings, has developed a wide range of experience and knowledge which can be used practically to work towards a world which more fully includes persons with disabilities. Along with our partners, we are more than willing to share this knowledge and experience with other ICSSOs.

CBM promotes a 'twin track' approach to disability in international development. One track is through disability-specific activities for persons with disabilities, while the other track is through including persons with disabilities in all aspects of mainstream development – health, education, livelihoods, social inclusion and empowerment. Employing disability-specific

initiatives together with inclusion in mainstream development ensures a comprehensive approach with authentic participation of persons with disabilities. An example is emergency work: persons with disabilities (be they blind, deaf or wheelchair users) need access to shelter, water and food after an emergency as they are a particularly vulnerable group; at the same time, specific expertise may also be required, such as orthopaedic surgery, prosthetic fitting, physiotherapy and long-term rehabilitation and livelihood training for physically-impaired people after an earthquake.

Access to health, education and livelihoods for people living in poverty is very difficult; access to health, education and livelihoods for people living in poverty who have a disability is particularly difficult. Across our organisations we strive for an equitable, inclusive and sustainable world; in order to achieve this, we need to share our knowledge and our experience and actively strive to work together.



Allen Foster was born and educated in Ormskirk, Lancashire, England. After completing medical school at the University of Birmingham he married Penny and together they went to Tanzania in East Africa, working as general doctors with CBM (the largest international NGO involved in providing services and promoting the rights of people with disability) at Mvumi Hospital. Allen helped develop a national eye-care plan and with support from

CBM established a clinical training programme for doctors and ophthalmic assistants from all over Africa.

After ten years in Tanzania, Allen returned to the UK and was appointed CBM's International Medical Director in 1987. He developed training courses in Community Eye Health, both in the UK and in developing countries, and was closely involved in the development of the World Health Organization global initiative – VISION 2020: the right to sight.

In 2006, Allen was appointed President of CBM. He also has an academic appointment at the London School of Hygiene and Tropical Medicine since 1999 where

he is Co-Director of the International Centre for Eye Health and International Centre for Evidence in Disability. Allen has published nearly 200 original papers, several books and many chapters as well as receiving several international awards for his work, but is best known as a passionate advocate and teacher.

The rapidly changing environment for humanitarian response

Robert Glasser

Secretary General, CARE International

Over the coming decades the global humanitarian system, of which ICSSOs are an integral part, will be challenged operationally and politically as never before. There are at least three main operational challenges. First, the distinction is eroding between humanitarian crises as a result of natural disasters, such as droughts, on the one hand, and complex political humanitarian crises on the other. With population growth and climate change, environmental crises will increasingly become a contributing cause of people movements and conflicts.

Second, the changing environment challenges the very notion of a crisis as something out of the ordinary and unusual. We are observing that in many places the period of time between crises is shortening (for example 100-year droughts now occurring every ten years). We have seen this with respect to droughts in Ethiopia, Niger and elsewhere. Similarly, we know that climate change is increasing the frequency and severity of extreme weather. As a result of these changes, some countries are now in a state of chronic vulnerability, dipping in and out of crisis on an almost annual basis. We expect more to join them in the coming years.

Third, the tendency to conceptualise a crisis as occurring within a specific national border makes less and less sense. With climate change and population growth we will increasingly be confronted with cross-border or even regional-scale crises. The recent food security crisis in the Horn of Africa is a case in point.

Coinciding with these operational challenges are significant political challenges. The post World War II humanitarian system – in which the international aid response was channelled primarily through the UN, the Red Cross/Crescent Movement and ICSSOs, which design, scale-up and manage aid deliveries and systems – has changed dramatically in recent years, and a new aid structure is being built by governments and donors, often with varied objectives. There is a proliferation of new actors entering humanitarian space who are not always guided by accepted humanitarian principles and values; and there are complex and changing threats and patterns of vulnerability. Governments in less developed countries are increasingly reasserting national sovereignty in emergencies, at least in part due to scepticism about the effectiveness and intentions of the international humanitarian community.

There are numerous implications for ICSSOs of these operational and political challenges. ICSSOs clearly need to rapidly increase their capacity to respond to the growing number of humanitarian emergencies, both environmental and complex political crises. We must also eliminate the dysfunctional approach within our own organisations and within the international humanitarian system more generally, that treats humanitarian relief and economic development as two separate, and only remotely connected, areas of work. The focus should be on crisis prevention and on building the resilience of communities to disasters.

ICSSOs also need to adjust to the pace and complexity of the political challenges. We need to embrace innovation, explore non-traditional approaches, and we need to be prepared for demands for greater accountability. It will almost certainly be necessary for the sector to adopt a globally-recognised certification system for humanitarian ICSSOs.

Finally, we need to vocally and operationally support local, national and (increasingly) regional ownership, commitment and systems to respond to emergencies, but in doing so we need to remain true to humanitarian principles – in particular impartiality – even though this will at times put us at odds with emerging actors who have other priorities.



Dr Robert Glasser is the Secretary General of CARE International, one of the world's largest non-governmental humanitarian organisations, based in Geneva, Switzerland. Dr Glasser is responsible for coordinating work of the Confederation, which is composed of 12 national members engaged in emergency relief and

long-term development work across the globe. Dr Glasser has been working for CARE since 2003. From 2003-2007 he was the Chief Executive of CARE Australia, overseeing aid programmes in countries including Cambodia, Vietnam, Papua New Guinea, and Jordan.

Prior to coming to CARE, Dr Glasser was Assistant Director General at the Australian Agency for International Development (AusAID). At AusAID he held responsibilities in a variety of areas including the Papua New Guinea and South East Asia programmes, Corporate Policy and Infrastructure and Environment.

Dr Glasser has also worked on international energy and environmental policy for the US Department of Energy and on peace and conflict issues at a number of institutions, including the Cornell University Peace Studies Program and the Centre for International and Strategic Affairs at the University of California. He has published on a number of topics, including the environment, peace and conflict, and development.

Preventing corruption in humanitarian operations: the role of civil society

Cobus de Swardt

Managing Director, Transparency International

Roslyn Hees

Senior Advisor, Transparency International

“The computer deleted my name. If the computer deletes your name, you don’t get. If it didn’t delete your name, you get. It all depends on the computer. Some leaders blame the computer for missing names, but the computer never seems to delete the ‘ghost’ names.” These comments, made by aid recipients in Northern Uganda, reflect a type of corruption in humanitarian responses that does not usually get reported in media scandals, but which has a direct impact on the vulnerable victims of natural disasters and civil conflicts. While the effect of a single diversion of relief goods may not even show up in the aid agency’s accounts, it can be devastating for the person or family for whom the relief resources mean the difference between survival or starvation, dignity or desperation.

This demonstrates one of the ways that humanitarian aid resources can be diverted from their intended mission by local ‘gatekeepers’ who control the registration of beneficiaries and the distribution of relief goods. When there is competition for scarce resources among deprived people, the temptation for agency staff or local elites to manipulate the relief process to benefit their own family, friends, clan members or political allies, is very high. It is this kind of small but frequent ‘non-financial corruption’ that constitutes corruption in the eyes of aid recipients.

Humanitarian assistance takes place in highly challenging environments, usually with pre-existing endemic corruption and fragile or damaged institutional structures. The injection of large amounts of outside resources into resource-poor societies is likely to exacerbate power, information and absorptive-capacity imbalances, increasing opportunities for corruption. If emergency-affected governments are unable to control corruption risks in humanitarian aid, as is often the case, CSOs and affected communities must take up the challenge.

The multiple controls – audit policies, procurement regulations, logistical tracking, accounting procedures, recruitment practices and separation of duties – that most humanitarian agencies have in place can reduce the risk of corruption in the administrative functions of a humanitarian response. However, they will not necessarily counter the patronage and conflicts of interest that lie behind the aid manipulation and abuse of power that may be found in the implementation of aid programmes on the ground. And yet most aid organisations focus their anti-corruption strategies on these kinds of administrative controls, in part because patronage and conflict of interest, which are often seen as normal social practices in emergency-affected communities, are harder to detect and deal with.

Agencies can tackle these problems by seeking to empower communities, as well as aiding them. By making accountability solutions such as budget monitoring and complaint mechanisms part and parcel of aid responses, they can not only help those most at risk of corruption to counter it, but also leave a foundation for sustainable progress. Transparency International’s chapter in Haiti, for example, runs a complaint hotline for citizens to report corruption in the post-earthquake aid, and is piloting a community-based methodology to monitor the aid programmes.

Transparency International developed the *Handbook of Good Practices for Preventing Corruption in Humanitarian Operations*, together with a companion concise Pocket Guide, working in partnership with seven of the leading INGOs in humanitarian response to ensure the handbook’s relevance and credibility. It outlines institutional policies that can help a humanitarian organisation create a corruption-resistant environment; presents controls and procedures that can prevent fraud and corruption in administrative processes such as the supply chain, human resources and finance; and offers suggestions on how to combat the patronage and conflicts of interest underlying non-financial corruption in aid programming.

