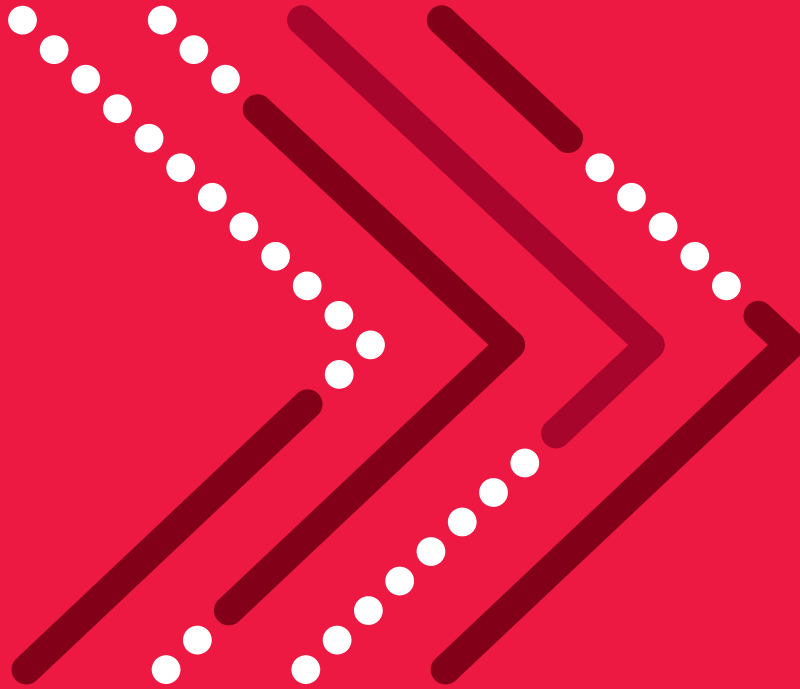




Four transitions  
reshaping the  
UK's international  
development system



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## About Bond

Bond is the UK network for organisations working in international development. We unite and support a diverse network of over 400 civil society organisations to help eradicate global poverty, inequality and injustice.

## About Calouste Gulbenkian Foundation (UK branch)

This work has been supported by the Calouste Gulbenkian Foundation (UK Branch). The UK Branch is part of international charitable foundation headquartered in Lisbon, Portugal with interests that span charity, education, science and the arts. The UK Branch is focused on building coalitions to tackle complex global problems. It looks ahead, thinking globally and acting locally, to help create the conditions for change by connecting across borders of all kinds – national, cultural, organisational, disciplinary and social. It prioritises the vulnerable and underserved in the UK and elsewhere.

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## Introduction: embracing change

There is sector-wide consensus that the international development system is experiencing a period of intense and rapid change.<sup>1</sup> INGOs need to completely rethink their role and purpose in a constantly evolving landscape.

Existing governance structures and institutions are under threat. But global power shifts also present opportunities for new movements and actors to step up and achieve better development outcomes. In the next 10 years, we need to ensure that any changes in our system take us towards the Sustainable Development Goals. This series of infographics is the start of that journey.

At Bond, we believe that change is an opportunity to accelerate progress in solving the world's most pressing challenges and achieve better development outcomes. This series of infographics brings together the trends that are likely to shape the external environment. We provide supporting information and quotes on each. At the end, we highlight the questions that UK development actors need to consider to remain effective in the years up to 2030.

We conducted desk-based research, interviews, and surveys involving over 100 organisations of various sizes and in varying locations, including in the global south. We also worked with a Nigerian futurist to provide an expert futures perspective from the global south based on research and interviews.

This is just a snapshot in time. Our findings are not comprehensive, nor are they predictions. Rather we have highlighted trends and innovations to watch. We hope these are a starting point for reflection and discussion in your organisation.

