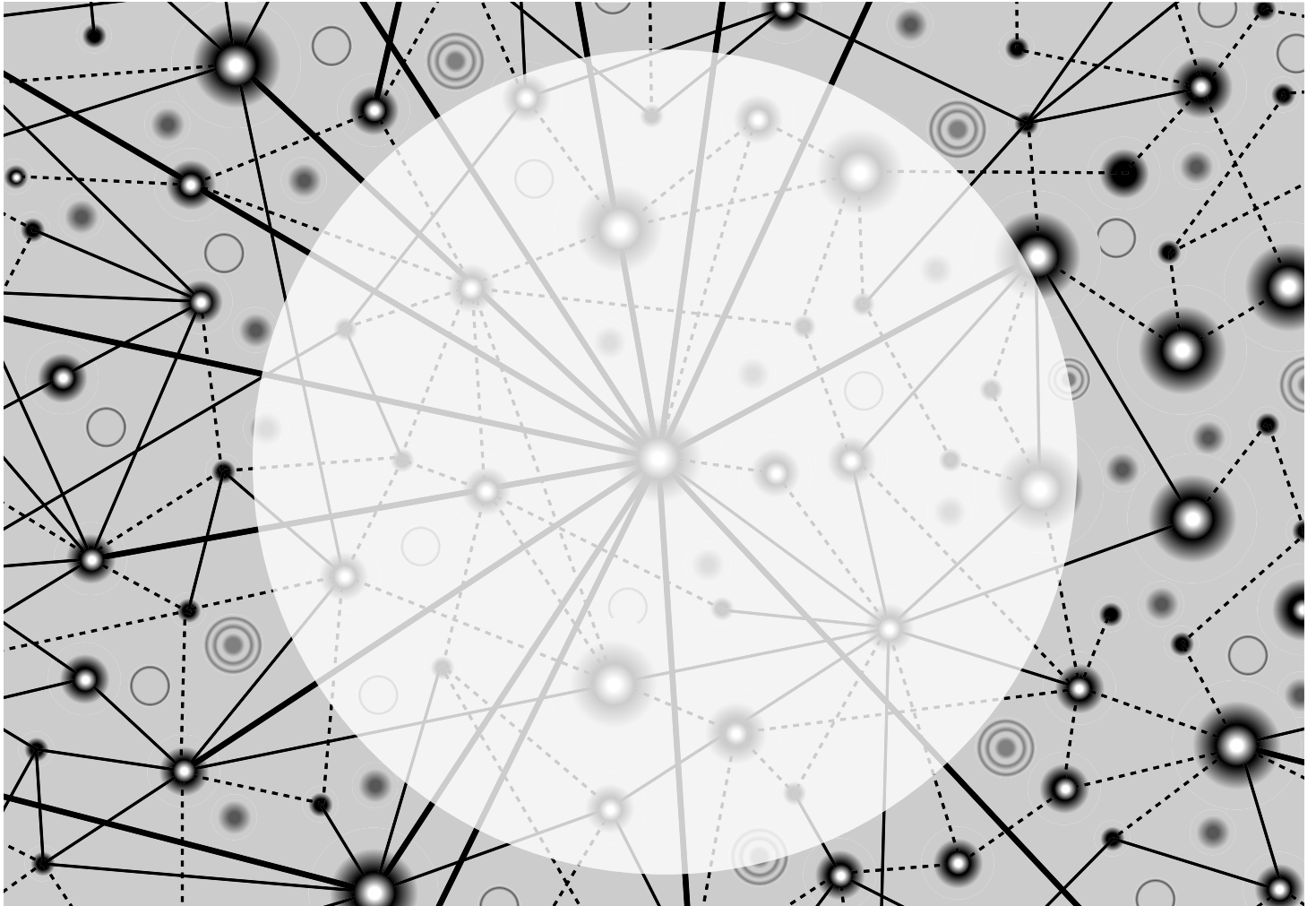World Scenario Series

The Future Role of Civil Society

January 2013

In collaboration with KPMG International

Contents

Preface

Klaus Schwab
Founder and
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The Future Role of Civil Society project was launched in June 2012 with the desire to explore the rapidly evolving space in which civil society actors operate. The project focuses on two central questions:

– What might the contextual environment for civil society look like in 2030?

– How might models of engagement for civil society, business, government and international organizations evolve in these new contexts?

Non-governmental organizations (NGOs), labour leaders, faith-based organizations, religious leaders and other civil society representatives play a critical and diverse set of roles in societal development. In the last two decades these roles have shifted as the external environment for civil society has changed. Recently, a renewed focus on the essential contribution of civil society to a resilient global system alongside government and business has emerged.

With these communities as key members of the World Economic Forum's multistakeholder platform, it is timely to examine the further evolution of civil society roles and the resulting implications for all sectors of society. The Forum's NGO, labour and faith communities, as well as the cross-sector Project Steering Group and members of the network of Global Agenda Councils have contributed extensive support and guidance to the development of this publication.

This report is the synthesis of insights gained from engaging more than 200 leaders from civil society, business, government and international organizations, and includes data from 80 expert interviews and five strategic foresight workshops. It is aimed at two groups of stakeholders: civil society leaders who wish to explore the evolving roles that they may play given future changes in economic, political, social, technological and environmental systems; and leaders from business, government and international organizations who are keen to engage more closely with civil society stakeholders, and who wish to appreciate the challenges and opportunities surrounding their activities in light of these important drivers of change.

As such, the report is designed to be interactive. While it provides a high-level map of current and future external environments in which stakeholders work together to solve societal challenges, it also provides a set of tools to enable leaders to "drill down" and identify and address the questions of most importance and relevance to their local context, community or organization. It does this by highlighting key concerns, trends, scenarios and implications and by presenting at the end of each section a set of challenging questions that will allow leaders to adapt the material to local concerns and circumstances.

Hopefully, the following insights will prove informative and thought provoking, and the report will continue to serve as the basis for productive and strategic conversations between stakeholders.
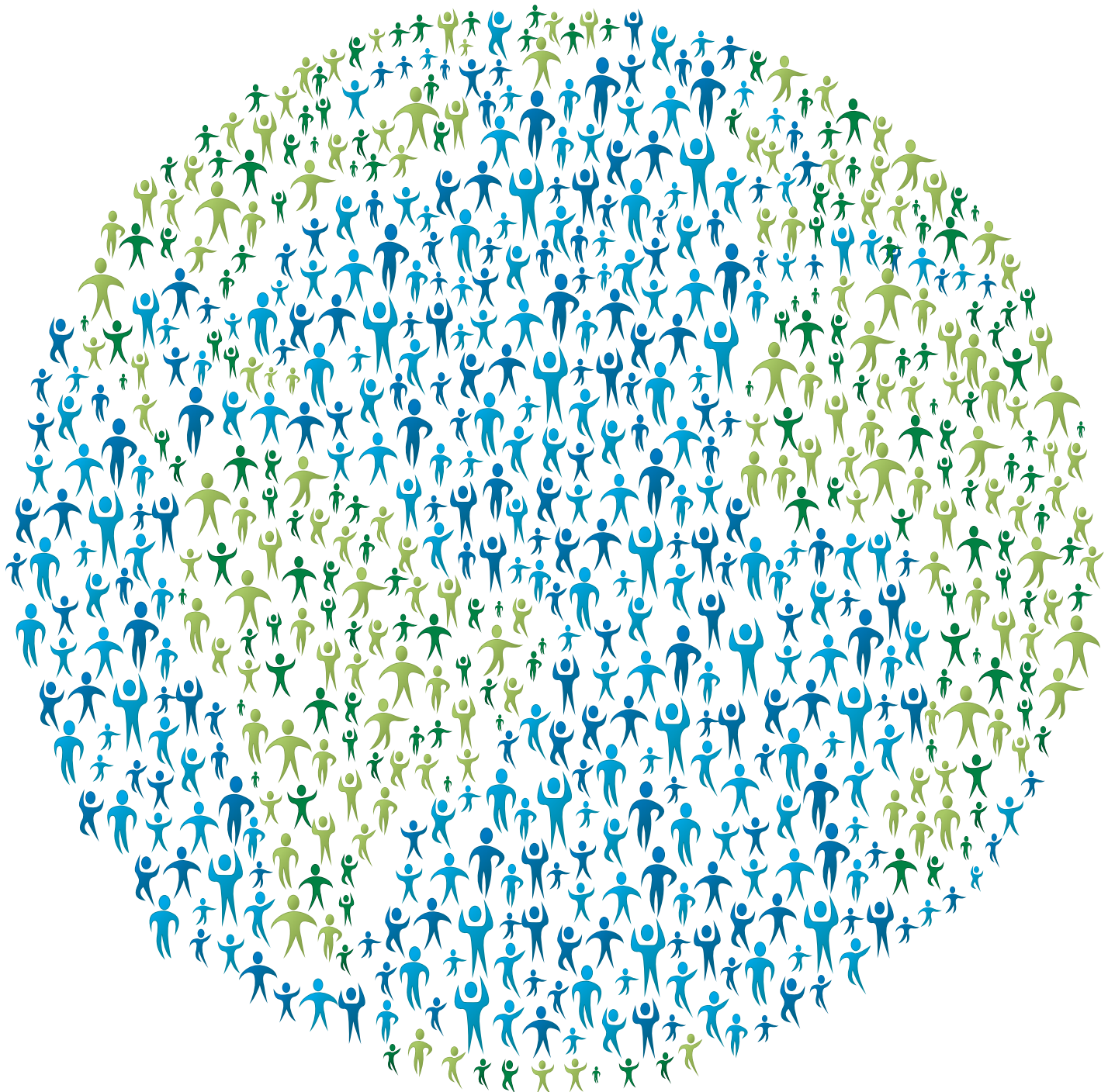
Executive Summary

Civil society is evolving in impactful and dynamic ways.

Definitions are changing as civil society is recognized as encompassing far more than a mere "sector" dominated by the NGO community: civil society today includes an ever wider and more vibrant range of organized and unorganized groups, as new civil society actors blur the boundaries between sectors and experiment with new organizational forms, both online and off.

Roles are also changing: civil society actors are demonstrating their value as facilitators, conveners and innovators as well as service providers and advocates, while the private sector is playing an increasingly visible and effective role in tackling societal challenges. Renewed interest in the role of faith is identifying powerful sources of social capital.

Furthermore, the **context** for civil society is changing: economic and geopolitical power is shifting away from Europe and North America; technology is disrupting traditional funding models and dramatically shifting social engagement; and political pressures are restricting the space for civil society activities in many countries. All of these shifts pose challenges, create opportunities and require rapid adaptation on the part of traditional actors.

Underpinning all of this is the sense that civil society in 2013 is a vibrant, diverse and evolving space, which is increasingly innovative in its attempts to solve societal challenges and support local, national and global governance.

Looking forward to 2030, civil society leaders need to understand how shifting external contexts will shape their opportunities to achieve impact, and, in particular, what this evolution means for their relationships with businesses, governments and international organizations. In a turbulent and uncertain environment, actors can no longer work well in isolation – new, more effective ways of tackling societal challenges will inevitably transcend traditional sector boundaries. This means civil society actors need to look to unusual sources for inspiration and relevance in order to adapt successfully.

Four future contexts are particularly challenging for civil society actors to consider in light of these shifting roles.

Mad Max raises the spectre of international conflict;

Transparently Blurred focuses on the impact of openness and technology;

Turbulence and Trust Deficits looks at the prospect of low growth combined with low institutional trust; and

Privatized World asks what civil society would do if the corporate sector were the primary actor "for the common good".

These scenarios allow civil society leaders to test strategies and think through opportunities presented by a rapidly changing world.

By being engaged with government, business and international organizations, civil society actors can and should provide the resilient dynamism the world urgently needs. The power and influence of civil society are growing and should be harnessed to create trust and enable action across sectors.

The changes that civil society is undergoing strongly suggest that it should no longer be viewed as a "third sector"; rather, civil society should be the glue that binds public and private activity together in such a way as to strengthen the common good.

In playing this role, civil society actors need to ensure they retain their core missions, integrity, purposefulness and high levels of trust. The world will always need independent organizations and individuals to act as watchdogs, ethical guardians and advocates of the marginalized or under-represented. Civil society in all its forms has an important role in holding all stakeholders, including itself, to the highest levels of accountability.