The main recommendations for addressing corruption risks include:

- Raise awareness of the wider range of corrupt practices beyond bribery and fraud that affect humanitarian activities;
- Carry out analyses of local power structures and corruption risks as part of emergency preparedness and agency staff training;
- Intensify random on-site monitoring, critical to detecting as well as deterring corrupt practices, by local CSOs as well as agency field staff;
- Increase the transparency and accessibility of information on aid criteria, decisions and entitlements to affected communities, so that they can hold aid agencies accountable;
- Establish safe, culturally-appropriate staff and beneficiary complaint mechanisms and follow up in a timely manner;
- Discuss corruption risks as part of the strategic agenda of the humanitarian community, to facilitate joint responses to corruption in the external environment.

International and national CSOs can help put these recommendations into practice, either as humanitarian aid implementing organisations or as independent monitors of humanitarian response. We hope this will help ensure that the victims of emergencies will no longer be dependent on the so-called whims of the computer to receive the aid they so desperately need to survive and prosper.



Dr Cobus de Swardt, Chair of the International Civil Society Centre,

joined Transparency International in 2004 and was appointed Managing Director in 2007. His experience spans the fields of globalisation, development policy, international relations and business management. Cobus has taught and worked at universities, multinational corporations, trade unions and research institutes in managerial and research-related roles around

the world. During the 1980s and early 1990s, he was active in the anti-apartheid struggle in South Africa as Chair of the African National Congress in Cape Town. He is a member and former Chair of the World Economic Forum (WEF) Global Agenda Council on Corruption and serves on the Board of the WEF Partnering against Corruption Initiative (PACI).



Roslyn Hees has been working with Transparency International (TI)

since 1997, both as TI-Secretariat staff and as a volunteer Senior Advisor. Since 2005, Roslyn has led the TI global programme to address corruption in humanitarian assistance. She is co-author of the TI Handbook for Preventing Corruption in Humanitarian Operations, published in February 2010 in partnership with several leading international humanitarian

NGOs, and of the companion TI Pocket Guide, available in English, French, Spanish, Arabic and Portuguese. Prior to working with TI, Roslyn had a long career with the World Bank as staff and manager in the human development sector (education/training, health and population) in East Asia and the Middle East/North Africa.

Catalysing change in global markets

Jim Leape

Director General, WWF International

As CSOs have sought to influence larger actors, much of the focus has naturally been on governments – fighting for new agreements, legislation and programmes. On most issues, government action is essential, but in many cases it also comes very slowly. Engaging other sectors – especially business – can offer important payoffs, not only through direct impact on the ground, but also by prompting others to act, and even opening the political space or creating the pressure for governments to do their part.

Over the last several years, we have seen a growing number of businesses begin to address sustainability – not just as a matter of corporate social responsibility but as an issue important to the future of their company. The considerations vary from one sector to another, of course, and from one company to another. Companies see that environmental impacts up and down their value chain can be a source of considerable brand risk; a commitment to sustainability is increasingly important to their customers and to the talent they are trying to recruit; and in some cases, action may be necessary to their social licence to operate. There has been a marked interest among some of the big global consumer brands in recent years, perhaps because they are particularly attuned to nascent concerns in the market, but there is growing interest in other sectors too – among traders and finance institutions, for example, and among big players in emerging markets.

So, what does this mean for civil society? It is obvious that different NGOs can play different roles in moving companies toward sustainability – that is one of our great strengths as a sector. NGOs are often first to bring issues into the public debate – helping the public understand how their daily choices are contributing to deforestation or climate change, for example, and prompting them to ask questions about the food they eat or the products they buy. NGO campaigns have repeatedly been the prod for industry action, and the rise of social media and mobile technology clearly provide ever-greater opportunities in this domain – helping campaigners create global movements, and bringing campaign messages to the consumer even at point of sale.

Here, I want to highlight three roles for civil society that are of growing importance.

As more and more companies feel a need to convince customers that they are ‘green’, NGOs have a crucial role in helping the public sort the wheat from the chaff. That means putting a public spotlight on how companies are actually performing against a global norm – or whether they are actually implementing their own commitments. And, with a proliferation of systems claiming to certify good practice, NGOs also have a key role in helping the public understand which ones to trust.

NGOs can also help overcome the chicken-and-egg problem that often confounds efforts to shift markets. It’s hard to build demand when there is not yet supply, and vice versa. That can

make it difficult for a company to move on its own. NGOs, however, can work up and down the value chain – with producers, traders, buyers and consumers – to help them all move together.

And lastly, NGOs can help forge powerful collaborations that bring diverse sectors together. One promising example of such a multi-sector partnership is an initiative to bring sustainability into the tuna sector – a fishery that spans 35 per cent of the Earth’s surface, and totals US \$10 billion annually. This new partnership brings together leading public players (the UN’s Food and Agriculture Organization, the Global Environment Facility, and the five regional tuna management bodies), NGOs (WWF and BirdLife), and tuna-canning companies (such as Starkist and Bumblebee) that account for more than 70 per cent of the global market for canned tuna. Combining the commitment of fisheries agencies with the leverage of major market players, who pledge to stop purchasing from fisheries that do not strengthen management, creates a new prospect for driving real improvement.

The examples are many. In other domains, an initiative of the Consumer Goods Forum, working with government and NGO partners, brings together 20 global companies in a commitment to eliminate deforestation from their supply chains by 2020, by shifting to purchasing only certified sustainable timber, pulp, soy, palm oil and beef. The Water Resources Group, convened by the World Economic Forum and the International Finance Group, is engaging big companies with NGOs and governments to begin to address water management at a national level.

None of these initiatives is a panacea, of course, and there will still be a need for strong government leadership in each of these domains if we are to get the global economy onto a truly sustainable path. But through these kinds of roles NGOs can make a real difference, and perhaps help create the political impetus for government to do what it needs to do.



Jim Leape is the Director General of WWF International, a position to which he was appointed in December 2005.

Leape has worked in conservation for more than three decades. A graduate of Harvard College and

Harvard Law School, he began his career as an environmental lawyer – bringing environmental protection cases in the US, advising the United Nations Environment Programme in Nairobi, Kenya, and co-authoring the leading American text on environmental law.

Leape first joined WWF in the US in 1989, and for ten years led their conservation programmes around the world, serving as Executive Vice President. In that role, he helped shape the global strategy of the WWF Network and represented WWF in many international fora.

From 2001 to 2005, Leape directed the conservation and science initiatives of the David and Lucile Packard Foundation, one of the largest philanthropies in the US.

As Director General, Jim Leape is the Chief Executive of WWF International and leader of the global WWF Network, which works in more than 100 countries and has an annual income of €525 million.

Global campaigning 2.0

Kumi Naidoo

Executive Director, Greenpeace International

Consider the fact that around a billion people have access to the internet. Not only that, but with it some form of online social network. Within ten years it's expected that a further four billion will join them. In 2022, the technology distributing information will be unrecognisable from what we know today. In that vision of the future, the majority of people on earth will probably use an online network to talk, play and – crucially – to protest.

There has been a great deal of discussion about – and resistance to – the use of the internet for activism. In 2010, Malcolm Gladwell famously derided 'clicktivism', which he argued had become a byword for ineffective signature gathering. It's a reductive approach, one which ignores the fact that campaigning activities never happen in isolation.

What we've seen at Greenpeace is that, as part of an overall effort bridging both online and offline, digital activism – well executed – can be an extremely potent element of a campaign.

Having said that, the recipe for success is something that I'd have much more difficulty documenting. Slippery as it is, it's hard to make a definitive statement about the use of online tactics. Looking to the online world we're often stunned by the 'sleeper hits', whether it's a viral video of Kony 2012 proportions (which bucked all the 'rules' of what viral could be), or mega-memes that take hold seemingly by happenstance. It seems that while you can stack the odds, there are few hard rules when it comes to online success. In the end, we're all swimming in uncharted waters.

We've seen this kind of elasticity with online tactics many times at Greenpeace. A recent case involved our ArcticReady.com website. Developed in conjunction with the Yes Labs, a US activist group, this delicious parody website was designed to bring attention to Shell's reckless plan to drill for oil in the Alaskan Arctic – a project relatively unknown outside US environmental circles.

Our creators conceived and developed a participative 'ad generator', which allowed members of the public to come up with their own slogans. In turn these were digitally added to pictures of marine mammals such as whales, foxes and narwhals to make mock advertisements. Through this device, visitors to the site were given an opportunity to poke fun at a powerful oil company, and then share their creation with friends over Facebook, Twitter, or indeed anywhere else. The site was popular in its first few weeks, garnering impressive hits and steady traffic in the tens of thousands amongst our traditional supporters.

Then something unexpected happened. In the week of 13 July 2012, Greenpeace activists in 110 cities across the world came out to protest against Shell's activities. Activists in polar bear suits shut down Shell petrol stations across Europe, while the head of Greenpeace

Netherlands installed herself as Shell's 'new CEO' at the company's headquarters in The Hague. Hours later – and unprompted – the flurry of media coverage began to reference the Arctic Ready site.