### A multi-level approach

We have started to explore how each of the trends relate to each other, using the multi-level perspective (MLP) developed by Frank Geels.<sup>2</sup> This approach describes how any system (or sector) works at three levels:

1. The **landscape**: the major trends that shape the external environment we operate in.
2. The **regime**: the context where we carry out our day-to-day operations and what shapes that, from regulation and technology to cultural norms.
3. The **niche**: where new innovations are happening, which could disrupt our day-to-day regime or offer completely new approaches.

The hypothesis is that change happens when major trends intensify and frustrate the current ways of doing things. Changes in the wider landscape create gaps in the mainstream ways we work, which are filled by new ideas and approaches from the niche to create a new way forward. We have identified four "transitions" where trends are merging with niche innovations to create shifts that may influence the international development system in the next 10 years. Each transition includes these trends and captures a sample of innovations that could accelerate, or restrict, transformation in response. Based on these trends, we have identified risks and opportunities for international development actors.

### The four transitions are:

1. Climate change and environmental degradation.
2. New routes to development.
3. Redistribution of power.
4. Reinvented charity models.

### The impact of Covid-19

We created these infographics before the coronavirus crisis. The pandemic has highlighted the need for more forward thinking to help us prepare for future shocks, but it has changed things too. So we have analysed each transition in the context of Covid-19. We've provided a dial that shows whether the current crisis accelerates or slows the transitions we have discuss.

### International development system

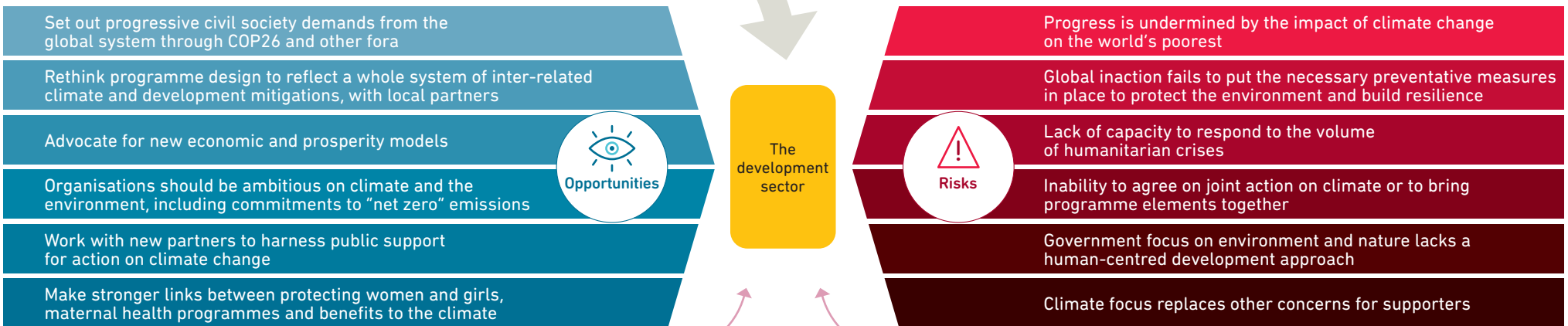
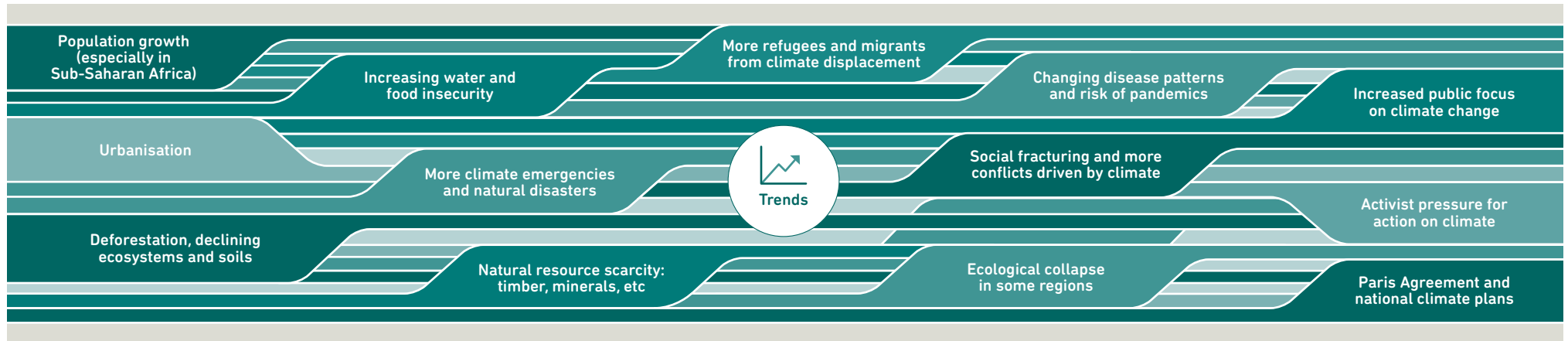
The international development system is diffuse, with many actors driving towards different social, economic and environmental outcomes in a myriad of ways. We have chosen to define the international development system as government and civil society actors, universities, thinktanks and businesses whose primary purpose is international development or humanitarianism. We include infrastructure and interconnections supporting progress towards the Sustainable Development Goals (SDGs) or providing humanitarian relief in the developing world.