The shifting definitions, roles and contexts described in this report suggest that leaders across civil society, business, government and international organizations possess the opportunity to harness these shifts in order to design new solutions to societal challenges. Civil society can play a particularly powerful role in this process as an enabler and constructive challenger, creating the political and social space for collaborations that are based on the core values of trust, service and the collective good.

Civil Society Today

This section summarizes some of the dynamic characteristics of civil society in today's complex global environment, identifies key trends, and highlights common strategic concerns regarding the role of civil society and its interrelationships with business, government and international organizations. The material is based upon more than 80 expert interviews and five strategic foresight workshops, most of which were conducted under the Chatham House Rule. See the acknowledgements for the full list of interviewees and contributors to this work.

The Recent Evolution Of Civil Society

Civil society is dynamic, vibrant and influential, but is also selectively restricted

Over the last two decades, civil society has evolved significantly. Viewed at a global level, civil society is flourishing. Technology, geopolitics and the markets have created opportunities and pressures, spurring the creation of millions of civil society organizations around the world, giving rise to exciting models for citizen expression both online and offline, and generating increasing involvement in global governance processes.

An explosion in the number of registrations of civil society organizations (CSOs) has been noted, including a significant increase in activity in developing and emerging economies. Although under-resourced in comparison to business and government, funding for civil society activities has grown substantially in specific areas with support from major foundations and tailored funds.

> According to the Yearbook of International Organizations, the number of international non-governmental organizations (NGOs) was reported to have increased from 6,000 in 1990 to more than 50,000 in 2006, and now to over 65,000.
>
> At the national and regional level, in China alone, there are over 460,000 officially registered nonprofit organizations with nearly six million employees. In 2009, it was estimated that India has around 3.3 million NGOs.

Civil society is vibrant

Civil society today is recognised as a diverse and ever-wider ecosystem of individuals, communities and organizations. Information and communication technologies have opened up spaces of power, influence and association to new configurations of actors, leading to a significant growth of online civil society activity, and enabling networks to be built across geographical, social and physical divides. These networks allow greater numbers of people to aggregate and collectively address societal challenges. The documentary *Kony 2012* captured headlines worldwide as an example of the ability of a small group of people to rapidly mobilize significant online activity and media attention around a topic that had, until that time, been relatively unknown.

Networked citizens have started to change the interface and expectations of civil society empowerment. Since 2010, there has been a renewed energy of citizen expression and participation in different forms around the world, including the Arab Spring revolutions; the Occupy Movement as a response to growing inequality; citizen protests against austerity measures in Greece and Spain; and the "For Fair Elections" protests in the Russian Federation.

> The CIVICUS 2011 State of Civil Society Report highlights that people in 88 countries (home to half the world's population) took part in mass citizen action during 2011.

While these informal networks and civil resistance movements, enabled by mobile and social technologies, signpost a new era of citizen engagement, traditional institutions of 'organized' civil society have played critical roles as supporters, facilitators and funders – for example, unions in Tunisia, Egypt and Bahrain and the establishment of labour outreach committees by the Occupy Movement.

Civil society is influential

In the words of one expert, "civil society's time has come". Civil society is a genuine constituency that sits alongside other stakeholders, and is generally accepted and established in global governance processes. Whereas 20 years ago civil society might have been viewed as being in opposition to other sectors; now, formally organized and more loosely networked civil society groups are increasingly involved in partnerships with governments and businesses, and are engaged in official consultation processes of multilateral fora such as the G20 and the United Nations.

Important gains have been made in policy advocacy at the global level, exemplified by Jubilee 2000's success in influencing the G8 agenda, and the development of global voluntary standards for industry. International and regional institutions have developed formal processes for civil society engagement and consultation, for example the African Development Banks' July 2012 publication of a Framework for Enhanced Engagement with Civil Society Organizations, and the Civil Society Policy Forum convened at the 2012 Annual Meetings of the International Monetary Fund (IMF) and World Bank Group.

However, some civil society leaders feel that the power and influence of organized groups has emerged at the expense of the constituency becoming more 'establishment-oriented' – representing a departure from civil society's political roots in numerous parts of the world.

Civil society is being restricted

Across the globe there are examples of civil society exhibiting an energetic voice in promoting the principles of fair and equitable economic development, gender equality and human rights. In many countries, however, the community faces ever-tightening restrictions. Whether via strict media oversight or burdensome regulatory hurdles for CSOs, governments in numerous countries are restricting the space for civil society – particularly in the arena of advancing human rights or democratic principles. Steps to suppress or curb civil society freedoms include limiting access to national and foreign funding, erecting barriers to mobile communications, and applying onerous, arbitrary or poorly administered registration processes. Beyond steps taken by specific national governments, international civil society leaders have identified a more general decline in funding available for advocacy, rights-based activities, or "causes that challenge the status quo".

While many of these measures may not constitute overt acts such as bans, civil society leaders say the implications of these more subtly administered restrictions extend beyond specific activities to hinder the development of democratic governance, accountability and stability over the long term.

There are implications too for the willingness of the private sector to engage in social responsibility programmes, in particular in partnership with civil society organizations, in regions where there is a risk this could be perceived as a threat to the state.

According to the CIVICUS Civil Society Index (CSI) project of 2008-2011, across CSOs in 33 countries, only 8% believe that the legal and policy environment for civil society is fully enabling for their operations, and a higher amount (47%) find it either quite limiting or highly restrictive compared to those that find it moderately enabling (45%).

"
It is a shame to see some governments quietly gagging their civil society actors; I strongly believe that governments and their citizens have so much to gain from strong and dynamic civil society organizations.
"

Richard Blewitt, HelpAge International

"
Civil society is dynamic and essential for the preservation of democracy.
"

Leopoldo Martinez, Center for Development and Democracy in the Americas (CDDA)

Deep Dive: Defining Civil Society

A common starting point

Broadly speaking civil society is commonly defined as "the area outside the family, market and state", encompassing a spectrum of civil society actors and entities with a wide range of purposes, structures, degrees of organization, membership and geographical coverage. While descriptions vary across institutions and countries, the "civil society ecosystem" typically includes:

– NGOs, non-profit organizations and civil society organizations (CSOs) that have an organized structure or activity, and are typically registered entities and groups
– Online groups and activities including social media communities that can be "organized" but do not necessarily have physical, legal or financial structures
– Social movements of collective action and/or identity, which can be online or physical
– Religious leaders, faith communities, and faith-based organizations
– Labour unions and labour organizations representing workers
– Social entrepreneurs employing innovative and/or market-oriented approaches for social and environmental outcomes
– Grassroots associations and activities at local level
– Cooperatives owned and democratically controlled by their members

This report focuses on those civil society actors working positively to reduce societal harms and increase societal benefits. They aim to improve social cohesion; increase levels of economic and social development; reduce the burdens of poverty, ill-health and inequality; promote the interests of marginalized groups; extend the protection of social, civil and political rights; protect the environment; and provide services such as health, education and other forms of community development.

Institutional definitions of civil society

The World Bank has adopted the definition of civil society developed by a number of leading research centres, namely: "the wide array of non-governmental and not-for-profit organizations that have a presence in public life, expressing the interests and values of their members or others, based on ethical, cultural, political, scientific, religious or philanthropic considerations. Civil society organizations therefore refer to a wide array of organizations: community groups, NGOs, labour unions, indigenous groups, charitable organizations, faith-based organizations, professional associations, and foundations."

The EU considers CSOs to include: "all non-State, not-for-profit structures, non-partisan and non–violent, through which people organize to pursue shared objectives and ideals, whether political, cultural, social or economic … they include membership-based, cause-based and service-oriented CSOs. Among them, community-based organizations, non-governmental organizations, faith-based organizations, foundations, research institutions, gender and LGBT organizations, cooperatives, professional and business associations, and the not-for-profit media. Trade unions and employers' organizations, the so-called social partners, constitute a specific category of CSOs."

The African Development Bank states: "The CSO comprises the full range of formal and informal organizations within society." According to the bank's official definition, "Civil society encompasses a constellation of human and associational activities operating in the public sphere outside the market and the state. It is a voluntary expression of the interests and aspirations of citizens organized and united by common interests, goals, values or traditions, and mobilized into collective action either as beneficiaries or stakeholders of the development process. Though civil society stands apart from state and market forces, it is not necessarily in basic contradiction to them, and it ultimately influences and is influenced by both."

Limitations of representation in this analysis

This work has predominantly engaged members of organized civil society and has had limited access to grassroots associations and social movements. The authors have engaged civil society, business and government representatives from more than 30 countries, but it should be noted that, overall, this analysis is biased towards international and regional, largely English-speaking organizations. The authors have not included anti-social groups, recreational community groups or employer organizations in this civil society analysis.

Shifting Civil Society Roles and Relationships

Civil society roles are blurring

The roles that different stakeholders play in relation to civil society are blurring. Sources of social capital are changing in an increasingly global, hyperconnected and multistakeholder world. Within the complex ecosystem of myriad civil society activities and relationships, some actors, such as faith and religious cultures, as well as social media communities and networks, are starting to play an enhanced role.

Civil society roles include:

– **Watchdog**: holding institutions to account, promoting transparency and accountability
– **Advocate**: raising awareness of societal issues and challenges and advocating for change
– **Service provider**: delivering services to meet societal needs such as education, health, food and security; implementing disaster management, preparedness and emergency response
– **Expert**: bringing unique knowledge and experience to shape policy and strategy, and identifying and building solutions
– **Capacity builder**: providing education, training and other capacity building
– **Incubator**: developing solutions that may require a long gestation or payback period
– **Representative**: giving power to the voice of the marginalized or under-represented
– **Citizenship champion**: encouraging citizen engagement and supporting the rights of citizens
– **Solidarity supporter**: promoting fundamental and universal values
– **Definer of standards**: creating norms that shape market and state activity

Recognizing that no one sector can solve the world's major societal challenges alone, these roles are increasingly carried out through engagement in partnerships and collaborative frameworks across civil society, and with stakeholders from business, government and international organizations. The unique concept of civil society as "the space where we act for the common good" is expanding, as civil society actors frequently play the role of enabler in driving change in collaboration with other stakeholders, as discussed further below.

Examples of blurring roles

Partnership examples, where civil society organizations and the private sector have come together in collaboration, are now wide and varied. Some focus on so-called "Bottom of the Pyramid" business models, some on creating new products and services to target unmet needs such as tropical diseases or to reduce environmental impact, whilst others focus on setting voluntary standards for a specific issue or at an industry sector level such as the Voluntary Principles on Security and Human Rights (www.voluntaryprinciples.org) and the Devonshire Initiative (http://devonshireinitiative.org/) in the extractives sector.

In Bangladesh, CARE has established a joint venture with danone.communities to form a rural distribution system targeting marginalized people. JITA, the social business operating the network, employs approximately 3,000 marginalized women who act as sales agents, selling door-to-door products sourced from hubs that connect to producers including private companies such as Unilever, Bata, and Grameen-DANONE foods Limited. Providing an income-generating opportunity for marginalized women as well as employment opportunities through the distribution hubs, the model is now expanding with the aim to engage approximately 12,000 marginalized women reaching 10 million rural consumers in 24 months.

In Haiti, another international NGO, Mercy Corps, co-founded MiCRO with Haiti's largest microfinance institution Fonkoze, partnering with the UK's Department for International Development (DFID) and Swiss Re, a leading global reinsurer. The hybrid insurance product gives small business owners, and particularly women entrepreneurs, a safety net against the economic impacts of natural catastrophes such as hurricanes, floods or earthquakes, providing coverage to more than 60,000 Haitians and their families. As of October 2012, claims were paid to 18,000 policyholders worth a total of USD $4.5 million.

To tackle human trafficking, ManpowerGroup, the global human resources firm, and Verité, a global human rights and labor rights NGO, jointly developed the Ethical Framework for Cross-Border Labor Recruitment, which aims to raise standards for cross-border recruitment of workers, protecting workers and promoting greater transparency. The standards within the framework are to be backed up by a verification system that certifies business compliance. "This project is a model of collaboration between business and civil society. Companies and NGOs can achieve much more together than they can separately, provided they remain focused on demonstrating impact," stated Dan Viederman, CEO of Verité.