So for the first time we saw a direct relationship from offline to online; a feedback loop led by conventional media coverage of offline actions. As a result, we clocked up nearly three million page views in four days and reached the top spot on Reddit, one of the most popular social news sites on the internet.

So how will three million hits help protect the Arctic and turn the tide against Shell? In the imprecise science of online activism, that's not an easy question to answer. What we do know is that the majority of people who visited the website got there not through our traditional channels, but through social networks. The vast majority of those had no connection to Greenpeace, or the environmental movement, but that didn't stop them from using their creativity to expose the absurdity of drilling for oil in the melting sea ice.

And this may be the biggest lesson we learned.

The kind of systemic change we in the environmental movement need cannot happen without a far broader base of awareness and engagement – one that extends beyond our traditional supporter base. The internet has connected us to billions of people who, until now, had their information mediated by corporate advertising, slick marketing or journalism (good and bad). The change in that information flow is truly era-defining, and as campaigners we have a huge opportunity to harness it, grow with it, and learn from and adapt to it.



Born in South Africa, Kumi Naidoo became involved in the country's liberation struggle at the age of 15. In 1986 he was charged with violating the emergency regulations and was forced underground for almost a year before fleeing to exile. During this time he was a Rhodes Scholar and later earned a doctorate in Political Sociology. After Nelson Mandela's release in 1990, Naidoo returned to South Africa to work on

the legalisation of the African National Congress. During the democratic elections in 1994 he directed the training of all electoral staff in the country and was one of the official spokespersons of the Independent Electoral Commission.

Kumi Naidoo has served as Secretary General of CIVICUS: World Alliance for Citizen Participation, was the founding Executive Director of the South African National NGO Coalition (SANGOCO) and also the founding Chair of the Global Call to Action against Poverty (GCAP), where he remains Global Ambassador. He previously served as a Board Member of the Global Reporting Initiative (2006-2011) and Earth Rights International (2008-

2011), while he presently sits on the Board of Food and Trees for Africa and is a member of 350.org's international advisory Board. Naidoo has also served as a Board Member of the Association for Women's Rights in Development (AWID) and in 2003 was appointed by the former Secretary-General of the United Nations to the Eminent Persons Panel on UN Civil Society Relations. In 2012 he was appointed to the UN Women's Global Civil Society Advisory Group.

Kumi Naidoo is currently Executive Director of Greenpeace International and President of the civil society alliance Global Campaign for Climate Action (GCCA).

The twin sisters of accountability and impact

Jeremy Hobbs

Executive Director, Oxfam International

One year on from the overthrow of Hosni Mubarak, I visited Cairo to meet with Oxfam's partners and allies – the new trade unions, the burgeoning human rights groups, and the development NGOs working on women's rights, empowerment and livelihoods. My chief purpose was to talk to people about a proposed NGO law that would severely limit national and foreign NGOs alike. I talked to Anwar El-Sadat, the MP who chairs the new Parliamentary Human Rights Committee, and explained to him the INGO Accountability Charter, which is based on the powerful values of freedom of speech and association, and a commitment to human rights.

I described to him and others the way that INGOs are trying to organise themselves to be more accountable: looking critically at our governance structures, programme effectiveness, environmental management, stakeholder participation, partner collaboration, or how we arrive at advocacy positions – all issues that INGO Charter Members have to report on annually. This is crucial not only to giving account in the face of increasing public scrutiny, but also as a driver for organisational change to constantly improve the impact and quality of our work.

Not every accountability concept lends itself easily to this purpose, however. Currently we are witnessing significant challenges to our position on accountability as a broad set of responsibilities for all the implications of our work, short- and long-term, and based on commitments to human rights, sustainability and equality. With new actors such as donors from the Global South, rich philanthropists and corporations, supported by the recent 'Value for Money' mantra in development aid, we see a push for much more narrow-minded, short-term, outcome-focused concepts on accountability, based predominantly on metric measures and ratios. Furthermore, we are seeing challenges to our current concept of accountability through the possibilities brought by social media for much more direct feedback on the immediate effect of projects. While there is no doubt a place for this, it is also important that it does not impede the much broader and more holistic approaches to accountability which the INGO Accountability Charter and others take.

Success in determining the accountability agenda in ways that INGOs consider meaningful is, however, dependent on one essential change: we need to unite collectively behind a commonly accepted umbrella standard of accountability. Currently we have more than 350 NGO accountability mechanisms. NGOs, donors and the public find it impossible to keep track of the guiding principles, unnecessary bureaucracy is inflicted on NGOs participating in several schemes, and comparison is almost impossible. This is not a convincing picture to underpin our demand for a more holistic approach to accountability. Devising a coherent NGO accountability architecture with a commonly agreed umbrella framework and sub-sector standards (for example humanitarian, HIV/AIDS, microfinance, national or regional) seamlessly feeding into it is therefore a necessity if we want to ensure that NGO accountability truly drives the impact of our work for an equitable and sustainable world.

A commonly agreed, convincing and challenging approach to NGO accountability would substantially improve the quality of our work by: providing clear guidance, reducing the cost of delivering all too many reports, allowing for greater comparability and collective learning rather than reinventing the wheel endlessly in different contexts, often even within one organisation. Uniting behind one common set of principles would also allow NGOs to act collectively more effectively when faced with public allegations on accountability or governmental threats to limit their public space, as is currently happening in Egypt.



Jeremy Hobbs has been Executive Director of Oxfam International since October 2001, joining from Oxfam Australia where he had

been Executive Director since 1996. Jeremy represents Oxfam at fora such as the UN, the WTO and the G8, and also with political, corporate and NGO leaders, while internally he leads the development of Oxfam's international strategic plan that governs the confederation's work across its campaign, programme and emergency agenda. Jeremy is active in promoting NGO accountability and chairs the Board of the INGO Accountability

Charter and is on the Board of the International Civil Society Centre. He previously served for some years on the UN Global Compact Advisory Council.

Strengthening ICSO governance: walking the talk before it is too late

Alan Fowler

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Many of today's big ICSOs emerged some 50 or more years ago, in an era which valued the transfer of assets and capabilities in 'Northern' countries to assist the advancement of development, conservation and human rights in 'Southern' countries. In this 'deficit' approach to development, reflecting humanitarianism and caritas, ICSOs would act as intermediaries between richer and poorer. Their financing models and governing arrangements evolved accordingly. Governance was primarily about accountability for gathering and distributing resources, while annual growth in budgets often acted as a proxy for performance.

It has long been recognised that today's and tomorrow's contexts make this premise outdated, anachronistic and old-fashioned in its public appearance. Yet ways of governing many ICSOs still reflect the old paradigm: most, but not all, ICSOs' governance systems are still Northern-dominated and money-driven, even as their programmatic philosophies underscore equity, participation, empowerment, democracy and capacity development, allied to local asset mobilisation and ownership. Many ICSOs acknowledge that a serious mismatch – a credibility gap – has emerged between 'the talk' of their work and 'the walk' of how they govern themselves. And this expanding gap feeds into mistrust of an ICSO's commitment to being the change it wants to see in the world.

But, so what? These same organisations seem to be growing and thriving, especially in terms of their income base, advocacy capability and constituent outreach – which are still predominantly focused on Northern 'markets'. So why change? There are at least four reasons to do so. Because the ambitious visions that ICSOs themselves have articulated cannot be accomplished without governance systems, actors and processes that are better suited to future conditions. Because principles such as equality and inclusion will become hollow over the years if not truly lived by ICSOs – especially in the higher reaches of these organisations. Because staff motivation will be undermined by the ambiguity of ruling in a traditional, resource-determined North-South way while programming to change power relations elsewhere. Because in the vibrant and crowded civil society landscape that is emerging, Northern-dominated ICSOs – while claiming to be global – will increasingly seem like neo-colonial dinosaurs.

For ICSO leaders that the International Civil Society Centre convenes, this perspective on governance in principle versus practice raises some thorny issues. In almost every ICSO, there is an ongoing discussion about global governance, and many organisations have significant reforms underway, tailored to their distinct callings and histories. Be that as it may, comparative experience suggests that the challenge for leaders is to not confine reforms to mainly structural and technical elements, but to also embrace the political dimensions of governing differently that will be necessary to close the authenticity gap. A critical question is:

are reforms focused on redistributing power among an increasing base of 'Northern' members and affiliates, or are they fundamentally more inclusive of a greater diversity of perspectives and voices that have authority?

In addition to championing power arrangements that are more fitting for these times, ICSO leaders also need to embrace and show the way in changing organisational culture – often extremely entrenched over time – that must accompany, or precede, governance reforms to make them truly viable. If organisational culture does not evolve to support diversity and participation that empowers, then changes at the governance level may remain nominal and fail to contribute to a broader transformation.

Most importantly, ICSO governors and leaders must be able to transcend parochial interests and make bold decisions in the interest of global governance and the future relevance of their organisations. It takes courage, vision and persuasion to advance fundamental reform when organisations are not in crisis and there does not appear to be an urgent need for change. However, waiting for that urgency might be waiting too late: itself a failure of accountable governance.