# Transition 1: Climate change and environmental degradation



Covid-19 highlights the urgency to take a preventative approach to loss of ecosystems and tackle climate impacts. As countries consider how to kickstart their economies, this is a key moment to introduce green policies. However, the pressure on economies to snap back will be strong and climate and environment may be sidelined.



*“Around the year 2030, 10 years, 252 days and 10 hours away from now, we will be in a position where we set off an irreversible chain reaction beyond human control, that will most likely lead to the end of our civilisation as we know it. That is unless in that time, permanent and unprecedented changes in all aspects of society have taken place, including a reduction of CO2 emissions by at least 50%.”<sup>3</sup>*

**Greta Thunberg**

*“Climate change is a horizontal challenge that affects different regions in similar ways – although their capacity to anticipate and respond to it differs greatly... there is a certain alignment of views on climate change as a challenge and a system changer both in the Global North and South”*

**Oluwabunmi Ajilore, foresight and international development expert**

With global temperatures expected to rise by almost 4°C by the end of the century, recent research shows that we are reaching the point where runaway climate effects are more likely.<sup>4</sup> Climate change will exacerbate environmental degradation, with over a third of the planet’s land being severely degraded, alongside rapid deforestation and loss of species.

The climate crisis will have the greatest impact on the world’s poorest. Extreme and erratic weather will result in droughts and floods that will threaten people’s livelihoods and displace huge amounts of people. Some commentators expect the impacts to be so severe that we may need to plan for a state of societal and economic collapse, requiring a move from mitigation and adaptation, to deep social readjustment.

The impact on agricultural smallholders will be immense. 70% of food production in South Asia is dependent on monsoons, and climate change could lead to reductions in crop yield by as much as 10% in the 2020s and a decrease in annual agricultural production in some countries by up to 30% by 2050.<sup>5</sup> In our survey, 80% of Bond member CEO respondents see increased impacts of climate change and environmental degradation negatively impacting what their organisation does.<sup>6</sup> Climate change was also of primary concern in interviews in Ethiopia, where their already embattled food system may collapse.<sup>7</sup> There will be a range of political responses to this sort of collapse

(some of which are explored in transition three) and implications in terms of pandemics and migration.

The climate and environment trends converge with those around food and nutrition, water and sanitation, and fragile states. They also need to be viewed in the context of increased urbanisation and population growth, with the most growth in Africa. By 2030, the majority of the 8.5 billion global population will live in cities and live longer, with over 1 billion people.

Natural habitats and species are being lost, land degraded, and seas overexploited. 1 million of the 8 million animal and plant species in the world are threatened with extinction within decades - more than ever before. Reversing the decline of nature is important in itself, but, without this, addressing poverty, inequality, and climate change will be beyond reach.