The leadership and innovation of "enlightened" corporate and public bodies with an expressed commitment to social purpose complements such efforts. A shift in the mobilization of private sector capital towards social and environmental objectives – for example through corporate sustainability or citizenship programmes, new models of philanthropy and social investment instruments – is introducing a set of leaders from the corporate sector committed to driving broad societal change.

Business leaders from major multinationals are actively contributing to global governance processes. Examples of this include the joint initiative of the World Business Council for Sustainable Development (WBCSD), the International Chamber of Commerce (ICC), and the United Nations Global Compact (UNGC) to represent a coalition of leading businesses committed to sustainable development in the United Nations RIO+20 process; the World Economic Forum's Friends of Rio+20 group; the B20 summit and taskforces to provide recommendations to government leaders of the G20; and the appointment of Unilever Chief Executive Officer Paul Polman to the UN High-Level Panel of Eminent Persons on Post-2015 Development Agenda.

Traditionally-compartmentalized divisions between stakeholder groups are starting to dissolve, and both agenda-setting and the development of new solutions to global challenges are characterized increasingly by a matrix of representatives with overlapping roles and responsibilities. Figure 1 presents a visual interpretation of this blurring of roles and overlap of activity by business, government and civil society stakeholders

Figure 1: Changing paradigms for sector roles

Source: World Economic Forum/ KPMG

> **The uniqueness of civil society is making other sectors work, leveraging their capabilities and enabling solutions.**
>
> Jim Wallis, Sojourners National Christian Organization

Business Government Civil Society

Old Paradigm

- Government, Civil Society and Business each acting primarily within their own spheres
- Some degree of interaction, but limited—each sector acting independently to influence the other
- Independently-defined roles of each sector

New Paradigm

- Greater degree of activity to address societal challenges within each sector and more integration across a shared space
- New frameworks for collaboration, partnership and innovation resulting from increased intersections
- Increased blurring of traditional roles
- Evidence of hybrid organizations emerging (e.g. business with social purpose and civil society as market actors)

Deep Dive: Civil Society Playing an Enabling Role

Civil society is seen to add significant value to other sectors, whether as an official partner, through informal collaborations or through "spillover" effects. Experts from business, government and international organizations have highlighted the importance of the roles that civil society plays as part of the broader governance system.

For business

Civil society provides **legitimacy**, **assets and intelligence** to help deploy solutions that may be complementary to or aligned with private sector interests. Civil society is used to doing "more with less" and seeking innovative solutions to societal challenges. Much has been made of the concept of "frugal innovation" in recent years; similarly, civil society has **incubated** product and service areas that have led to commercial applications.

Civil society organizations and activities are also often able to access **local knowledge, expertise and insight** to reach "the last mile", providing connections with and understanding of potential consumer bases.

Finally, many sophisticated private sector players map and build relationships with key opinion-formers who influence the policy and public agenda. Where interests are aligned, civil society organizations and corporations can form effective **coalitions** to progressively shape the debate.

For government

As part of the "social basis for democracy", civil society represents a fundamental part of the **democratic system** and highlights issues of importance. It has the ability to express controversial views; represent those without a voice; mobilize citizens into movements; build support across stakeholders; and bring credibility to the political system by promoting transparency and accountability. In terms of **policy formulation**, civil society is a valuable partner in providing deep subject-matter expertise based on first-hand experience, trialling and scaling up innovations in social services and facilitating citizen engagement.

Civil society representatives often **act in the public interest** as whistle-blowers, holding institutions and individuals to account – for example with regard to environmental pollution and tax avoidance. This is a valuable service that complements government regulation and oversight, but one that can be under-valued. Similarly, CSO activities, both alone and in public-private partnerships, often complement (and frequently supplement) government assistance in providing a wide range of services to populations.

Finally, as discussed above, society can act as **an enabler of and catalyst for cross-sector change**, creating for governments the political and policy "space" to make difficult or otherwise unpopular decisions.

For international organizations

Civil society representatives possess significant experience and expertise, particularly at grassroots level, that can help international organizations **formulate policy and strategy** effectively.

By virtue of being closer to the end-beneficiaries of global policy and programmes, civil society organizations and movements can add **credibility** to international organization activities. By involving civil society as implementing partners, interventions are more likely to be **effective** on the ground and to reach those who are most in need.

As new public-private partnerships emerge, civil society can also provide accountability as a watchdog to ensure outcomes are socially and environmentally responsible.

From 2007-2009, CSOs were involved in different ways in the design and preparation of over 75% of World Bank projects; their participation has increased to 87 per cent in the formulation of the country assistance strategies (CASs) and to 100 per cent in consultations on poverty reduction strategy papers (PRSPs)
(*Source: World Bank Civil Society Engagement 'Review of Fiscal Years 2007 – 2009*)

Deep Dive: The Role of Faith in Civil Society Today

There is increasing interest in, and prominence of, faith and religious culture in public life, as well as a growing recognition of the contributions these can make to society. Faith communities are increasingly seen as integral to solving global problems and human security needs as influential authorities, trusted partners, service providers, community mobilizers and advocates.

The role of faith is also important as a source and voice for values and morality that are widely perceived as lacking in modern, secular society.

Interviewees identified several factors driving this renewed interest in faith, offering new opportunities for faith to engage in civil society and the public sphere. These were:

– Increased appreciation of the **dynamism** and in some cases the growth of individual faith in many parts of the world. The philosopher Juergen Habermas has observed that there appears to be a "political revitalization of religion at the heart of Western society". Data from the Pew Research Centre indicates that more than eight-in-ten people globally identify with a religious group as of 2010. The sociologist Peter Berger, writing about the phenomenon of 'descularization', claims that "the world today, with some exceptions … is as furiously religious as it ever was …"

– Increased appreciation of the **resources** inherent within communities of faith: for example human capital, physical capital (community buildings), financial capital, and social capital. These have the potential to be deployed in the direction of delivering social welfare and community services. This is true of developing countries, where faith communities are often the primary provider of basic schooling or nutrition, as much as of the West, where faith communities' infrastructure helps the poor, vulnerable and unwell.

– Increased appreciation of the importance of **social capital** and the role of faith in strengthening it; and the resilience of civil society to develop positive resistance to extremist elements. Faith communities are sources of what the US sociologist Robert Putnam calls "bonding capital." And so faith and religious culture are increasingly regarded as drivers of community cohesion – although at times also the reverse – thanks to the engagement of faith communities and organizations at the grassroots of society.

– Governments extending **new forms of participatory governance** to include faith communities, engaging them strategically in the development of more legitimate and effective decision- and policy-making. There are often explicit structures for engaging faith in public policy, local governance and the provision of services. Many countries have also adopted rules and policies regarding the governance of faith. The issue of the involvement of faith in politics, policy and decision-making remains controversial and requires reflection on boundaries between institutions and between the public and personal.

– The **growing presence of religions online** and how the potential to increase access, participation and influence can circumvent traditional channels of knowledge and authority. The Internet has democratized religious authority and flattened the lines of transmission whereby power is disseminated among religious communities. Individuals can, through the Internet, consult thousands of religious scholars on any issue of concern until they find an authority or community that shares their values and ideals. Without territorial borders to constrain the meaning and composition of community, religion has become more and more personalized, while religious communities have fractured into smaller "micro-communities" bound together by a set of values that cannot be contained within any geographic boundaries.

– Increased appreciation of faith as a **critical perspective on the world**, providing alternative, often useful, frameworks on modern society. For example, many faiths celebrate human beings and dignity for their own sake and offer a new vision of social change without sacrificing cultural identity. In doing so, faith acts as a reminder of 'forgotten ontological categories', calling us back to human values, alongside economic and legal considerations.

– Increasingly-sophisticated appreciation of the **role of faith in relation to extremism and conflict**. Project interviewees stressed the need to acknowledge and understand better the destabilizing role that faith and religious culture can play in society, and in particular recognizing increasing levels of fundamentalism at the margins of many religions. However it was also mentioned that academics and policy makers, if not the general public, have gained appreciation in recent years of how such risks and conflicts arise and develop. For example, research by the Pew Research Centre and others is shedding light on how interactions between religious culture, demography and the strength or weakness of economic and political environments can contribute to extremist activity and the risk of social disruption.

There are a number of voices of caution associated with this renewed interest in faith. Interviewees cautioned against seeing faith as an **instrument of control or means to an end**. Using terms such as "capital" or "resource" can subject faith to a market logic which can turn it into an instrument of social policy and economic progress. By doing so, we risk distorting and potentially reducing the contribution of faith communities.

Faith groups, both historically and today, play major roles in shifting social norms, catalysing social action and providing relief services in ways that encompass groups beyond their own followers. For example, religious leaders played prominent roles in opposing apartheid in South Africa; in El Salvador, Archbishop Oscar Romero was a highly influential figure before his assassination in 1980, speaking out on behalf of victims of human rights abuses. Faith-based NGOs have become major players in working to relieve hunger, and mobilise aid especially after earthquakes and other disasters. Faith groups offer services and support to poor people that they wouldn't otherwise be able to access or afford; in some African countries, 70% of health services are provided by the faiths.

The engagement of faith groups and religious leaders with public policy and issues of broader national or global significance has increased in recent years, often in an inter-faith context. Selected activities are highlighted below.

UK Government Partnership on Aid with Faith Communities
In June 2012, the Church and faith groups signed up to new principles for collaborating with the UK Government on aid. The Faith Partnership paper signalled a new stage of understanding and cooperation between government and faith groups on international development. The following organisations have joined a working group with the Department for International Development (DFID): CAFOD, Christian Aid, Church of England, Guru Nanak Nishkan Sewak Jatha, Lambeth Palace, Muslim Charities Forum, Progressio, Quaker Peace and Social Witness, Tearfund, Volunteer Missionary Movement, World Jewish Relief, World Vision. It is noteworthy that the DFID's Global Poverty Action Fund (GPAF) – designed to ensure broader reach than 'usual suspects' – awarded two-thirds of their 54 grants to new organizations that had not previously received funding, ten of which were faith based organizations.

US Government Increases Engagement with Faith Communities
The Obama Administrations' Advisory Council on Faith-Based and Neighbourhood Partnerships has acknowledged the increasing overlap of faith with not only economic growth and community development efforts, but also global poverty and the sustainability agenda. This recognition is reinforced by the high-level recommendations of the Religion and Foreign Policy Working Group of the recently launched Strategic Dialogue with Civil Society that argues for increased inter-governmental engagement and outreach with faith-based civil society around the globe, including post-conflict zones.

"Young people, who are more interconnected than ever through technology and social media, have claimed a key role in shaping civil society and creating a better world for all.

Babatunde Osotimehin, United Nations Population Fund (UNFPA)

"The digital revolution's hallmark is disintermediation, shrinking the space between individuals and organizations. If NGOs think it won't impact their work, they're kidding themselves.

Michael J. Elliott, ONE

"Civil society has a unique role in fostering innovations. It has the ability to experiment, move faster (than government) and act as an agent of change.

Dr. Sania Nishtar, Heartfile

"A critical role that civil society can play is to moderate the impact of the markets.

John J. DeGioia, Georgetown University

"The fundamental challenge is enhancing civil society's credibility and effectiveness as a progressive force for good.

Vijay Poonoosamy, Etihad Airways

"The public are speaking out, asking for justice and demanding fair, open societies. Civil society, business, government and international organizations all need to focus on outcomes and work together for the collective good.

Lord Michael Hastings, CBE, KPMG International

Influential Trends Within and Around Civil Society

Interviewees identified a number of trends shaping civil society roles and relationships with other stakeholders. Some of these factors are working in favour of an enhanced role for civil society; others challenge this community to define more sharply its responsibilities and contributions. A subset of the trends identified in interviews, workshops and desk research are worth highlighting, as they were prioritized by interviewees and influenced sketch scenarios outlined in the following section of this report.

Global institutions are no longer fit for purpose

Members of civil society and business have noted the decline of traditional institutions that have been in place since the end of World War II, and their guiding rules of engagement. Business, government and civil society leaders now want more socially inclusive models of governance and economic policy.