For some 30 plus years, Dr Alan Fowler has been working with and advising NGOs as well as studying and writing about civil society. He was a Visiting Fellow at the World Bank and a Programme Officer at the Ford Foundation, as well as having undertaken voluntary professional roles which include elected positions on the Boards of

the International Society for Third Sector Research (ISTR) and CIVICUS: World Alliance for Citizen Participation. He was a co-founder, in 1992, of the International NGO Training and Research Centre (INTRAC) and an Emeritus Professor at the International Institute of Social Studies in The Hague.



Sherine Jayawickrama manages the programme on humanitarian and development NGOs at the Hauser Center for Nonprofit Organizations

at Harvard University. She is Executive Director of the NGO Leaders Forum, a gathering of the CEOs of major international NGOs in the United States, and teaches a course on the nonprofit sector at the Harvard Extension School. Sherine worked for ten years at CARE USA, including as Deputy Regional Director for Asia, Senior Policy Analyst, and Special Assistant to the President. Earlier in her career, Sherine worked on freedom of

expression issues at PEN American Center in New York City, and on environmental policy issues in Sri Lanka at the Natural Resources and Environmental Policy Project (NAREPP). She is currently on the Board of CDA Learning Projects. Sherine grew up in Sri Lanka, and has a BA in Economics and International Relations from Scripps College, and an MPA from the Woodrow Wilson School at Princeton University.

Strengthening leadership in ICSOs

Erik A. Slingerland

Partner, Egon Zehnder International

Anthony Cavanough

Consultant, Egon Zehnder International

The size and influence of ICSOs have increased dramatically over the past 20 years. With this, the level of complexity and the expectations faced by ICSOs and their leaders have also grown significantly. Encouragingly, these organisations have been able to rely on a sizeable 'pool' of capable leaders, and progress towards making ICSOs better organised and more effective has been significant. They, however, face an increasingly turbulent and uncertain environment ahead. A new generation of leaders of even greater calibre and diversity will need to emerge to strengthen ICSOs' ability to deliver results, to 'do more with less' and, thus, ensure future relevance.

ICSOs are clearly under increasing pressure and scrutiny to perform within an increasingly competitive development 'marketplace' and a fast-changing political, economic and social context. This situation is creating multiple, often competing, leadership priorities. For example, how do we compete and differentiate to sustain funding, while also ensuring we cooperate and become a better partner? How do we become more flexible and agile, but still maximise the benefits of scale? How do we build performance cultures without threatening the very values that bind us? How do we deliver long-term change when financing appears to become increasingly short-term? How do we ensure accountability to donors, while also ensuring downward accountability and responding to global power shifts? Within this challenging context, the skills, capacity and resolve of ICSO leaders are being tested like never before.

Three key roles are emerging for ICSO leaders. First, they must provide impactful global leadership to influence the policy agenda. Second, they must transform their organisations to improve performance, enhance adaptability, sustain financing and reform governance. Third, they must be able to build, lead and develop diverse and effective teams that combine these advocacy and management capabilities. Together, this will require a strengthened combination of leadership competencies and experiences than presently exists. ICSO leaders can no longer be the technical expert or charismatic ambassador only. They need strong core competencies in the areas of strategy development, results delivery, stakeholder management, driving change, and building effective teams. Experience in managing comparative organisational scale and scope, and breadth of sector and cultural experiences, will be further key factors for future success. Notably, in a recent review of current leadership teams of 47 of the largest ICSOs, only 30 per cent of CEOs had experience beyond the social sector, 28 per cent of CEOs were female, and a mere 16 per cent of executive team members came from Asia, Latin America, Africa or the Middle East.

If ICSOs are to become more innovative and responsive in today's rapidly changing and complex environment, then we must also challenge conventional thinking about leadership styles and the underlying motivational drivers of those leading and those being led. The sector is characterised by its participatory, democratic and affiliative leadership approach, which supports buy-in but tends to hinder decision-making efficiency and effectiveness. Given that

change does not always come easily to ICSOs, the sector needs leaders who can also be authoritative and apply their achievement and power/influence motivation wisely to drive the focus on outcomes. While it may seem counter-intuitive, authoritative leaders can inspire, empower and enable an organisation towards change by jointly stating the end goal, building diverse and effective teams, and spreading decision-making, influence and voice across the organisation, thus giving freedom to experiment and take risks. They can help channel passion towards doing good and getting things done – not just feeling good.

The good news is there has never been a greater opportunity for ICSOs to attract talent, given the growing interest in values-based organisations and the increasing fluidity of talent between the public, private and social sectors. However, effectively competing for the strongest global talent will need ICSOs to adopt a much more strategic and holistic approach to talent management. This will require attention to collectively building the sector's employer brand, to thoughtfully accessing and integrating top talent across sectors, to strengthening HR, to building talent management cultures across global organisations, and to reviewing rewards and performance management systems. Most importantly, as ICSOs fight to demonstrate their competence, Boards will need the courage and conviction to appoint visionary and transformational leaders who will challenge the status quo. Investing in leadership and making great people decisions will, more than ever, be the source of continued success for ICSOs.



Erik is the Leader of Egon Zehnder's Global Public & Social Sector Practice. Erik advises on global CEO, Board and senior executive appointments for a range of leading ICSOs and multilateral organisations. Erik is a frequent presenter and contributor on leadership and talent topics at the International Civil Society Centre Leaders events.



Anthony Cavanough is a Consultant in Egon Zehnder's Global Public & Social Sector Practice. Anthony advises on senior executive appointments for a range of leading international civil society and multilateral organisations in the area of international development. He was previously the Practice Group Specialist based in Geneva and has recently been undertaking research into the changing nature of leadership in this sector.

Collaborate or perish – how working together with technology can change the non-profit sector

Edward G. Happ

Global CIO, International Federation of Red Cross and Red Crescent Societies (IFRC)

In the next ten years, smart organisations will get amazing work done, with new ways of delivering services, working with leaner processes, and more efficient tools; they will be agile enough to turn on a dime – all in the face of a more difficult economic climate. This will happen not as a result of some new flash of technology, but by banding together and pooling resources and talent in strong cross-sector collaborations based on a foundation of trust. How is this possible?

On the bright side, communities of people want to work together, especially if it's for a common cause – it's built into our DNA. On the dark side, collaboration is an unnatural act; it requires us to trust people we know little about and have no control over, especially if we believe we can do things faster and better on our own. This is the paradox of collaboration: it is something we want to do, and act to avoid.

As a result, we have not done a good enough job of collaborating, especially in the use of technology. As it is increasingly used to run all the services in our organisations, technology may be the microcosm for an organisation's operations and execution savvy. Yet we continue to pursue the corporation path of the past two decades, moving to larger and more complex systems to run our businesses. We do this despite the 5:1 per person investment in technology that our corporate colleagues continue to make. I know of no board or senior management team who would approve a doubling of the Information Technology (IT) budget, let alone a five-fold increase.

This should drive us to partner and share technology more, especially for functions that really do not differentiate us. But for a variety of reasons, we haven't done this. The barriers to collaboration include 'Not-Invented-Here' (NIH), abundance, and proximity. More funding is not the answer; in fact a large budget may be an obstacle to innovation and partnering. The recent history in the US housing boom provides the case of the 'starter castle' mindset and the need to protect and heat what is too large. For some of our organisations the 'lights-on' infrastructure has become the tail that wags the dog.

The lack of services collaboration, including IT, in our organisations is a call-to-arms. If we connect the dots among the evidence, there is a looming train wreck on the horizon for IT and NGOs. Large NGOs are pursuing a corporate IT path that they cannot afford or sustain. And as change gets harder and more expensive, it will ossify these organisations and become the likely target for cuts as a post-recession downturn takes hold.

There are a number of cases to illustrate this. The donor management upgrade project at a leading NGO is a case in point: 50 per cent behind in time, with almost as much in cost

overruns. What happens if this NGO is hit with a 30 per cent cost reduction in headquarters like one of its sister NGOs? The time and the cost of the change, plus the operating and maintenance costs are too high to begin with; now they become a prime target for cutting losses. It will take another three years to change to something smaller in scale and more sustainable or, worse, to restart and complete the project at a later date.

Collaboration is often driven by a scarcity of resources, a shared need, and the desire to band together as a social group. These were certainly factors that have pushed 35 of the largest international non-profit Chief Information Officers (CIOs) to join NetHope and work together on initiatives. We've built a model of trust and collaboration over the past decade. But we've only just begun.

What do we need to do to succeed? First and foremost, we need what I call 'headquarters humility', the openness to solutions coming from the far reaches of our organisation and others. The best answers may in fact come from the poorest countries, from people we least expect. We need to discover and harvest the best of what is happening in the field. Second, we need to shift from a 'do then share' to a 'share then do' mentality. We need to look first to how we can partner to meet a need, instead of developing me-too solutions and sharing the war stories later. Sharing stories may be essential to starting a collaboration, but there must be a shift to doing things together from the outset. Finally, the larger organisations among us, who have the resources to go it alone, need to take a leadership position on collaboration. This is part of our give-back to the non-profit community. Like a good manager who learns to accomplish goals through others, we need to get the business of non-profit services done through and with each other.