New movements, such as Extinction Rebellion and School Strikes for Climate, will put more pressure on nation states and on major polluters to act. Renewable energy and community-based solar are helping increase access to clean energy. More people are adopting plant-based diets and questioning the ethics of flying. With Europe taking the lead on its Green New Deal, there is increasing recognition that the economic system is at the heart of these challenges. By 2030 we will know whether the response has been sufficient in avoiding the most dangerous repercussions of climate change, with COP26 in Glasgow a pivotal moment.

### Spotlight on the innovations in this transition

#### **Ashden Awards for sustainable energy**

UK charity Ashden recognises that sustainable energy solutions exist, but that support is needed to scale them up. For example, there is an energy crisis in refugee camps and this year’s Ashden Awards shortlist includes entries focused on helping people to access energy in a sustainable way. The UNDP has empowered refugees, particularly women and young people, to sell solar products and build a micro-grid in Yemen. The Norwegian Refugee Council and Practical Action provide a package of clean energy measures to support refugees and host communities in Jordan, including providing heating and solar power for overburdened schools.

#### **European Green Deal**

The European Green Deal aims to improve people’s wellbeing while meeting environmental targets and needs. The deal targets climate neutrality by 2025 through decarbonising the economy and major energy efficiency programmes. Critically, its growth strategy is driven by protecting people and the planet, reducing pollution, and ensuring a just transition so that no one is left behind.

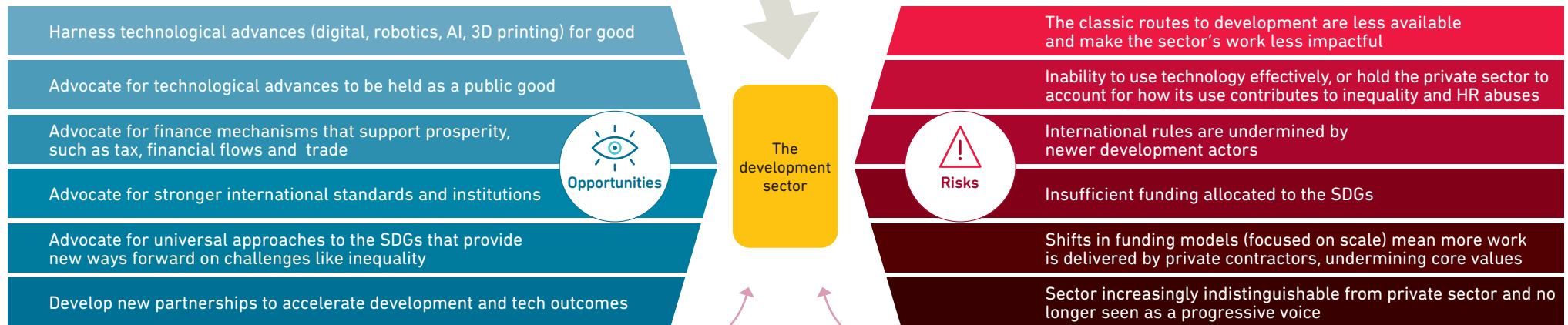
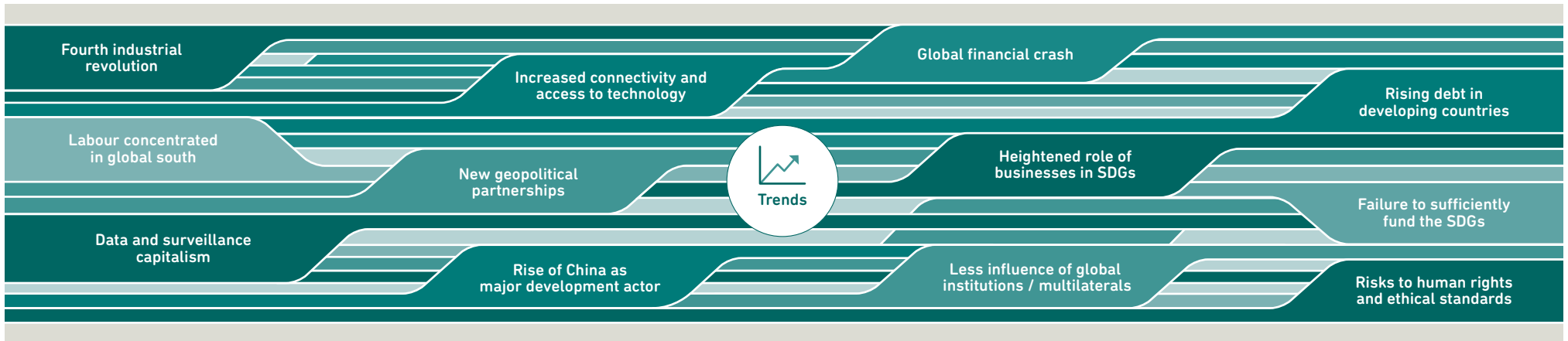