The world is becoming hyperconnected

Through increasing access to the Internet, social media and mobile phone technology, the power of the individual as a virtual citizen is on the rise. The scale of social networks – Facebook has more than a billion users while SinaWiebo boasts 400 million – and the speed of information transfer, has shifted the paradigm of citizen expression. Non-hierarchical communication structures are one result.

Civil society, along with business, government and international organizations, are challenged to respond to, represent, and engage this proliferation of voices online in a way that leverages the power of connectivity. Governments are using such connectivity to experiment with different forms of public engagement and consultation: for example, both Egypt and Iceland have employed online technologies to "crowd-source" input into their new constitutions.

> According to Charles Leadbeater in his paper, the Civic Long Tail, "decades after the United Nations adopted the Universal Declaration of Human Rights; the web is creating a parallel but arguably more effective universal set of expectations among citizens." He continues, "even if social media does not become a platform for overtly political activity, it is already changing how citizens expect to be treated and so what they expect of government."

Interest is growing in the role of faith and religious culture in society

Individuals within government, business and civil society are exploring new ways to leverage the strengths of on-the-ground faith based actors within the context of local community development, as well as in overseas aid and economic development. Faith is also seen as a source of ethical principles and values within business models. Appropriate mechanisms need to be defined for engagement with leaders of religious institutions and faith-based organizations.

There is profound public pressure – and increasingly an economic argument – for responding to pressing challenges of inequality

The extremes of wealth and the depths of poverty that have arisen globally in recent decades provide a stark reality for leaders of government, business and civil society. The power of the Internet to vividly project this phenomenon puts each sector under the spotlight to respond swiftly and convincingly.

Significant demographic shifts are under way which have yet to be factored into our economic, political or social systems

The demographic distribution of young vs. older national populations is having and will continue to have a profound effect on how civil society, business and government position their strategic approaches to deliver job opportunities, health care and mechanisms for responding to citizen needs.

The generation of youth that is presently emerging only knows a world that is wired and, significantly, is using social media to address its concerns, exert rights and create positive societal change. Planning for the development of mechanisms to "deliver" in a world forecast to have a population of 9 billion people by 2050 – many of whom will live within emerging economies and in cities – represents a significant challenge.

There is reduced certainty of funding size, sources and modes from traditional donors and a rise of new socially driven financial actors

CSOs have witnessed traditional funding streams shrink. Modifications have been made to donor criteria, including diversification of funding sources, requirements for private sector partners, and more stringent requirements to demonstrate impact. Simultaneously, new sources of finance are emerging, such as the rise of emerging market philanthropists, social entrepreneurs, and social investment products. New mechanisms to access finance are also emerging, such as crowd-sourced funding and models like KIVA, an online lending platform connecting lenders and entrepreneurs.

Member organizations of Interaction, an alliance of US-based NGOs, report that whereas they relied on official aid for 70% of their operations 20 years ago, today they raise 70% of their budgets from private sources.

There is a widening trust deficit towards institutions and between sectors

The rise of citizen protest and the confirming evidence by research firm Edelman and others, reveal a reduction in level of trust by the general public in institutions around the world such as business and government.

Trust in governments and the financial sector has particularly been affected. Interviewees also pointed to the ongoing challenge of low levels of trust between certain elements of civil society and the business and government sectors in specific regional and national contexts.

Governments facing fiscal pressures are scaling back social service provision

Recent concerns over government debt and attempts to restore competitiveness after the global financial crisis of 2008 have resulted in austerity measures that cut public spending on social services.

Private sector players are increasingly developing strategies to address social and environmental challenges

A number of leading businesses are today reorienting their activities with the objective of bringing positive impact to complex societal challenges as a core part of their business and organizational strategies.

Alongside major multinationals, this shift is taking place in emerging markets, through the leadership of "Sustainability Champions" such as Florida Ice and Farm Company S.A., based in Costa Rica, which employs strategies for "triple-bottom line performance" (economic, ecological and societal impact) and aims to increase access to their products for poor rural communities and thereby address malnutrition.

Such strategies have come to be known as pursuit of "shared value" – which involves creating economic value in a way that also creates value for society by addressing its needs and challenges. As a result, businesses employing these strategies do not see themselves standing outside civil society but rather as part of an emerging group of leaders acting in the common interest.

In 2011, the Global Impact Investing Network and JPMorgan predicted nearly $4bn of impact investments in 2012, and as much and as much as $1trillion in the coming decade

"
Civil society is consistently trusted far more than government, business and the media at a time when trust is by far the most valuable currency.
"

Ingrid Srinath, Former Secretary General of CIVICUS

New patterns of economic and political power are creating a shift in the axis of development

The traditional North-South development dynamic is being challenged by geopolitical and economic shifts, including foreign direct investment of emerging economies such as China's outward investment in Africa; changing focus of donor countries from aid to trade with key emerging market economies; and the new map of the fastest-growing economies in Africa, Asia and Latin America. In response, many international civil society organizations are looking to "internationalize" their funding and management structures.

Strategic Concerns Of Civil Society Leaders

In light of the significant trends and uncertainties identified in this report, organized civil society is facing five key strategic issues:

Where will our funding come from?
Financial sustainability is the top priority for organizations dealing with budget cuts and the shifting priorities of the donor community. Civil society leaders identified competition for resources and visibility as a key barrier to effectiveness.

Several interviewees identified opportunities and even a necessity to rationalize and/or merge organizations in the wake of the 2008 financial crisis. Online technology, which can connect directly funders and beneficiaries, or individuals and causes, cutting out the middleman, is perceived as a significant challenge to traditional business models of international civil society organizations.

Overall it was felt that, in this period of great uncertainty, resource competition is driving division, just when the sector would benefit from greater cohesion.

How can we better demonstrate accountability and impact?
The increased focus of donors and the public on outcomes creates an environment where CSOs are under pressure to measure and communicate impact and results. In the current environment, the diversity of these instruments and approaches are contested and can be an administrative burden.

Civil society leaders have expressed concerns about how best to develop a standardized model for measuring outcomes that is equivalent to the business concept of return on investment, while also being adaptable to the hugely diverse activities within the CSO community.

Leaders have identified the broader threat of delegitimization, and with heightened scrutiny of methods, representativeness and results, there is also a need to demonstrate effectiveness and progressiveness through greater transparency and accountability.

How do we stay relevant in and capitalize on a hyperconnected and youth-oriented world?
Civil society organizations are attempting to find their footing in an increasingly networked global context where younger generations are educated, civically aware and have high expectations.

The millennial generation's technology-enabled power to influence is growing in rapid and interconnected ways. In a period that has seen social movements drive momentous change, organized civil society is asking, "where were we?" and looking to build links to translate spontaneous activity into long-term change.

How do we collectively engage to make an impact in global governance processes?
Reflecting on global processes such as the G20, Rio+20 summit and ongoing climate negotiations, civil society leaders are looking for ways to deliver greater impact and better outcomes in global governance architecture.

On the one hand, there is the challenge of being heard in the corridors of power and of being recognized as an equal stakeholder – but civil society leaders also recognize the challenge of coordinating to achieve results, and have expressed frustration that while institutions such as the United Nations open their doors to civil society, it can be difficult for diverse civil society to effectively engage.

How do we adapt to shifting roles among stakeholders so as to maximize the value that civil society actors bring to solving societal challenges?
Civil society leaders are keen to understand and adapt to the shifting landscape outlined in this section – emerging roles, challenging trends and new strategic concerns – in order that they and others are as effective as possible in solving societal challenges.

For this reason, the following section examines more closely the forces that will shape civil society in the coming two decades, and the challenging scenarios that may result. This will help leaders from all sectors to consider how these roles, trends and concerns may further evolve.

Toolkit: Reflecting On Important Trends and Strategic Concerns

The following questions may be helpful in reviewing your organization or community's strategic context and core concerns:

– How is your role or mission changing in light of the trends discussed above?
– How is your relationship with other stakeholders changing, and what is driving this shift?
– What trends would you add to the list above that are particularly important for your work?
– What new players, models of relationship or activity are you seeing that could affect you?
– How is your organizational or community base changing in terms of structure, preferences or behaviour?
– What do you feel might be fundamentally disruptive to your ability to achieve your outcomes?
– If you could wrap all these thoughts into a central "**strategic concern**", what would that be?

"

New social movements may undermine the need for and importance of organized civil society. As people connect and mobilize spontaneously, key actors (citizens, policy-makers, business) may question why we need institutionalized NGOs.

"

Dhananjayan Sriskandarajah, CIVICUS

"

Access to human capital and financial resources is critical. Being able to work within the competition dynamic is fundamental. However, both present challenges for civil society.

"

Brian Gallagher, United Way

"

The central challenge is how to build a pro-democratic strong civil society with freedom of choice and free markets without giving power to extremists who may undermine these efforts.

"

David Saperstein, Religious Action Center of Reform Judaism

"

Civil society is going to have to be more rigorous in measuring impact beyond outcomes, but donors are going to have to be more open to valuing different types of impact.

"

Peter Prove, Ecumenical Advocacy Alliance

Looking to the Future: Critical Driving Forces and Scenarios

The previous section looked at the diversity of roles played by civil society today and the trends that have shaped the current environment, in the process illuminating the key concerns of civil society stakeholders. This section looks forward, explores the critical uncertainties that might significantly reshape the context in which civil society operates in the future and outlines four very different, plausible future contexts in which decision-making might need to occur.[1]

For more information on the World Economic Forum's strategic foresight methodology, and for details on using the driving forces to create further scenarios specific to your local context, please see the Appendices.

Critical Driving Forces Reshaping Civil Society to 2030

Through extensive expert and stakeholder consultation, six critical driving forces[2] that might significantly reshape the future context of civil society were identified:

– The level and sources of funding for civil society stakeholders
– The social and political influence of increasing access to technology
– The extent and type of citizen engagement with societal challenges
– The state of global and regional geopolitical stability and global integration of markets
– The effect of environmental degradation and climate change on populations
– The level of trust in governments, businesses and international organizations

Table 1 below provides more details about each of these forces. The relative level of uncertainty for each driving force is indicated in the first column. For a more complete and disaggregated list of uncertainties relevant to the future role of civil society, as well as resources for using these driving forces of change to explore local contexts, please see Appendices A, B and C.

By exploring how these critical driving forces – which are highly significant, yet critically uncertain in terms of what outcomes they may yield – we begin to understand how the context of civil society could plausibly be different from what it is today. Civil society leaders are encouraged to remain aware of the broader context in which they operate and to test and clarify their purpose and strategies against them regularly. Leaders from business and government are encouraged to consider how this broader context may alter the delicate balance in roles and relationships across all sectors.
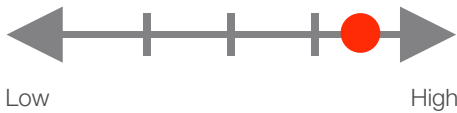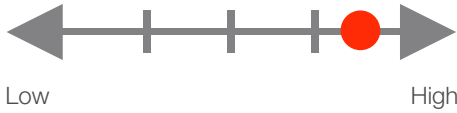

[1] 2030 was chosen because it is distant enough from the present to allow for substantial shifts in social and generational trends while not being so far out that discussion of it seems irrelevant, hence enabling creative thinking about the future.
[2] These critical driving forces were drawn from a longer list of driving forces of change (see Appendix B). They are the driving forces of change considered most important and uncertain in terms of impact.