Abstract from the forthcoming book – Collaborate or Perish: How working together with technology can change the non-profit sector, © 2011, 2012 Edward G. Happ.

Advance copies of select chapters available at <http://collaborate-or-perish.blogspot.ch/>



Edward G. Happ is the Global CIO of the International Federation of Red Cross and Red Crescent Societies and also Chairman of NetHope, a US-based consortium of 35 leading international relief,

development and conservation non-profit organisations focused on information and communications technology (ICT) and collaboration. In March 2001, he presented a paper to Cisco on Wiring the Virtual Village, which became the basis for NetHope. His 30-plus years of professional experience include all facets of managing information services and high-technology businesses. In 2007, the editors of eWEEK, CIO Insight and Baseline selected Happ as one of the Top 100 Most Influential People in IT and

one of the Top 100 CIOs. In 2008, the Center for Digital Strategies at the Tuck Business School at Dartmouth appointed Happ as Executive Fellow and first CIO in Residence for the spring term. In 2010, the Nonprofit Technology Network (NTEN) honoured him with a Lifetime Achievement Award for technology leadership in the non-profit community. He was also selected to be a Practitioner in Residence at the Rockefeller Foundation's Bellagio Center for autumn 2011.

Assessing, accepting and managing risk – the risk of failing to take the right risks is the biggest risk of all

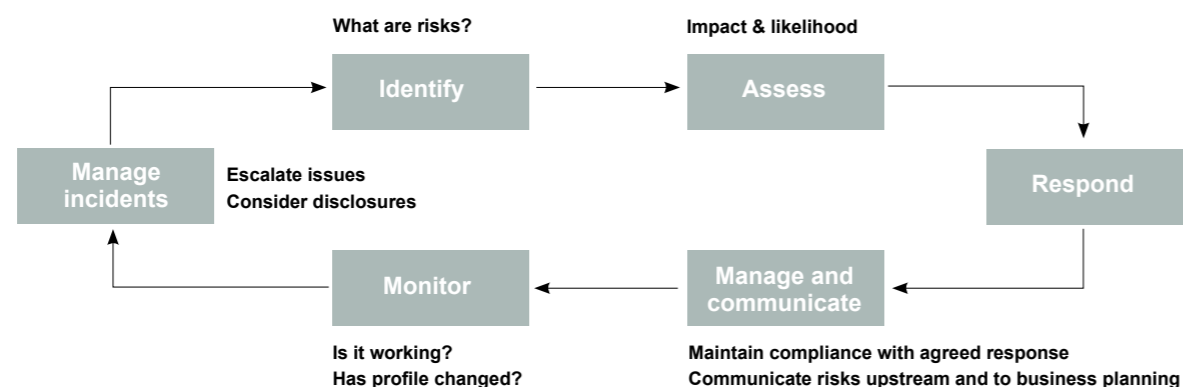
Gill Sivyer

Partner, Global Leader IDA Network, PricewaterhouseCoopers (PwC)

Is the world riskier today than it used to be? Probably not. However, these days news travels faster and more extensively than ever before... especially bad news. Often the impact of a high risk event is not the event itself, but the damage it does to the reputation of the organisation concerned. Thereafter additional consequences kick in – lack of confidence in the management team or the Board, decisions to exit certain sectors or activities, and withdrawal or reduction of financing.

Against this background it is important that all organisations can give their stakeholders confidence that they have identified the major risks they face, have made an informed decision as to which risks they can confront but not avoid, and are actively managing to minimise the effect should any of these risks become a reality. Risk management is not a private sector fad. It is an integrated management tool which is relevant also in the public and not-for-profit sectors.

The graphic below sets out the key steps in the cycle. First, identify all the major risks facing the organisation. Select the few which will have the biggest impact on the organisation if they occur, and are most likely to happen. Then work out a plan of action to minimise the effect. It may not be possible to eliminate the risk, but planned and well-implemented mitigation will maintain the credibility of the organisation's leadership.



Most organisations which work in locations that present physical and security risks have effective risk mitigation plans in place to cover these types of risk. However, the risk assessment should cover all stages in the value chain, as follows:

| | |
|----------------------------------|---|
| Country governance and oversight | Human capital, financial and infrastructure resources |
| Regulatory environment | Programme management |
| Decision-making processes | Supply-chain management |
| Partners and other stakeholders | Financial management |

For each of the above categories the management team will need to brainstorm all the risks which the organisation faces, and then agree for each risk the probability that it will occur and the impact on the organisation if it does occur.

Once an organisation has identified the top priorities the leadership needs to determine its 'risk appetite'. Without an active decision on the risks the organisation is willing to take, it will still be at risk. The strategies available at this stage are:

- Accept some or all of the consequences and the associated cost or pain – but manage the communication.
- Transfer the risk to another stakeholder or share with another party.
- Avoid the risk by stopping a line of business, activity or programme.
- Reduce and mitigate the risk by taking planned actions.

Active risk management is not rocket science, but it does require management attention and an accountability mindset. Against this background, key messages for success are:

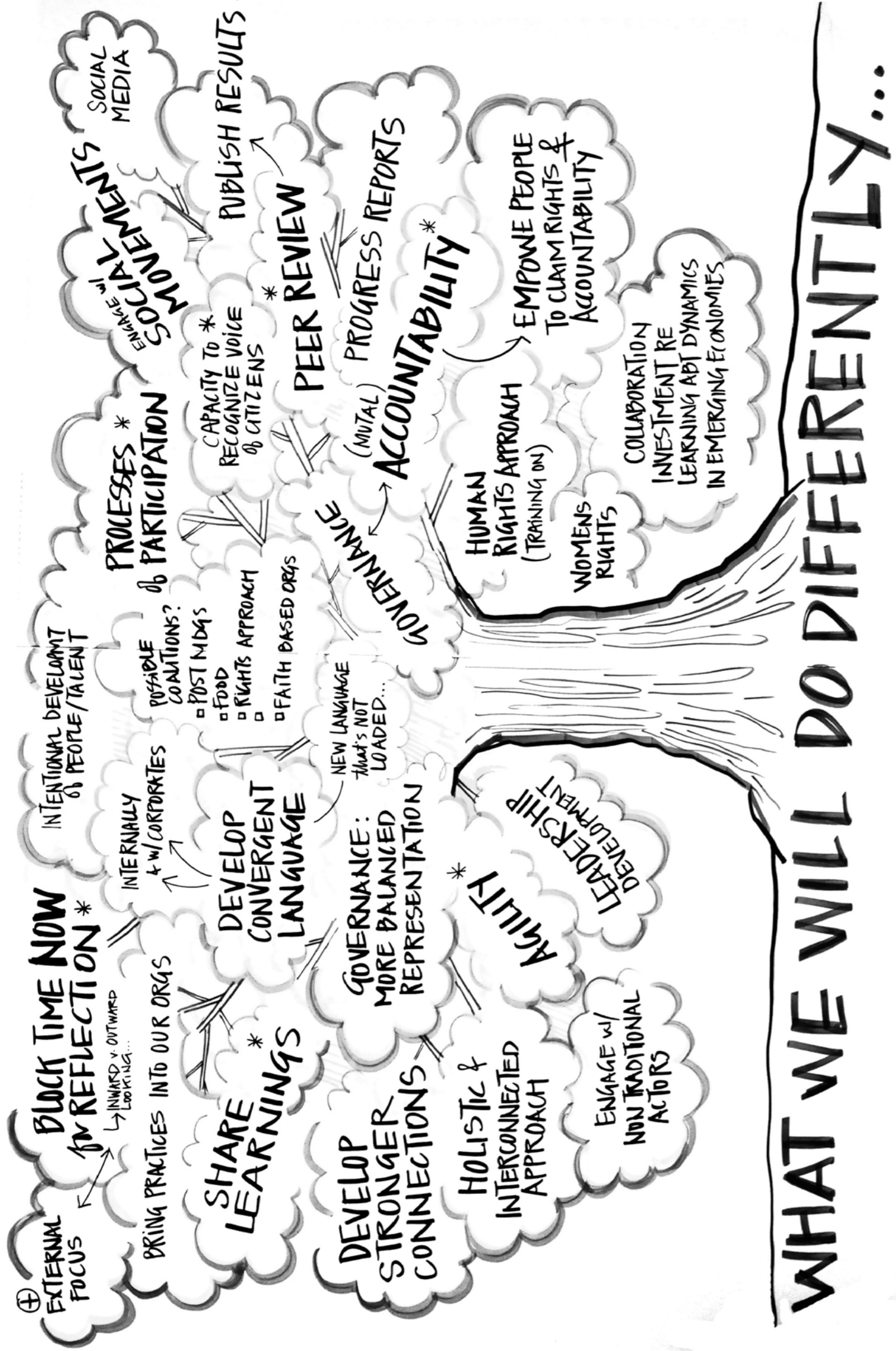
- Make sure everyone in the organisation considers risk identification and mitigation to be their own responsibility and something they think about every day. Empower everyone in the organisation, but make sure the Board knows this is their business.
- Don't analyse the risks to death. Agree the top priorities for action and get moving. Spending too much time assessing and managing unlikely risks can divert resources that could be better used elsewhere.
- Set realistic deadlines to implement the mitigating actions.
- Don't try to address all the risks at once – focus on the few major risks which pose the biggest threat to the organisation.
- Renew and revise the risk inventory and the mitigation plan on a regular basis.