## Transition 2: New routes to development



### IMPACT OF COVID-19

The pandemic has required rapid acceleration of use of technology - including use of data and surveillance. It has forced governments to refocus on social protection. It has also shown the vulnerabilities of a global system and changed the power dynamic between China, the US and global institutions.



Redefining development (move away from developed and developing)

Universal Global Public Finance

Funders exploring systems change

New measures of GDP and doughnut economics

Fintech and blockchain

Technology innovations: biotechnology, AI, digital, etc.

Entrepreneur development model

Increased voice of diverse actors: networks and platforms

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*“The fourth industrial revolution will bring change at a speed, scale and force like nothing we have experienced before. It will affect the very essence of the human experience.”<sup>8</sup>*

World Economic Forum

*“The continuous abdication of their roles and scaling back of overseas development assistance (ODA) by traditional donor states, such as the US and UK, is being happily filled by emerging powers and states like China and India and non-state actors like corporations, foundations and philanthropists.”*

Oluwabunmi Ajilore, foresight and international development expert

*“China’s ascension to the world stage is a paradigm shift that is both driving and reflecting a new world order and balance of power [...] widely regarded as one of the top global trends influencing the trajectory of other major megatrends for decades ahead... We can neither ignore nor resist global China.”<sup>9</sup>*

Heather Hutchings, Amnesty International

**This cluster of trends brings together geopolitical shifts with new development actors and the rise of technology. It suggests new forms of development that will disrupt business as usual. With China forecast to become the world’s largest economy in the next 10 to 15 years, political, social and economic power will continue to shift towards Asia.<sup>10</sup> As we approach 2030, the combined labour force of China, India and sub-Saharan Africa will outnumber that of the United States and Europe.**

China has become a major development actor with large investments, predominantly in infrastructure.<sup>11</sup> How China evolves and what sort of partner they prove to be will be significant in the next 10 years. We are also seeing a rise in south-south cooperation, as other emerging economies, such as India, Brazil and Saudi Arabia,<sup>12</sup> promote their overseas investments and partnerships.

Some multinational companies are seeing the need to solve global challenges as a core business issue – at their best, they can contribute to inclusive growth, net zero carbon ambitions and organise their business goals around the SDGs. Multinationals are often well-resourced, and favour new technologies and innovative solutions over more traditional, and proven, human-centred approaches. However, the nature of business often means that the leave no one behind agenda is often overlooked and the current model perpetuates growth that undermines people and nature.

We can expect a major moment when the stark funding gap for achieving the SDGs will be addressed or abandoned. This will shape the post-2030 phase of the SDGs, and inform whether these sorts of global frameworks are supported and sustained. Innovation in development finance will also be an essential part of this transition.

79% of Bond member CEOs felt that the increased economic, social and political power of developing countries will positively affect their work.<sup>13</sup>

As countries take different approaches to their development, there is an opportunity for new thinking on gross domestic product (GDP), prosperity<sup>14</sup> and growth within natural limits, while tackling persistent inequalities and unemployment. The imperative for rethinking is not only that the traditional development pathways are less available in a global market, but resource constraints also necessitate a more “post-consumer” mindset.