Source: World Economic Forum

Driving Force	Potential States in 2030
What is the level and what are the sources **of funding for civil society** stakeholders in 2030? Low ——— High	– When economic growth is robust, corporations, foundations, governments and individuals are more willing and able to give to charities, provide official development assistance and invest in civil society activities. – Weak economic growth creates the opposite dynamic. For example, charitable giving by Americans hit a record US$ 310 billion in 2007, but dropped to less than US$ 280 billion in 2009. – Sources, types and conditions of funding in the year 2030 may also be quite different from today. For example, there may be widespread use of social investment products that come with new corporate governance regulations and effective online tools for direct funding at all scales.
What is the social and political influence of **increasing access to technology**? Low ——— High	– While project participants thought populations would generally experience increasing access to technology, they were uncertain as to how citizens and governments might employ it, and its impact on issues such as transparency and governance. – In one direction, increasing technology access could drive a revolution in open governance, crowd-sourced decision-making and heightened transparency. – In other settings, business or governments could govern heavily the use of technology, restricting its use or monitoring activity.
What is the extent and type of citizen **engagement with societal challenges**? Low ——— High	– Citizen engagement and identification with societal challenges determines the public's willingness to volunteer and support civil society activities with funding and political support. – Low engagement could indicate less political will to lead or support civil society activities, as well as fewer human, technological and financial resources.
What is the state of **global and regional geopolitical stability and global integration of markets**? Low ——— High	– Geopolitical stability and globalization are often taken for granted – yet these trends enable the smooth movement of goods, people and ideas. – Geopolitical conflict could act as both a disrupter to and a driver of civil society activity, through the creation of security concerns and regional barriers to trade. Such conflict may arise due to concerns over military expansion and/or access to resources, particularly where there are existing border disputes. – Geopolitical instability often affects the attitudes of governments to foreign organizations and citizen assembly, creating pressure on civil society activities.
What is the effect of **environmental degradation** and **climate change** on populations? Low ——— High	– Participants generally believe that the world will experience greater levels of environmental degradation and impact from climate change in 2030, compared with 2013. There was uncertainty as to the extent of change. – In 2030, it could be that the world has avoided major global environmental crises, but has to bear the cost of increased frequency of extreme weather events and decreased crop yields. – More extreme scenarios include shifts in global average temperature by more than 2ºC by 2030 that could precipitate massive coastal flooding, extreme biosphere damage and significant water stress.
What is the **level of trust in governments, businesses and international organizations**? Low ——— High	– The level of trust in major institutions including governments, businesses and international organizations is a critical factor as it creates both opportunities and challenges for civil society. It is linked to the ability to determine trustworthiness in general as well as evidence of bad behaviour. – High levels of trust in these stakeholders may be supported by increased transparency and the success of new governance structures. – Low levels of trust may be created by further evidence of systemic failures in business, government and international organizations, creating reputational risks but the opportunity for civil society to play the role of trusted partner. Alternatively, civil society organizations could find themselves contaminated with the overall breakdown in trust.

As the context in which civil society operates shifts, it is useful to reflect on how these forces will help to reshape relations between civil society, business and governments, examine who will take on a greater role in addressing societal changes and consider their relationship with the other stakeholders. Two questions arise in particular:

–   **Under what circumstances will business take on a greater role in addressing societal challenges?**
    At one extreme, the private sector may by 2030 have proven itself a highly efficient and effective champion of societal challenges, applying significant human and financial resources and pioneering new models to create measurable impact across a number of domains. Alternatively, by that point the business community could be disengaged, distracted by other issues around corporate survival, or excluded in other ways.

–   **Under what circumstances will governments take on a greater role in addressing societal challenges?**
    In 2030, national governments may be highly successful at tackling societal challenges, taking indications of success in environment and social development and institutionalising them in the public sector. Governments may also, under economic stress, disengage from providing public goods, leaving civil society to fill the gaps. Finally, in the context of conflict, governments may restrict civil society activity all together.

Toolkit: Reflecting On The Critical Uncertainties Relevant To You

The following questions may be helpful in reviewing the drivers of change in your own context:

–   Given your region, operating environment and organizational structure, what drivers are missing from this list (and the full set in Appendix B)?
–   Considering the full list, which drivers will have the greatest impact or influence over your organization's ability to achieve its mission or purpose over the coming 20 years?
–   Which of these drivers are the most uncertain (i.e. have a wide range of potential values) for your organization, institution or community over the coming 20 years?
–   What is the nature of the uncertainty?
–   How would you modify the scenarios outlined on the following pages in light of the drivers of change you have prioritized as highly important and uncertain?

See appendices for more resources on using the drivers to create localized scenarios and to inspire strategic conversations.

Four Challenging Scenarios

As the critical uncertainties illustrate, civil society might in the future operate in a significantly different context from that of the present. As leaders reflect upon their strategies and their relationships with other stakeholders; the content below is important to consider. Four scenarios are depicted in the following pages, with the outcomes of their critical driving forces described in Table 2:

–   **Mad Max** is a world characterized by international and national conflict, where governments exert strong security controls on both business and society. Levels of funding for societal and development challenges are limited.

–   **Transparently Blurred** posits a scenario where economic growth is relatively high over the period 2020-2030 and where the government and private sector are both deeply engaged in tackling societal challenges. Access to data, technology and rigorous monitoring are the hallmarks of a revolution in both economic activity and social development.

–   **Turbulence and Trust Deficits** depicts a chaotic world where trust is a scarce commodity. Yet, thanks to the possibilities created by the rise of the networked society, there is a significant latent desire for social engagement by citizens, particularly at the local level.

–   **Privatized World** is one where many governments are seen to have failed, inequality is extreme, and corporations play the most important role in society as the main providers of social services.

These scenarios are stories about the future that represent relevant, plausible, challenging and divergent possibilities. They are not predictions, preferences or forecasts. They are used to illustrate the implications of different external factors evolving and combining to create a challenging context for civil society stakeholders. They are not designed to represent the entire world in 2030, and hence do not capture details at a national or even regional level.

We recommend that you consider these scenarios as a starting point for thinking about how the external environment might influence the future role of civil society at a variety of levels – global, regional and local. If you would like to adapt the scenarios or create entirely new ones to better fit your own strategic concerns, Appendix B offers resources on how to start exploring this.

Two complementary resources accompany each sketch scenario:

Challenge questions that have arisen from project interviews and workshops are provided to assist organizations, institutions and communities in relating scenarios to their strategic concerns and circumstances. These can be considered "as-is", or incorporated into a more structured strategic review.

Signposts are materials from contemporary media that show how elements of each scenario are occurring today in a range of countries. These are not provided to suggest that the scenario is more or less likely to occur, merely to show plausibility and to provide additional food for thought as to the underlying trends and ideas within each sketch scenario.

Table 2: Critical Driving Forces for Each Scenario in 2030

Critical Driving Forces	Mad Max Conflict, control and a restricted space for CSOs	Transparently Blurred A transparent world with many engaged sectors	Turbulence and Trust Deficits A turbulent, networked world where trust is scarce	Privatized World The private sector grows in influence as governments fail
What is the level and what are the sources of funding for civil society stakeholders in 2030?	Low levels of funding outside of security areas due to shift in economic output to sectors designed to manage conflict and resource scarcity	High levels of financing for development, particularly from foundations, but very dependent on measurable, verified outcomes	Fluctuating levels of financing for development – fairly steady bilateral/ foundation funding, but volatile private funding	Low levels of funding due to a second major economic crisis caused by the collapse of the Eurozone and debt fears worldwide
What is the social and political influence of increasing access to technology?	Technology is tightly controlled by governments	Technology has ushered in a new era of complete transparency	Technology has ushered in a new era of online action and activity	The internet is governed by a series of global companies and has fragmented regionally
What is the extent and type of citizen engagement with societal challenges?	Citizens disengaged with global and regional challenges, but highly engaged with local issues	High levels of individual engagement with societal and environmental challenges, increasingly in East and South	High levels of citizen engagement due to a resurgence in social solidarity and volunteer activity, but mostly on a local level	Very diverse engagement globally by citizens. Employees are encouraged and incentivized to do social work, volunteerism declines
What is the state of global and regional geopolitical stability and global integration of markets?	High levels of global insecurity and instability means that governments are paranoid and nationalistic	Following a turbulent period, a rather benign and positive global economic outlook	A turbulent global environment with significant tensions but no major physical conflicts	A turbulent global environment where online conflict, cyber attacks and intellectual property are major concerns
What is the effect of environmental degradation and climate change on populations?	Climate change-related disasters are the norm, but overshadowed by national security threats and fossil fuel resource concerns	Climate change-related disasters have begun to emerge, but with high levels of awareness, adaptation is underway	Climate change-related disasters are the norm, and floods and hurricanes have resulted in significant migrations	Climate change-related disasters are the norm, and floods and hurricanes have resulted in significant migrations
What is the level of trust in governments, businesses and international organizations?	Trust fragmented nationally due to conflict, foreign organizations distrusted. Trust in governments relatively high	Relatively high levels of trust in an increasingly engaged global private sector, particularly in the East and South	Private sector trying to be engaged with societal challenges, but relatively distrusted by populations	High levels of trust in the private sector, low levels of trust in government; businesses take on many public service roles

Mad Max

Mad Max is a world characterized by international and national conflict. Governments exert strong security controls on business and society and levels of funding for societal and development challenges are limited.

The Path to 2030

International tensions linked to border disputes and the anticipated scarcity of natural resources flare into a series of major conflicts over the period 2015-2020 on almost every continent. These conflicts lead to international security measures that create major physical and economic barriers to trade, depressing the global economy and dramatically limiting the movement of people.

The emergence of regional trading alliances and the eventual acceptance of "secure trading routes" ensure that vital goods can still move around the world, but the need for physical protection of convoys from pirates and rogue, state-sponsored attacks, mean that internationally traded goods are extremely expensive, putting huge stress on vulnerable populations in resource-importing economies.

Despite a 2025 international moratorium on attacks on airliners air travel is restricted, very costly and viewed by many as foolhardy.

With many countries in a state of war and fearful of internal instability, national governments exert increasing control over the internet, freedom of speech and the right to assembly for national security reasons.

Almost all countries insist user activity online is monitored and logged with unique identifiers, and any attempt to circumvent online security protocols and browse anonymously is punishable by heavy fines and imprisonment. Much of the private sector is focusing on corporate survival in a volatile world.

Critical driving forces	
Funding	Low levels of funding outside of security areas due to shift in economic output to sectors designed to manage conflict and resource scarcity
Technology	Technology is tightly controlled by governments
Citizen engagement	Citizens disengaged with global and regional challenges, but highly engaged with local issues
Geopolitical stability	High levels of global insecurity and instability means that governments are paranoid and nationalistic
Environmental issues	Climate change-related disasters are the norm, but overshadowed by national security threats and fossil fuel resource concerns
Trust	Trust fragmented nationally due to conflict, foreign organizations distrusted. Trust in governments relatively high

– Who will have a lead role in addressing societal challenges?
– What would the main sources of funding for civil society activities be in a world dominated by conflict and extremely tense international relations?
– What kind of control would national governments exert over the civil society sector in a world where national governments and citizens in general were concerned with national and international security threats?
– How would international civil society organizations, faith organizations, NGOs, religious groups and other cross-border civil society organizations adapt to a world with limited movement of people and goods?

Signpost:

Philippines backs rearming of Japan (*Financial Times, 10 December 2012*)
http://www.ft.com/intl/cms/s/0/250430bc-41ba-11e2-a8c3-00144feabdc0.html

The Philippines would strongly support a rearmed Japan shorn of its pacifist constitution as a counterweight to the growing military assertiveness of China, according to the Philippine foreign minister.

"We would welcome that very much," Albert del Rosario told the Financial Times in an interview. "We are looking for balancing factors in the region and Japan could be a significant balancing factor."

The unusual statement, which risks upsetting Beijing, reflects alarm in Manila at what it sees as Chinese provocation over the South China Sea, virtually all of which is claimed by Beijing. It also comes days before an election in Japan that could see the return as prime minister of Shinzo Abe, who is committed to revising Japan's pacifist constitution and to beefing up its military.

Transparently Blurred

Transparently Blurred is a world where economic growth is relatively high over the period 2020-2030 and where the government and private sector are both deeply engaged in tackling societal challenges. Access to data, technology and rigorous monitoring are the hallmarks of a revolution in both economic activity and social development.

The Path to 2030

From 2015, the world begins to reap the economic gains of the Internet age. Global economic growth rebounds as increasing rates of online access enable a new generation, many of whom are educated online, to match their skills to needs at far lower costs, creating a wide array of new online services and an explosion in economic activity. Large sections of developing, emerging and developed economies now participate in the global virtual economy based on creativity, bandwidth and willingness to work hard rather than national boundaries or access to raw resources.