Gill Sivyer has led PwC's international development assistance practice in Switzerland for ten years, and last year was appointed as global leader. The network comprises over 800 practitioners all working for national

governments, civil society, and bilateral and multilateral donors. Gill has worked in international development for nearly 30 years, and in more than 30 countries across Africa and Asia. Before coming to Switzerland she worked in Tanzania for a number of years and led PwC's Organisation and Change Strategy team across East and Southern Africa. Prior to joining PwC Gill worked in the private sector, and after completing an MBA at Warwick University focused on institutional development in resource-poor settings.

Gill specialises in complex programme management and organisational change. Currently she leads an assignment to provide programme and financial verification of many millions of dollars of funds in the health sector in 70 countries. She has also worked with a number of national governments over extended periods of time to support the design and implementation of independent revenue administrations as executive agencies of government.



III. Strategic Partnerships

Partnering with the United Nations

Robert C. Orr

UN Assistant Secretary-General for Strategic Planning

The United Nations charter begins with the words, “We the peoples” – and with excellent reason. The global citizenry – we the peoples – are who the United Nations was created to serve. Over the lifespan of the organisation, this has meant working primarily with governments.

The global landscape has changed dramatically since that time. So, too, has the nature of the challenge the United Nations faces in reaching those whom it exists to serve. The last six and a half decades have seen an explosion in the size, sophistication, and reach of business, finance, philanthropy and civil society. These actors now wield ever-greater influence on the global stage, providing new resources and posing both challenges and opportunities for the organisation and its Member States.

Recent years have also witnessed a significant rise in the demands placed upon the United Nations across virtually all areas of its activity. Challenges such as climate change and energy, food security, and public health transcend borders and require collaboration amongst governments as well as a wide range of other actors.

To meet these challenges, the world needs a convening authority with universal legitimacy and unparalleled reach to bring all actors to the table to work in global partnership. Today, as in 1945, that role can best be played by the United Nations.

Given this, the Secretary-General has identified partnership as a top priority for his second term and an increasingly essential element in fulfilling the organisation’s promise and achieving its mission. All key stakeholders – governments, civil society, the private sector, philanthropic organisations, and academic and scientific institutions – are needed as partners if the United Nations is to deliver ambitious but feasible solutions that have global reach and global buy-in across all sectors.

CSOs are central to any successful multi-stakeholder partnership with the United Nations. From development and humanitarian assistance to conflict resolution and human rights, CSOs often provide the largest presence on the ground in many, if not most, crises. CSO staff, primarily national staff, are most frequently on the front lines and have often taken the greatest risks in order to serve others. Tragically, they also have suffered the highest casualties in the line of service.

Historically, CSOs have often been seen primarily as advocates or service providers for the United Nations. These are vital roles, but they do not form a complete picture of the full range of capabilities that CSOs provide.

Going forward, we must build true partnership between CSOs and the United Nations that spans the full spectrum of engagement: from political advocacy to the creation of policy-setting

norms; from mobilising communities to service delivery; from providing investments and people to ensuring accountability and the transparent tracking of progress. Through multi-stakeholder engagement, CSOs can help build trust and a shared sense of purpose between governments and international institutions and the people they serve.

The Secretary-General recognises the power of multi-stakeholder partnerships and is committed to bringing all relevant actors to the table to forge solutions that serve “we the peoples” in the most accountable, effective and efficient manner possible. The time has come to take these efforts to the next level to effect transformational change on a range of global issues, including maternal and child health and sustainable energy.

The Secretary-General has called energy the “golden thread” that connects economic growth, increased social equity, and an environment that allows the world to thrive. However, the task of making sustainable energy available to all is too large for governments alone to undertake.

The Secretary-General’s Sustainable Energy for All initiative, launched in September 2011, brings together governments, business and civil society in a powerful, multi-stakeholder partnership. The initiative has three objectives: to provide universal access to modern energy; to double the global rate of improvement in energy efficiency; and to double the share of renewables in the global energy mix.

CSOs play a vital role in these multi-stakeholder partnerships. They can promote community participation and secure local buy-in; provide local training programmes; and identify technology and supply-chain gaps that are crucial to take to scale. They can also develop business models and supply chains that deliver energy access in areas where fully commercial approaches lag behind.

Thus far, the initiative has attracted support from CSOs and individuals around the world, from the Institute of Electrical and Electronics Engineers to the rock band Linkin Park. This is an encouraging start, one that CSOs, the private sector and governments can build on to leverage the benefits of multi-stakeholder partnership over the long term.

Our challenge – and opportunity – is now to take partnership to scale to better serve “we the peoples” for this and succeeding generations.



Dr Robert C Orr has served as Assistant Secretary-General in the Executive Office of the Secretary-General since 2004 and is the principal advisor and leader of the

Secretary-General’s initiatives on climate change, energy, global health and food security.

Dr Orr joined the United Nations from Harvard University where he served as the Executive Director of the Belfer Center for Science and International Affairs at the Kennedy School of Government. Prior to this, he served as Director of the Council on Foreign Relations in Washington, DC, Deputy to the US Ambassador to the United Nations, and Director

of Global and Multilateral Affairs at the National Security Council in the White House.

Dr Orr received his PhD. and MPA in International Relations from the Woodrow Wilson School at Princeton University, and his bachelor’s degree from the University of California Los Angeles (UCLA). He speaks Spanish and Mandarin.

Advancing gender equality and women's empowerment – UN Women's partnership with civil society

Michelle Bachelet

Under-Secretary-General and Executive Director, UN Women

Civil society groups were major advocates for the creation of the United Nations Entity for Gender Equality and the Empowerment of Women (UN Women), and they are deeply interested in UN Women's success. Since civil society plays such a pivotal role in advancing women's rights, gender equality and the empowerment of women, UN Women looks to it for ideas and policy perspectives, partnerships and support in achieving our strategic goals. These goals are: to enhance women's political participation and leadership; increase women's economic opportunities; end violence against women and girls; increase gender-responsive planning and budgeting; and expand women's role in peace-making and peace-building.

In these efforts, UN Women can draw tremendous support from the dynamism and creativity of civil society, which is able to forge alliances, initiatives and social movements to articulate new social concerns and advance social justice. As we push for gender equality, women's empowerment and women's rights, UN Women works to create spaces where civil society is able to critically engage with stakeholders and political leaders in vital political discourse.

We are developing partnerships with different types of NGOs, women's groups and CSOs to strengthen norms, policies and programmes on gender equality and women's empowerment, and also to amplify action on emerging issues related to human rights, sustainable development and peace and security – globally, regionally and nationally.

We are guided by the belief that the voices, knowledge and expertise of women and civil society are crucial to an ethical and effective process and outcome. The full engagement of civil society is fundamental to democracy, equality and justice. This engagement was strengthened at the 56th session of the Commission on the Status of Women (CSW) in 2011, and continued with the Rio+20 Sustainable Development Conference in 2012. And this engagement will endure in all future deliberations, including forthcoming CSW sessions and in the processes for the Sustainable Development Goals and the post-2015 development agenda, among others.

UN Women recognises that engagement with civil society cannot be haphazard. On the contrary, engagement must be consistent, substantive and strategic. This is why we are setting up civil society advisory groups to be consultative bodies to UN Women, for regular dialogue on policy and programming, and on normative intergovernmental and operational activities. The Global Civil Society Advisory Group, which I appointed in April 2012, serves as a forum for dialogue and sustained and structured engagement with civil society leaders to advance the goals of gender equality and women's empowerment.

In setting up these groups, we aim to build on existing close relationships and also to increase strategic dialogue with civil society partners at global, regional and national levels. We also want to formally recognise civil society as one of UN Women's most important constituencies and partners for success.



Michelle Bachelet is the first Under-Secretary-General and Executive Director of UN Women, which was established on 2 July 2010 by the United Nations General Assembly. UN Women works with the entire UN system, governments, civil society and the private sector to

advance women's empowerment and gender equality worldwide. Ms Bachelet most recently served as President of Chile from 2006 to 2010. A long-time champion of women's rights, she has advocated for gender equality and women's empowerment throughout her career.

One of her major successes as President was her decision to save billions of dollars in revenues to spend on pension reform, social protection programmes for women and children, and research and development, despite the financial

crisis. Other initiatives included tripling the number of free early-childcare centres for low-income families, and the completion of some 3,500 childcare centres.

Ms Bachelet also held ministerial portfolios in the Chilean Government as Minister of Defence and Minister of Health. As Defence Minister, she introduced gender policies to improve the conditions of women in the military and police forces. As Minister of Health, she improved primary-care facilities with the aim of ensuring better and faster health care response for families.