A significant portion of this new economic activity is built upon crowd-sourced analysis of "big data" and distributed working models that make the most of public data. As the value of freely shared data is realized in the economy, fully open data collection and dissemination becomes a concrete social norm. In a world where withholding large sets of data from public analysis is seen by anyone under the age of 40 as morally suspect, populations successfully demand almost total transparency from governments, corporations and any large institutions seen as possessing significant influence.

With detailed tracking and analysis tools available to the 85% of the world's 8.4 billion people who have access to a networked device, online reputation is now one of the most valuable global commodities. Both companies and national governments have significant interests in ensuring their operations are scandal-free. Beyond this we see the emergence of innovative business models through which businesses apply their resources and ingenuity to tackle in an economically sustainable way many of the societal challenges that affect their stakeholders.

Drawing on the gains provided by a robust economy, both national governments and the business community become highly engaged in development issues around health, education and even human rights. With social services being offered in innovative forms by many different types of organizations, the lines between sectors becomes almost completely blurred.

Critical driving forces	
Funding	High levels of financing for development , particularly foundations, but very dependent on measurable, verified outcomes
Technology	Technology has ushered in a new era of complete transparency
Citizen engagement	High levels of individual engagement with societal and environmetnal challenges, increasingly in East and South
Geopolitical stability	Following a turbulent period, a rather benign and positive global economic outlook
Environmental issues	Climate change-related disasters have begun to emerge, but with high levels of awareness, adaptation is underway
Trust	Relatively high levels of trust in an increasingly engaged global private sector, particularly in the East and South

Challenge questions from this scenario:

– What roles would civil society play in a world where transparency is taken for granted, and both the private sector and government are deeply engaged in solving societal challenges?
– On what basis would civil society organizations compete for funding or justify their impact?
– How would CSOs, religious groups, faith-based organizations and social enterprises adapt to populations demanding total transparency from all major organizations and institutions?

Signpost:

Why markets – not NGOs – are key to solving the sanitation crisis (*AlertNet 18 November 2012*)
http://www.trust.org/alertnet/blogs/the-debating-chamber/why-markets-not-ngos-are-key-to-solving-the-sanitation-crisis

"For all the discussion about sustainability, aid effectiveness, and reaching the poor, with this strategy NGOs don't seem to be "walking the talk" and pursuing their unspoken core objective: to work themselves out of a job by providing a truly long-term solution to the sanitation crisis.

Instead, by too-often focusing on spending funds directly on latrine construction, they are "crowding-out" the local private sector and fundamentally distorting the potential for a sanitation market to develop and remain strong over time.

The ideal sanitation market would see local businesses taking the primary role of providing ongoing sanitation services to those most in need, forever."

Turbulence and Trust Deficits

Turbulence and Trust Deficits is a chaotic world where trust is a scarce commodity. Yet, thanks to the possibilities created by the rise of the networked society, there is a significant latent desire for social engagement by citizens, particularly at the local level.

The Path to 2030

The global economic uncertainty of 2010-2012 extends to 2020 before improving only slightly, creating continued angst for shareholders, investors and politicians worldwide. The "new normal" seems to be a combination of volatile markets, a lack of political will to deal conclusively with long-term issues, the recurrent mobilization of the general public in social protest and a remarkable ability by leaders to nevertheless continue to push "the next big crisis" to future generations.

As politicians and corporate leaders blame one another for stubbornly low growth and increasingly costly environmental crises, trust in both the private and the public sector evaporates. Multinational corporations and national governments are all regarded with suspicion. International organizations have proved completely inadequate to the task and in 2025 the United Nations began a desperate review process on its own relevance that is set to take a decade to produce definitive results.

While mass protests are common at a national level, people increasingly turn to two distinct social groups for support and engagement. First, there is a rise in engagement around local societal issues, community development and local government. Volunteerism rises and local community life flourishes.

Second, trust is built among "new tribes" that emerge through new forms of social networks online, enabled by the fact that access to the Internet via mobile devices has been extended to more than three quarters of the world's population.

Anyone under the age of 40 has grown up with virtual friends as an integral part of their identity, and these networks, which have evolved significantly since early pioneers such as Facebook, Twitter and Google+ emerged, have effectively become online communities of practice with prodigious virtual output and engagement, without the need for traditional organizational forms.

These trends converge with significant experimentation around new forms of online governance for running distributed activities, many of which are put into place within cities run by visionary mayors.

Critical driving forces	
Funding	Fluctuating levels of financing for development – fairly steady bilateral /foundation funding, but volatile private funding
Technology	Technology has ushered in a new era of online action and activity
Citizen engagement	High levels of citizen engagement due to a resurgence in social solidarity and volunteer activity, but mostly on a local level
Geopolitical stability	A turbulent global environment with significant tensions but no major physical conflicts
Environmental issues	Climate change-related disasters are the norm, and floods and hurricanes have resulted in significant migrations
Trust	Private sector trying to be engaged with societal challenges, but relatively distrusted by populations

Challenge questions from this scenario:

– If governments, the private sector and international organizations all suffered from a lack of trust from the public, what challenges and opportunities would be created for civil society actors? Would the large international NGOs be similarly treated with distrust?

– What new forms of civil society organizations would emerge from a world dominated by high levels of engagement in local activism on one hand, and the almost ubiquitous access to distributed online networks on the other?

– In a world characterized by continual economic uncertainty to 2030, what funding strategies would organized civil society need to put in place to flourish?

Signpost:

Trust in Government Suffers a Severe Breakdown across the Globe *(Edelman, January 2012)*
http://www.scribd.com/doc/79027949/2012-Trust-Barometer-Press-Release

Credibility of Governmental Officials and CEOs Experience Biggest Drops Ever, 2012 Edelman Trust Barometer Finds. Blame for the financial and political chaos of 2011 landed at the doorstep of government, as trust in that institution fell a record nine points to 43% globally, according to the 2012 Edelman Trust Barometer.

In 17 of the 25 countries surveyed, government is now trusted by less than half to do what is right. In twelve, it trails business, media, and non-governmental organizations as the least trusted institution. France, Spain, Brazil, China, Russia and Japan, as well as six other countries, saw government trust drop by more than ten points.

Government officials are now the least credible spokespeople, with only 29% considering them credible. Nearly half of the general population says they do not trust government leaders to tell the truth.

Privatized World
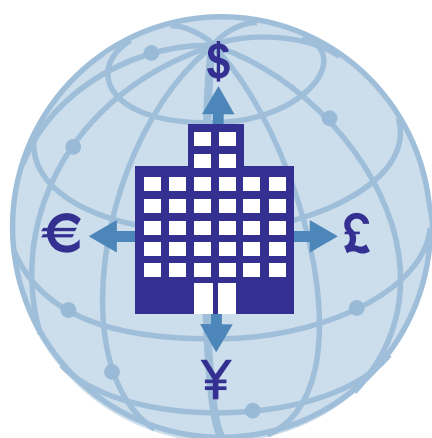
A Privatized World is one where many governments are seen to have failed, inequality is incredibly high and corporations play the most important role in society, being the main providers of social services.

The Path to 2030

The 2012-2030 period is not a good one for governments in Europe and North America. Capping a decade of recurrent concerns over fiscal pressures is the 2020 European debt default and the resulting messy break-up of the euro.

As global bond markets panic, debt crises subsequently hit a number of other countries, including the US, which chooses to devalue the dollar in an attempt to inflate its debt load away while maintaining competitiveness. Cash-strapped governments in affected nations try everything to fix the situation, but a common theme is ever-deeper cuts to public services and social spending, especially in health care.

Global growth isn't helped by developed markets in disarray, but luckily the emerging middle class more than makes up for it. China, as far and away the world's largest economy, is continuing to lead the rise of emerging markets, but success is attributed far more to its highly innovative global business champions than to its central government policies. Africa is also booming, as rapid capital investments, conveniently located natural resources and vastly improved connectivity makes the continent the new source of low cost labour. By 2030, most major multinationals have relocated their headquarters to Asia to be close to the world's engine of growth and the source of skills and innovation, and Africa is experiencing rapid industrial expansion.

This combination of fiscal stress in the North and West, and huge opportunities in developing and emerging markets mean that governments worldwide tend to create incentives for the private sector to take on the role of providing most social and emergency services. In fact by 2030, multinational corporations are not merely the most powerful institutions globally; they also own and/or run the majority of formerly public services, from local government activities all the way up to defence.

This trend heralds a new age of "the privatized world", where trust in the corporate sector is relatively high, but there are few other stakeholders to turn to for those more skeptical. The Internet is administered by private sector players, and has begun to fragment regionally as corporations seek to balance data security with expanding online services. There is diverse engagement by citizens in social activities, driven mainly through corporate programmes where employees are incentivized to volunteer. The January 2030 edition of *The Economist* asks the provocative question: "Have national and cultural allegiances been replaced by corporate memberships?"

Critical driving forces	
Funding	Low levels of funding due to a second major economic crisis caused by the collapse of the Eurozone and debt fears worldwide
Technology	The internet is governed by a series of global companies and has fragmented regionally
Citizen engagement	Very diverse engagement globally by citizens. Employees are encouraged and incentivized to do social work, pure volunteerism declines
Geopolitical stability	A turbulent global environment where online conflict, cyber attacks and intellectual property are major concerns.
Environmental issues	Climate change-related disasters are the norm, and floods and hurricanes have resulted in significant migrations
Trust	High levels of trust in the private sector, low levels of trust in government; businesses take on many public service roles

Challenge questions from this scenario:

– What would a rapid and dramatic shift in economic and geopolitical power to Asia and high growth in Africa mean for civil society stakeholders?
– What would it mean for the role of civil society if governments were to drastically privatize many social services that are currently administered by governments?
– How would volunteerism and funding for civil society activities change if the primary social identifier for populations were their employer or a corporate brand, rather than other forms of identification?

Signpost:

Thousands Protest in Madrid Against Health Privatization (*Prensa Latina, 11 December 2012***)**
http://www.cadenagramonte.cu/english/index.php?option=com_content&view=article&id=13257:thousands-protest-in-madrid-against-health-privatization&catid=3:world&Itemid=14

Summoned by the Association of Faculties and Specialists of Madrid (AFEM), the mass demonstration started at Neptuno Square and concluded at the emblematic Puerta del Sol, chanting the health service is not sold, but defended. In a peaceful environment, demonstrators dressed in white with their traditional uniforms chanted slogans and held banners in defense of a free, good quality, and universal health service.

This march is the prelude of the third week of a strike staged from Monday to Thursday by AFEM to demand of Madrid's authorities the withdrawal of the so-called Public Health Sustainability Plan. Included in the 2013 budget plan of that autonomous community, that plan of the regional Popular Party government led by Ignacio Gonzalez stipulates the privatization of six hotels and 27 health centers.

Recurring Strategies Identified by Workshop Participants

These scenarios have been designed to challenge and stimulate debate about the roles that civil society could or should play in the future. In discussions, workshops and interviews to date, these hypothetical events have prompted recurring reactions from participants. Eight sets of implications were identified as a result of these interactions.

First, the **revolution in technology and communication** is clearly a central strategic concern. Regardless of the scenario, technology is reshaping how citizens relate to one another. It will give power to civil society and enable new roles to be played with greater impact. Organizations and groups that can anticipate and harness changing social uses of technology for meaningful engagement with societal challenges will be more resilient in the future under almost all scenarios considered.

Second, the importance of **local organizations and grassroots engagement** is an important component of many scenarios. This is driven in part by the aforementioned technology and communication shifts that give local groups more influence and lower their costs for organizing and accessing funding, but also the rising power of populations in emerging economies. A local focus is also important in scenarios where trust is low or where regional and national conflict is prevalent.

Third, following on from these points, it was mentioned by many that **populations currently under the age of 30 will be a dominant force** in the coming two decades – both virtually, in terms of their levels of online engagement, and physically, by being a critical source of activity in many sensitive parts of the world. Younger generations possess significant energy and global perspectives that need to be harnessed for positive change by civil society movements and organizations.

Fourth, a recurring point of discussion by workshop participants focused on the **role of faith and religious culture as a major driver of change in society**, and hence one that desperately needs to be better understood by leaders across business, government and civil society. Religious culture is a powerful force that can create positive or negative change, and therefore is a force with which stakeholders should prepare to constructively engage.

Fifth, high levels of **trust across organizations, sectors and generations** will become increasingly important as a precondition for influence and engagement. Participants argued that this trust will need to be based on more than just the existence of regulations and incentives that encourage compliance. Organizations can build trust among stakeholders via a combination of "radical transparency" and by demonstrating a set of social values that drive behaviour that demonstrates an acknowledgement of the common good. Civil society can become a 'broker' of trust between the other sectors.

Sixth, **the importance of cross-sector engagement, particularly between business and civil society,** was often emphasised. Even in scenarios where the private sector is largely disengaged from societal challenges, participants saw the value of exploiting private sector resources and adopting strategies that draw from commercial approaches. As an example, one suggestion was to reframe development aid as "development investment" to "better engage the technical skills of the private sector, drive innovation and ensure that resources flow to where the impact is highest".

Seventh**, the need for higher levels of accountability, transparency and measurement** resonated for many participants**.** To support the concept of investment, and to ensure the continuing improvement of civil society activities, more work is required to ensure that those tackling societal challenges have the appropriate means of measuring impact. These mechanisms will need to be technology-enabled, customized to the challenge at hand, and transparent.

Eighth, **the value of closer, more constructive links between civil society and policy-making** were repeatedly mentioned as an implication of the scenarios. In situations where governments are strong the wealth of expertise and experience from civil society activities needs to filter through to government policy. Where governments are weak, civil society can play a critical role as a catalyst, facilitator and convener between sectors – creating the political space for difficult policies to be designed, accepted and implemented. In the new world of technology-enabled civil society, there is a need for new mechanisms and institutions for integrating online citizen activity into government policy-making, demonstrating both transparency and responsiveness on behalf of politicians and public officials.

Conclusion: Co-creating a Resilient Society

A Call To Action For Stakeholders

Civil society, like business and government, plays a hugely important role in shaping our daily lives, from how we interact, to the policies that guide laws and regulations, and the market forces that allocate resources.

Today's world is turbulent and is likely to be so in the future. However, it is also dynamic, and characterized by huge opportunities for leadership and innovation in all sectors. Highlighted by the set of challenging scenarios in this report, a critical question for the next 20 years will be how to enable and utilize those opportunities to effectively build resilience and address the many societal challenges that continue to confront us.

One of the key messages from this work is that civil society, just as for business and government, will need to look to unusual sources for inspiration and relevance as it adapts to a shifting, and increasingly challenging, global contextual environment. These include exploring new opportunities for engagement and action through technology; new sources of inspiration and activity driven by younger generations and players in emerging economies; and new methods for measuring and demonstrating impact.

However, participants also stressed that building resilience as siloed sectors is not enough – civil society, business and government can no longer work in isolation. More effective ways of tackling societal challenges are required, which, by necessity, will transcend traditional sector barriers. This includes employing new business models that combine the resources and expertise of multiple sectors to address common challenges, as well as creating platforms that enable leaders across all sectors to participate effectively in global decision-making.

An important trend and source of opportunity is the convergence between businesses that are engaging more closely with communities and other stakeholders to tackle issues outside their organizational boundaries, and socially-focused organizations that are adopting commercial strategies or funding models. Hybrid business models and innovations offer new approaches to old problems, but also require a transfer of knowledge, resources and values across sectors.

On the policy side, decision-makers working in areas of global governance, policy and advocacy should continue to break down traditional barriers and silos so that business activity doesn't take place parallel to civil society engagement, alongside separate governmental processes. There is a dearth of mechanisms whereby appropriate constellations of leaders can collaborate across sectors to align incentives, set common agendas and find practical solutions. To this end, new platforms are needed, along with new rules of engagement, which can bring together leading stakeholders to serve the common good.

It is precisely in this cross-sectoral space that civil society has the opportunity and ability to underpin the resilient dynamism the world urgently needs, by engaging with business and government in ways that enable it to effectively inspire, support and shape an innovative change agenda at all necessary global and local levels. Due to the trends discussed above, the evolving civil society is larger, more energetic, better connected and more engaged than ever before. By uncovering and developing cross-sectoral opportunities, these energies and networks can be translated into powerful and positive outcomes for society.

As BSR has documented, the Coca-Cola Company pledged to make 100 percent of its new vending machines hydrofluorocarbon-free (HFC-free) by 2015, as a result of a decade's work with Greenpeace, which first challenged Coca-Cola to eliminate HFCs in the equipment it supplied to the 2000 Sydney Olympic Games. Reflecting on the evolution of the company's relationship with Greenpeace, Bryan Jacob, Coca-Cola's head of energy and climate protection commented: "Rather than letting it get ugly, we took a different tack…. We identified some space where there were mutual interests. We've been pretty successful at transforming that relationship from confrontation to collaboration."
(Source: BSR Insight, 2 February 2010)

We hasten to add that this new role for civil society as an enabler does not imply that civil society actors should, or must, give up their core missions, integrity and purposefulness in acting for the common good. Many civil society actors provide significant value by standing apart from commercial or political interests and illuminating aspects of the world that need to be seen, understood and acted upon. Participants from all sectors stress the enduring need for independent organizations and individuals that can act as watchdogs, ethical guardians and advocates of the marginalized or under-represented. Civil society plays a valuable role as a constructive challenger to other sectors and organizations and this role should not be undervalued or undermined.

Instead, in a world of blurring roles, civil society has the opportunity to transmit many of these core values to an increasingly receptive set of businesses and government institutions. In all scenarios there remains an acute need for organizations, individuals, movements and partnerships that are built on trust, commitment, a sense of service and a focus on the collective good. Civil society in all its forms must continue to hold all stakeholders, including itself, to the highest levels of accountability. In fact, such a role is essential to the success of cross-sectoral activity described above.

Just as current roles of civil society actors vary widely in the turbulent present, across and within the unique contexts of countries and cultures, the future roles of civil society will be diverse and multiple. However, individual factors such as technological change, demographic shifts, environmental pressures and political and economic uncertainty, as well as the demands of multistakeholder models strongly suggest that the re roles that civil society plays will gain in importance, particularly in relation to populations that are better educated, connected and aware than at any point in history.

The opportunity for leaders across civil society, business, government and international organizations is to harness these shifts in new configurations to design solutions to collective challenges. Civil society can play a particularly powerful role in this process as an enabler and constructive challenger, creating the political and social space for relationships that are based on the core values of trust, service and the collective good.

Challenges to leaders

If you're a civil society leader
– Reframe your view of what your role could and should be. Embrace the roles of enabler, facilitator and constructive challenger. Think about how you can bring others to the table in bi-sector and multisector coalitions, and help to broker solutions without losing sight of your core values. Civil society has the power to create the legitimacy, incentives and political space for business and government, or other parts of civil society, to make changes that otherwise would be difficult or impossible.

If you're a business leader
– Become one of the business leaders who puts societal issues at the heart of business models. Corporations have the resources to drive solutions to societal challenges by embracing innovative approaches and collaborating with new actors and networks across civil society. In this way, realize the progressive role business can play in local and global community-building. Finally, "step up" and apply your influence to creating and enabling a positive change agenda in policy-making, in coalition with other relevant stakeholders.

If you're a government leader
– Recognize the fundamental role that civil society plays in building confidence, promoting good governance and enhancing long-term stability. Invest in capacity-building, and build integrated consultation processes to crowd-source the expertise, innovation and energy of civil society and leading businesses in developing policy and designing social services.

"

Our times demand a new definition of leadership – global leadership. They demand a new constellation of international cooperation – governments, civil society and the private sector, working together for a collective global good.

"

Ban Ki-Moon, United Nations (Speech at World Economic Forum Davos January 2009)

"

We need to engage collectively with civil society organizations beyond previous sectoral and disjointed work… multidimensional issues require a different approach to civil society engagement than the more narrowly-defined consultation processes of OECD Committees.

"

Angel Gurria, Organisation for Economic Co-operation and Development (speech at 2010 Global Perspectives Conference)

"

Governments should view civil society not as a threat but as an asset. A genuine democracy is like a three-legged stool. One leg is responsive, accountable government; the second leg a dynamic, job-creating private sector; and the third leg is a robust and vibrant civil society.

"

Hillary Clinton, US Secretary of State (Strategic Dialogue with Civil Society 2012 Summit, Washington DC: US Department of State)

"

In an age when social networks are enabling greater participation and transparency, companies will only be able to achieve economic success if they can generate long-term benefits not just for their shareholders, but also for the common good.

"

Klaus Schwab, World Economic Forum (The End of Capitalism -- So What's Next?, April 13, 2012, The Huffington Post)

"

Poverty and inequality are not good for business. Investments in solving the problem of poverty are investments in future business opportunities; in future policy stability to protect investments; in future consumers, employees and leaders.

"

Save the Children (Shared Value, Policy Brief, November 2012)

Appendices

Appendix A - Using This Report As A Toolkit

This report is designed to stimulate new thinking on the changing role of civil society and what this means for addressing societal challenges, organizational strategy and cross-sector partnerships. We hope that the ideas contained within are thought provoking, and act as starting points for reflection on strategic concerns for leaders of civil society, government, business and international organizations.

Facilitating a strategic dialogue
Each of the elements discussed in this report are summarized in the toolkit on the right. Together they can be used by civil society organizations to structure a strategic dialogue about their future and their key relationships. A half-day workshop for this purpose is also outlined on the following page.

Strategy evaluation and development
The scenarios can also be a useful tool for evaluating existing strategies and developing new ones.

Strategy evaluation
If you have an existing strategy, scenarios can be used to evaluate its viability and identify any need for modifications and/or contingency plans. The main steps are to:

– Identify specific elements of the current strategy and spell out its goals and objectives

– Assess the likely success of the strategy in each scenario

– Identify opportunities addressed or missed, risks foreseen or overlooked, and comparative competitive successes or failures

– Identify options for changes in strategy and the need for contingency planning

Strategy development
Scenarios can also be used to develop new strategic options and evaluate a range of options for consideration either as robust or scenario-specific strategies. The former may be useful for immediate implementation; the latter may be considered as contingencies. The main steps are:

– Consider in each scenario the main implications for your organization in terms of new challenges and opportunities

– Examine how your organization might respond to each challenge or opportunity in a given scenario, to its best advantage

– Analyse the total set of strategic options to identify those that would create value across multiple scenarios, which may be particularly robust to future outcomes

– Review the scenario-specific settings to determine the most resilient strategic options and integrate these into an overall, coordinated business strategy

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Toolkit: Bringing all the elements together

– What is your central strategic concern or question about your organization's future role? (See page 17)

– Which are your most important relationships? (See page 10)

– What are the most important external drivers of change that will impact your central strategic concern? (See page 20)

– How could these forces combine to form relevant and insightful scenarios? (See page 22) Appendix C provides specific guidance on developing your own scenarios.

– What are the implications of these scenarios for your central strategic concern? (See page 34)

Deep Dive: Sample Half-Day Workshop: A Strategic Conversation On Civil Society

Objectives

1. To provide an opportunity for participants to review the strategic direction of their organization

2. To enable participants to review partnerships in the context of potential changes to their strategic context
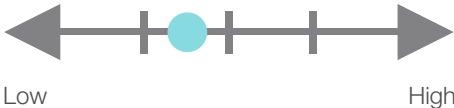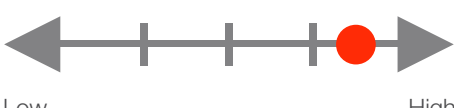
Duration Four hours (e.g. 13.00 – 17.00)

Agenda

13.00 – 13.10 Introductions and outlining of objectives of the workshop.

13.10 – 13.30 *Plenary*: presentation of the current situation, strategic concerns and opportunities (including those related to stakeholders and partners). Four main strategic topics are to be highlighted for discussion in the workshop.

13.30 – 14.20 *Breakout groups*: taking the uncertainties specific to your organization (compiled before the workshop) and the scenarios provided, each group tailors one of the scenarios to the organization's context.
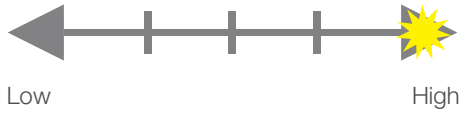
Each group should highlight the key opportunities and challenges of their scenario for the organization.