Strengthening partnerships between foundations and ICsOs

Heather Grady

Vice President Foundation Initiatives, Rockefeller Foundation

The landscape for this century's international cooperation framework is evolving in response to many factors, including changes in political leadership from the global to the national level, new and different sources of financial power, and recognition that a greater variety of institutions – be they NGOs or private businesses – want to be drivers of social, economic and political change. But when it comes to drawing on the respective strengths of different actors, and balancing for constraints, has the role of foundations within this landscape adapted sufficiently? As we begin to build the post-2015 development framework, and design the Sustainable Development Goals endorsed at Rio+20, it's time to not only work more effectively within our respective sectors but to intentionally create partnerships across them, based on our respective comparative advantages.

This is very much on the Rockefeller Foundation's mind as we celebrate our centenary around the theme of 'Innovation for the Next 100 Years', and it applies to our vision to promote more equitable growth and build resilience to shocks and chronic stresses. Our centennial is our opportunity to reflect on our past experience while looking at today's challenges to help us define what 21st century philanthropy should be. We adopted some effective methods long ago – such as using a systems approach to problem-solving – which are extremely relevant when it comes to how foundations and CSOs work together. It's well-accepted that complex problems cannot be solved in isolation. Mapping systems – identifying which actors have power and influence, where bottlenecks to solutions are, and using existing and new levers to address structural problems – is essential in solving today's increasingly interconnected challenges. With the ability to craft and support a portfolio of grantees working toward shared goals, foundations can effectively contribute to positive shifts within systems to bring lasting change.

Systems-thinking compels us to design partnerships that build on the unique skills and contributions of each partner. The notion of 'collective impact' incorporates this concept. All foundations can bring speed and flexibility of funding, and larger foundations can offer perspectives from multiple fields and break down silos when needed. CSOs bring their on-the-ground experience and insights from diverse socio-economic contexts and global networks. These partnerships can balance respective capacities and weaknesses. And, given that the context, demands, and surrounding systems of stakeholders are likely to change from project to project, the value of multi-year partnerships is high.

With these aims in mind, coalitions of CSOs that are collaborating, rather than competing for funds, are an essential element. Success relies on creating clarity around shared goals, on the strategies different institutions will use to reach them, and the milestones and indicators to measure shared achievements. But often we don't devote sufficient time, and the iterative process required, to arrive at clarity and agreement on these.

The idea of innovation itself, another long-standing hallmark of The Rockefeller Foundation, is also a natural touchstone for partnerships between foundations and ICsOs. In this, the role of civil society actors has been critical to the success of our philanthropy, particularly when it comes to social innovation. As Frances Westley has noted, social innovation relates strongly to resilience, since the capacity for transformation and adaptation strengthens resilience. Innovation that links the micro level with the systems level is an important way to build resilience. And a society's ability to generate a steady flow of social innovations, especially those that engage or re-engage vulnerable populations, is a critical factor in its overall resilience. CSOs are particularly strong at innovations that are social in their means as well as their ends: when they bring marginalised people or perspectives into the mainstream, they not only benefit marginalised communities but society overall, by bringing diversity back in.

Strengthening our capacity to design effective, focused partnerships and coalitions in response to a rapidly changing global context will create a much more resilient ecosystem of global organisations that are committed to improving human wellbeing. Partnerships between diverse organisations with varied skill-sets, networks, and competencies, that can adapt, grow, or die as conditions change, will create an overall system of international actors that is more effective and responsive to the changing needs of the world's vulnerable communities.



Heather Grady is Vice President of Foundation Initiatives at the Rockefeller Foundation. She oversees the Foundation's grant-making through initiatives on issues ranging from climate change, agriculture and health to

transportation, impact investing and employment, and through Program Related Investments and philanthropic sector activities. Prior to joining the Rockefeller Foundation she was Managing Director of Realizing Rights: the Ethical Globalization Initiative, founded by former Irish President Mary Robinson. Ms Grady has managed international development and humanitarian programs with Oxfam GB and other global organisations, living and working for over 20 years in a diverse range of settings including in Viet Nam, China, Egypt,

Sudan and the Gaza Strip. She has written and taught on international development, human rights, and climate change, is a member of the Global Philanthropy Committee of the Council on Foundations, and a Board member of the Business and Human Rights Resource Center and the New York Society for Ethical Culture. Ms Grady received a bachelor's degree from Smith College and a master's degree in Public Administration from Harvard University.

Future opportunities and challenges of business-NGO partnerships

Mark Spelman

Global Head of Strategy, Accenture

This is a decade of transition with power shifts, paradoxes and the pace of change continuing to accelerate. The economic power shift from West to East means that 120 of the top 500 companies in the world now come from emerging markets, and that trend will continue to grow. Business is no longer just about the traditional Western multinational. The main paradox we see today is that politicians are unable to move as fast as an interconnected 24/7 commercial world – as the economic world becomes more regional and more global, the political world is becoming more local. Whether it is reform of the banking system, fiscal imbalances or the environment, the global political institutions are struggling to find timely solutions in this connected world. Technology is a good example, with the emergence of ‘cloud computing’ – much more computing horsepower at variable cost, more data, more mobiles – all producing more empowered individuals. More and more information in the hands of individual citizens is becoming a catalyst for a new era of large cross-border campaigns, often run by NGOs, of people keen to shape the world in which they live. The social media revolution has only just begun.

In this world of change, traditional norms are being challenged. Incumbency is not a substitute for competency. NGOs will continue to be experts at advocacy and development policy; business will continue to be the vehicle for providing goods and services and creating wealth – but boundaries are blurring. This convergence is generating significant opportunities for business and NGOs to cooperate and form new partnerships. But it has to be more than just hope; the rationale for greater cooperation has to be based on why it matters, who can work together, what form the partnership should take, and how to operationalise any joint endeavour.

The scale of the global challenges remains huge – driven in part by the one billion people who will come into the global economy over the next 16 years – combined with the ongoing pressures on commodities, the relentless pace of urbanisation, the degradation of natural capital, and growing inequalities. Politicians are on the back foot – financial pressures, localism, and ageing institutional frameworks, mixed with a fear about how to deliver difficult messages makes a tough backdrop to lead change proactively. Some governments are championing moves in the right direction, as we have seen with former President Calderon of Mexico at the 2012 G20 summit with his focus on green growth. The reality, however, is that progress is slow. The real risk is that the slow progress of this current generation is building up significant costs that the next generation will have to pay.

The opportunity is here and now for business and NGOs to work more closely together. There is a natural complementarity when the business and NGO worlds bring the best of both sides. However, it would be wrong to paint an overtly optimistic picture – business has had its own challenges, especially in the financial sector. Since the financial crisis of 2008/9 there has been more of a debate about the role of business – crystallised initially on market capitalism and state capitalism, and more recently by responsible capitalism. Business is not homogeneous,

but there are clear signs that some companies are realising that values such as trust and integrity, multi-stakeholder engagement, natural capital, and a more holistic approach to business are the right direction to go in. This is work in progress; not all businesses get it, but influential companies do. They recognise that global consumer goods companies touch more than a billion people a day, and that communications companies can supply market and crop-price data to farmers which can make big differences to rural wellbeing and improve the agricultural supply chain. These companies realise they have to work with partners when they look across all the dimensions of their business model, from sourcing to end consumers.

What we need are more role models of partnerships that demonstrate a convergence of interests and shared commitment, and can be scaled to deliver effective and sustainable solutions. The business and NGO worlds are not homogeneous – not all businesses understand life beyond shareholder value, and not all NGOs see the business world as a source of solutions. But the trend is encouraging, and what happened at Rio+20 in terms of business-NGO engagement was much advanced on previous summits. There is still much to be done: there is no room for complacency – the challenges we face are too big and too important to let the prejudices and the assumptions of the past dominate the world of tomorrow. Fundamentally, this is about leadership, looking forward and recognising there is an historic opportunity for new business and NGO partnerships to be formed to bring about win-win solutions leveraging the respective strengths of both parties.

There is a vacuum, and a huge need; meeting this need requires leaders from both sectors to forge new ecosystems and relationships which go beyond traditional organisational boundaries. It will take time, but the best legacy the current generation of proactive business and NGO leaders can leave is to prepare the ground for the next generation of leaders, with examples and behaviours that point to an increasingly convergent multi-stakeholder world. Leadership requires courage, risk-taking and the ability to help organisations look forward and see the journey ahead.



Mark Spelman leads Accenture's Global Strategy practice and runs the company's global macroeconomic and political think-tank called the Accenture Institute for High Performance. He is responsible for the firm's strategic relationship with the World Economic Forum (WEF); a regular participant and session leader at Davos and the WEF

regional summits; and a member of WEF's Global Advisory Council on Europe.

At Accenture, Mark has almost two decades of experience working at Board level in senior management and business strategy positions. He is actively involved in Accenture's research programmes – current topics include globalisation, operating models, skills and smart cities.