14.20 – 15.00 *Plenary*: discussion of the main features of each scenario and its opportunities and challenges for the organization.

15.00 – 15.40 *Breakout groups*: each group is to be constituted by a member of each of the scenario groups so that the four strategic topics outlined at the beginning of the workshop can be discussed in light of all four scenarios.

15.40 – 16.10 BREAK

16.10 – 16.50 *Plenary*: discussion of the outcomes of the breakout groups assessment of the four strategic topics in light of the scenarios.

16.50 – 17.00 Gathering insights, conclusions, and deciding next steps.

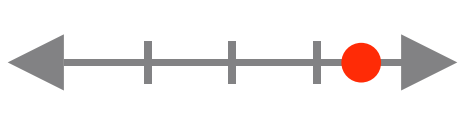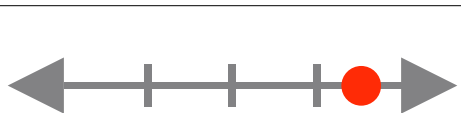# Appendix B - Full List Of Drivers Of Change

The full list of driving forces of change that project participants judged to be the most influential for the space in which civil society will operate in 2030 can be seen in Table 3. Each 'driver' is defined and a level of uncertainty in terms of its potential impact is also provided.

Table 3: Important driving forces of change

Name of driver	Relative uncertainty	Definition
Level of inequality	Low — High	– The level of wealth and income inequality between and within nations.
Degree of trust in institutions	Low — High	– The level of trust expressed by citizens towards governments, business and international organizations. This is linked to the ability to determine trustworthiness as well as external events affecting trust levels.
Level of citizen engagement with societal challenges	Low — High	– The propensity of citizens to direct activity towards or to identify with societal challenges and care for others.
Level of religious adherence and spirituality	Low — High	– The level and type of religious or faith identification by citizens, and the propensity for this to drive particular behaviours.
Democratization of information and communication	Low — High	– The level of access to skills, infrastructure and devices that enable information sharing and general communication.
Governance of information and communication	Low — High	– The level of openness of the Internet and technologies used to access it, including the structures by which it is governed, who has the power to make decisions around content and access, and how these decisions are made.
Economic growth rate	Low — High	– The rate of economic growth, both globally and within different countries and regions.
Geopolitical and geo-economic power shifts	Low — High	– The shift in economic and military power away from Europe and North America.
Nature of global governance and decision-making	Low — High	– The mechanisms and success of global governance, including the structure and effectiveness of international institutions, plurilateral, multilateral and bilateral decision-making processes.
Environmental degradation and climate change impacts	Low — High	– The extent to which climate change and damage to the environment manifests as significant costs or recurrent crises for populations, particularly vulnerable ones.
Scarcity or abundance of natural resources	Low — High	– The abundance or scarcity, both physical and economic, of key natural resources such as energy, food, water and minerals.

Demographic shifts and migration	 Low High	– Changing population age profiles, dependency ratios and the impact of movement of people across borders.
Geopolitical conflict and state of global integration	 Low High	– The risk of widespread conflict and state of globalization in the future.
Pandemics and major global health crises	 Low High	– The risk of widespread infectious disease.

Important actors and models of funding

Sources and models of funding for societal challenge	 Low High	– The level and sources of funding for development, such as bilateral donors, individual giving, foundation grants etc, and the development, implementation and uptake of new models for funding, such as social investment bonds.
Role and influence of government	 Low High	– The level and type of national government control related to organized and spontaneous societal activities.
Role of private sector in development	 Low High	– The level and type of engagement by the private sector in development and in tackling societal challenges.

Appendix C - Developing Your Own Scenarios

The World Economic Forum strategic foresight methodology employs eight steps to develop challenging scenarios and enable the development of strategic options that are adapted to our members and constituents (see figure 2 below). The process typically takes a few months, drawing on interviews and desk research as well as consultations with key stakeholders in a workshop setting.

If you would like to take the material provided in this report and start to develop your own scenarios tailored to your unique context, we have designed the following exercise:

1. **Choose your driving forces of change.** Scan the list of driving forces of change (provided in card form on subsequent pages) and select the five that you consider to be the most influential, uncertain and relevant in shaping the future of your organization or community.

   You will see in the pages that follow that each one is presented in a different colour. Blank cards are provided in case you would like to either add another driver from the long-list in Appendix B or create an entirely new one of your own.

2. **Select at least two potential outcomes per driving force.** In the following pages, each of the forces has four different outcomes. For each, select at least two cards with different and what you consider interesting and challenging potential outcomes. If you would like to add an outcome, or if you have created your own driving force of change, use the blank cards provided to create a new and challenging outcome for that force in the year 2030. For new forces, create at least two different, challenging potential outcomes.

3. **Check and shuffle your card pack.** You should now have a pack with a minimum of ten cards, consisting of five different colours, and at least two cards of each colour representing different potential outcomes. Shuffle the cards, ensuring the names of the driving forces of change are facing up and the outcomes are facing down.

4. **Deal a scenario.** Starting at the top of the pack, deal out five different cards, ensuring they are all different colours, turning them over so you can see the outcomes. This is a random scenario consisting of different, challenging outcomes.

5. **Suspend your disbelief and describe the scenario.** Even if it seems highly unlikely or preposterous, take a few minutes to suspend your disbelief and think through how this scenario might occur. What assumptions would need to be made to resolve apparent conflicts? What else must have occurred to arrive at this combination of future outcomes?

6. **Test for relevance and challenge.** The most important aspects of each scenario are that it describes a world that is relevant to your organization or community, and that this world challenges your thinking in some way. If these two tests are met, explore this scenario using steps four and five in Appendix A.

7. **Go to step three above and repeat until you run out of interesting sketch scenarios.** The goal is to explore unlikely combinations until you exhaust the pack.

If this process fails to provide you with relevant and challenging scenarios, you may need to further amend the driving forces of change to introduce new ideas

Figure 2: The World Economic Forum's Approach to Scenario and Strategic Option Development

Source: GBN, World Economic Forum
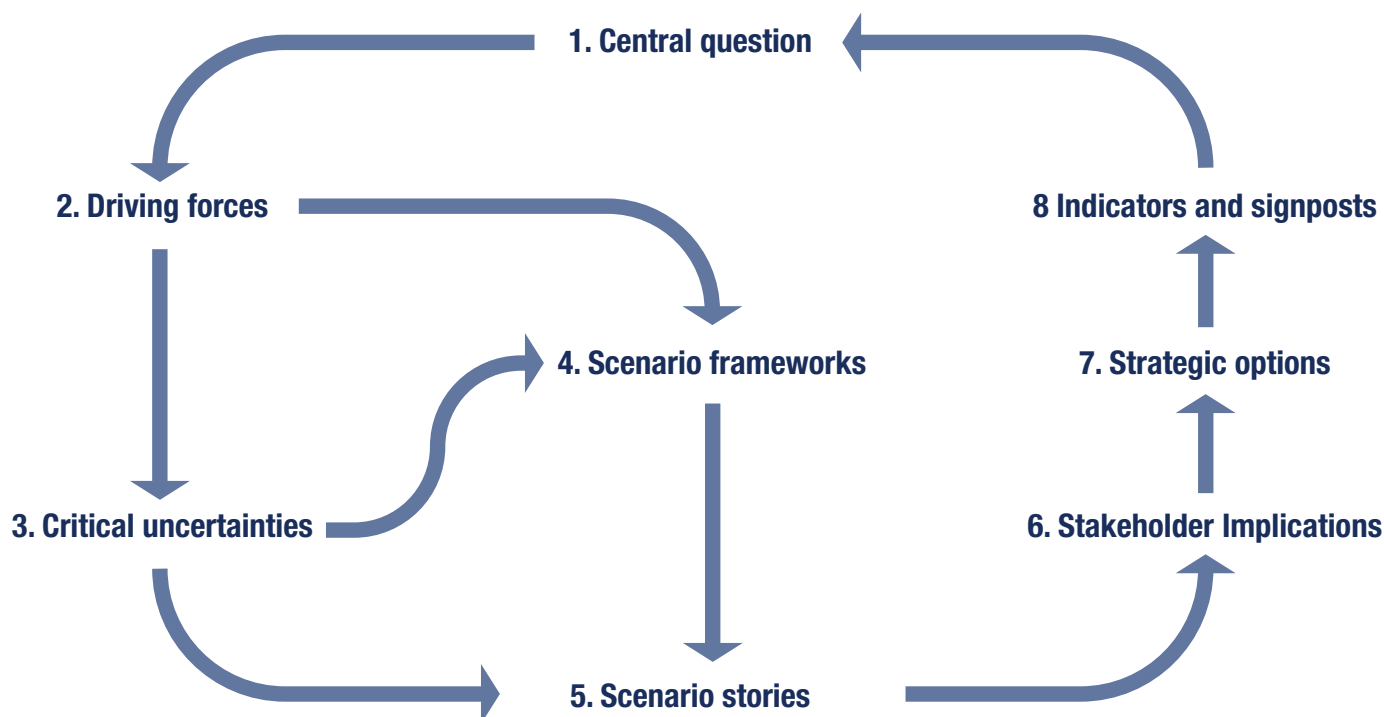
Sources and models of funding	Sources and models of funding
Sources and models of funding	Sources and models of funding
Social and political influence of increasing access to technology	Social and political influence of increasing access to technology
Social and political influence of increasing access to technology	Social and political influence of increasing access to technology
Extent and type of citizen engagement with societal challenges	Extent and type of citizen engagement with societal challenges
Extent and type of citizen engagement with societal challenges	Extent and type of citizen engagement with societal challenges

High economic growth, boom in government spending and large private sector profits	Low economic growth and tight budgets for individuals, governments and corporations
Boom in new lending instruments – social investment bonds, performance-linked instruments, new development equities	Highly uncertain, volatile funding environment, big swings in giving across all donors
Significant government control of the internet, tightly censored and restricted access for many	New virtual governance world – experiments in radical democracy are being carried out thanks to near-universal smartphone access
Transparency and tracking – big data means almost all citizens can monitor organizations and products instantly	Big business has taken over the Internet and divided it into safe playgrounds. Its main use is entertainment, not communication
Highly engaged citizens interested in global challenges	Locally-focused citizens, interested in physical collaboration in their own communities
Largely disengaged citizens, with only a minority engaged with societal challenges	Large generational splits – younger generations disengaged, older generations highly engaged

Global, regional and national stability	Global, regional and national stability
Global, regional and national stability	Global, regional and national stability
Impact of environmental damage and climate change effects	Impact of environmental damage and climate change effects
Impact of environmental damage and climate change effects	Impact of environmental damage and climate change effects
Level of trust in governments, businesses and international organizations	Level of trust in governments, businesses and international organizations
Level of trust in governments, businesses and international organizations	Level of trust in governments, businesses and international organizations

Major, international, state-led conflict over access to resources

Highly volatile national environments – major, recurring uprisings and revolutions in many countries

Free trade, free investment, free movement globally – an almost completely integrated and peaceful global market

The new cold war – significant national and cultural mistrust between the new powers and the "old world"

Sea levels rising far more rapidly than expected – leading to mass migrations

Extreme weather crises – hurricanes, droughts and floods afflict the world

Slow burn – a steady, noticeable rise in temperature affects crop yields and creates major water shortages

Runaway climate change – a sudden global realization that the tipping point is past

Chronic low trust in all "organized" institutions – government, business and international orgs

Private sector champions – high trust in corporations and business-led approaches

Corporate scandals – very low trust in the private sector, somewhat higher trust in other sectors

Trust the transparent – trust predicated on radical openness by institutions

Sources and models of funding	Sources and models of funding
Social and political influence of increasing access to technology	Social and political influence of increasing access to technology
Extent and type of citizen engagement with societal challenges	Extent and type of citizen engagement with societal challenges
Global, regional and national stability	Global, regional and national stability
Impact of environmental damage and climate change effects	Impact of environmental damage and climate change effects
Level of trust in governments, businesses and international organizations	Level of trust in governments, businesses and international organizations

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