He is currently the Vice-Chairman of AmCham's (American Chamber of Commerce) Executive Council based in Brussels. He leads a group of senior directors responsible for

the European operations of companies of American parentage – including Alcoa, Boeing, Caterpillar, 3M, Dow, DuPont, Honeywell, IBM and Intel. The group is proactively consulted by the Commission, EU Member States and MEPs for advice on EU policies and EU-US economic relationships.

Mark is interviewed regularly as a leading global expert on a wide variety of global and low carbon energy issues ranging from commodity prices, geopolitics and sustainability. He has an MA in Economics from Cambridge and an MBA from INSEAD.

How the International Civil Society Centre harnesses civil society impact

Kevin Jenkins

President and CEO, World Vision International

To fully achieve World Vision's mission, that every child enjoys life in all its fullness, we will need a step change in effectiveness. In 2011, we managed to touch the lives of 45 million children, which is great. But last night alone, 600 million children went to bed hungry. If our vision is to become reality, we must get much more engaged in advocacy, changing unjust systems and dealing with the root causes of poverty. To do this effectively we will draw significantly closer to peer ICSSOs, the UN, and others working for the same goals. Amplifying our voices by acting collectively has significant potential to multiply the value of each organisation's contribution.

The International Civil Society Centre is the only place worldwide where the leaders of civil society come together and share in confidence their views on the most pressing issues facing our sector. People get to know each other, build trust, identify common causes, make connections and start to interact. Knowing and understanding the way issues such as poverty, sustainability, human rights and corruption are linked enables us to see each organisation's activity in a broader strategic context. It helps us to understand where we can achieve greater impact through collective action. While this might seem a small thing, it is actually a significant contribution to the effectiveness of our sector.

Tougher, but also of high impact, is the role the International Civil Society Centre plays in aligning the sector around common goals. A good example is the effort to influence the direction of the post-2015 agenda, which will define the next generation of global development action after the MDGs. Agreeing on a few principles that should frame this agenda adds a lot of credibility to the input of civil society, which today is often perceived as a cacophony of voices. The International Civil Society Centre does not represent civil society in its entirety, but it is a group of organisations which work in more than 100 countries, are knowledgeable about conditions on the ground and have influence at national and global levels. If this group visibly moves in the same direction, offering support to the post-2015 process – and if its request for greater accountability, inclusion and sustainability is met – it will significantly amplify our voice with the UN, its Member States and the public at large.

To enhance the future impact of our sector, we need to invest heavily in building staff capacity, improved systems and innovation. The pace of change in the world is accelerating, so driving impact means constantly searching for the best possible solutions, across our sector and beyond. The International Civil Society Centre offers models for sharing best practices and developing cross-sector solutions in a number of areas, including leadership development, governance and improved accountability. Its convening power, bringing the CEOs and senior management of the largest CSOs together in a room, also allows the Centre to attract world class specialists to advance our insights on the various topics.

Events convened by the International Civil Society Centre are a priority for me because of the excellent resources and the useful exchange with peer CEOs on the pressing issues facing our organisations.



Kevin Jenkins became President and Chief Executive Officer of World Vision International in October 2009, following a successful career

in business which included being President and Chief Executive Officer of Canadian Airlines and other senior executive roles.

Jenkins previously served as a sponsor, volunteer, fundraiser and Board member for World Vision in his native Canada. Joining the Christian relief, development and advocacy organisation full time, his goal is to achieve meaningful, lasting change for the world's most

vulnerable children and their communities. He is based at World Vision International's Global Centre Executive Office in the UK.

Global Futures

Burkhard Gnärig

Executive Director, International Civil Society Centre

If you have read or skimmed through the brief texts of this brochure you will probably agree with me: ICSOs face a demanding agenda. Expectations go from finding the courage to *speak truth to power* to *renewing the fight against climate change*, and culminate in shaping *the world we want*. But in order to fulfil such expectations, in order to play a key role at a global level, ICSOs need to develop the necessary skills, self-confidence and bargaining power. *Better global governance, stronger global leadership and more effective global partnerships* – across the sector and with key actors from outside – are key parts of ICSOs' change agendas.

Change is happening, and much more change will happen in the future: this is the one overarching message all authors convey to us. And as the world changes so fast and in so many different facets, ICSOs will have to change as well. They do not have a choice whether to change or not. They only have the choice between embracing change, which means pre-empting challenges and opportunities and proactively navigating change in pursuit of their mission, or avoiding change, which means being driven by external developments, being haunted by the challenges and unable to exploit the opportunities. There will be very little space between being a change leader and being a victim of change. And becoming a change leader requires – more than anything else – the preparedness to change oneself.

As the first ICSOs have been celebrating – or are close to celebrating – their 100th birthdays, proof of their ability to change in response to the changing world around them has been delivered. But in the new Millennium, as the speed of change increases in the outside world, ICSOs are in danger of falling behind and losing relevance and legitimacy. As business has painfully experienced, disruptive innovations (for example from chemical to digital photography or from printed to web-based encyclopaedia) can rapidly change key parameters which determine a company's success or failure. We cannot exclude the possibility of disruptive change happening in our own sector. The emergence of virtual organisations, which are increasingly able to link donors and recipients of aid directly with each other, thus cutting out the 'middleman' function which is the lifeline of many ICSOs, is just one of a number of developments that may threaten ICSOs' continued existence. On the other hand, disruptive change holds great opportunities for those who are able to detect it early and are flexible enough to change quickly. 'Creative destruction', as disruptive change is sometimes called, may destroy well established business models but it creates the basis for new ones at the same time.

If ICSOs want to contribute to changing the world, they will have to get better at changing themselves. Preparing for 'Global Futures' – not for the one future which is certain, but for many possible futures, all of them uncertain, some of them ugly and others exciting – is the challenge we have to face. If we do this jointly we stand a better chance of succeeding. And the International Civil Society Centre will be here to help.

Thank you

A great big THANK YOU to all those who contributed to the success of the International Civil Society Centre over the past five years:

The Global Chairs and/or CEOs of the following organisations who have participated in activities of the Centre:

- ActionAid
- Amnesty International
- CARE
- Caritas
- CBM
- ChildFund
- Grameen
- Greenpeace
- Habitat for Humanity
- HelpAge
- International Planned Parenthood Federation
- Islamic Relief
- Oxfam
- Plan
- Save the Children
- Sightsavers
- SOS Children's Villages
- Terre des Hommes
- Transparency International
- WAGGGS
- World Vision
- WWF

All other participants from 174 CSOs from 55 countries.

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- PricewaterhouseCoopers

And the corporate partners who provided pro bono support:

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- Bain
- Boston Consulting Group (BCG)
- Egon Zehnder International
- Keystone Accountability
- McKinsey
- Plan B
- The Value Web

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- BMW Foundation
- Dräger Foundation
- Heinrich Böll Foundation
- Greentree Foundation
- New Venture Fund
- Robert Bosch Foundation
- Rockefeller Foundation
- Vodafone Foundation
- Zeit Foundation

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- German International Cooperation (GIZ)
- Inwent

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And finally, the exceptionally dedicated staff of the Centre, without whose unremitting commitment and continuous striving for excellence the Centre's success would not have been possible.

We look forward to our continued cooperation.

Glossary

CSO Civil Society Organisation

NGO Non-Governmental Organisation

Some of the authors use the term "Civil Society Organisation" or "CSO" while others use "Non-Governmental Organisation" or "NGO". Both names refer to the same type of organisation.

ICSO International Civil Society Organisation

INGO International Non-Governmental Organisation

The expressions "International Civil Society Organisation" or "ICSO" and "International Non-Governmental Organisation" or "INGO" describe international organisations which have national affiliates in a number of countries around the globe.



ELITES ARE HIPKICKING GOVERNANCE, ASSETS & VOICE

IMPATIENCE
COMPLEXITY

WE CAN'T FIT A PROPECT WITH THE SAME MINDSET WE CANNOT RISK

EMBRACE CHANGE
THINK FLEXIBLE
TAKE LEADERSHIP

WE LEARN

USA

GLOBAL ETHICS
CITIZENSHIP

WORK TOGETHER
DON'T FOOL OURSELVES

BUILD POWERFUL ALLIANCES

EU

BE RADICAL
CONNECT FOCUS ON CONTENT
KRAMER SHARE WHERE ARE

A SEED NEED TO BE TOGETHER SOWED AND NURTURED

OPPORTUNITIES!

RECLAIM THE SPACE HAVING CORE VALUES WHICH ARE UNIVERSAL

A DISTRIBUTION OF POWER IN WHICH MORE THAN TWO NATION-STATES HAVE NEARLY EQUAL AREAS OF MILITARY, CULTURAL, AND ECONOMIC INFLUENCE.

MULTIPLE CENTERS OF ACTIVITY

FEARS
SCARCITY OF RESOURCES

CHINA

WHAT CAN WE EXPECT?

INCREASING DEMANDS FOR ENERGY FOOD WATER

FUTURE WORKFORCE

GLOBAL WARMING
PRESSURE ON CONSUMERS
SUPPORTS POLITICAL CLIMATE CHANGE

STABILITY

MODEL

INTEGRATION

PARITNERSHIPS
SOCIETATIONS IN AN
ORGANISATIONS IN AN
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