Digital communications bring huge potential, but could also exacerbate inequality of access, extremism and misinformation. We should expect radical shifts as a result of developments in technology in the next 10 years: the convergence of mobile supercomputing, gene editing and neurological enhancements, robots and virtual reality. Artificial intelligence (AI) and automation bring both potential benefits and threats, in the form of declining job opportunities for the rising youth population of Africa.



*“How does the Nigerian development sector catch up with emerging technologies? How does the sector amplify some of the benefits of new technologies such as proliferation of start-ups and the harnessing of young people’s energies and creativity? What would the new technologies take away from the sector and its experts?”*

**Idayat Hassan, Director, Centre for Democracy & Development (CDD West Africa)**

### Spotlight on the innovations in this transition

#### **Global Public Investment**

A new concept that recognises that aid is a small proportion of the funding going into “development” and concessional international public finance is needed to fund the delivery of the SDGs. The idea, developed by Jonathan Glennie for the Joep Lange Institute, challenges whether the current concept of “aid” is suitable for today’s many challenges. Glennie argues that there needs to be a shift from reducing poverty to reducing inequality, and from charity to universal giving. Global Public Investment (the proportion of international finance that is concessional and focused on development outcomes) is essentially that all countries pay a contribution to global development (for the UK that would be the 0.7% aid budget, plus any discounted loans). All countries would be able to draw from that budget, based on their needs. The purpose would be to increase equality within and between countries and regions, and promote SDGs.

#### **AI for Good Foundation**

funds different projects that apply AI to global challenges. One brings together refugee information from previous crises, census and economic data from the country of origin to match displaced people by skillset, resource need and capacity.

*“Humans will incorporate technology and change being human eg gene modification, brain implants, knees, hips, [the] nature of humanness, and human exchange; teleportation etc. Human perceptions will change, go beyond our earth sphere thinking and universe.”*

#### **A CEO survey respondent**

Over three quarters of our CEOs respondents saw digital transformation as a positive trend. However, almost as many recognized the threat presented by unequal access and threats of oppression. The rise of citizen journalism empowers communities via digital media, for example, but at the same time digital surveillance tools like Pegasus can be used to monitor activists.



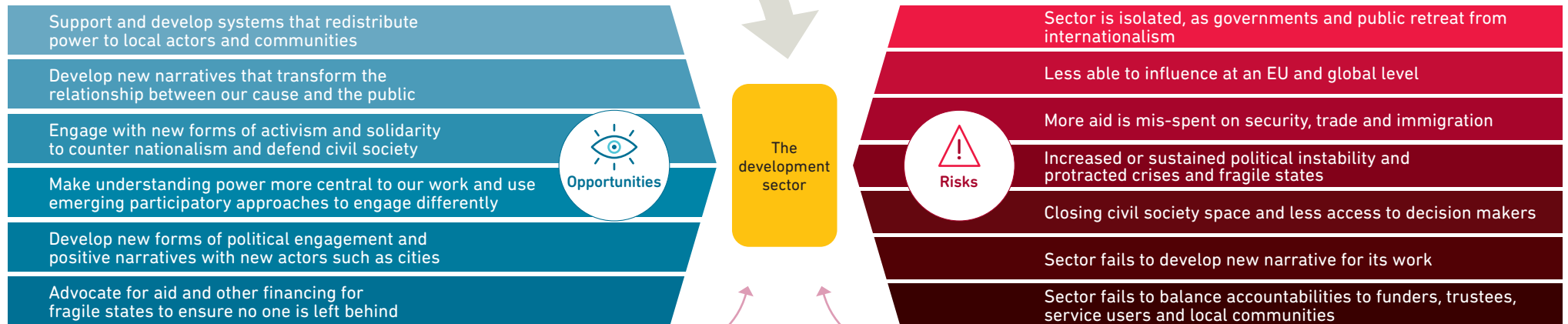
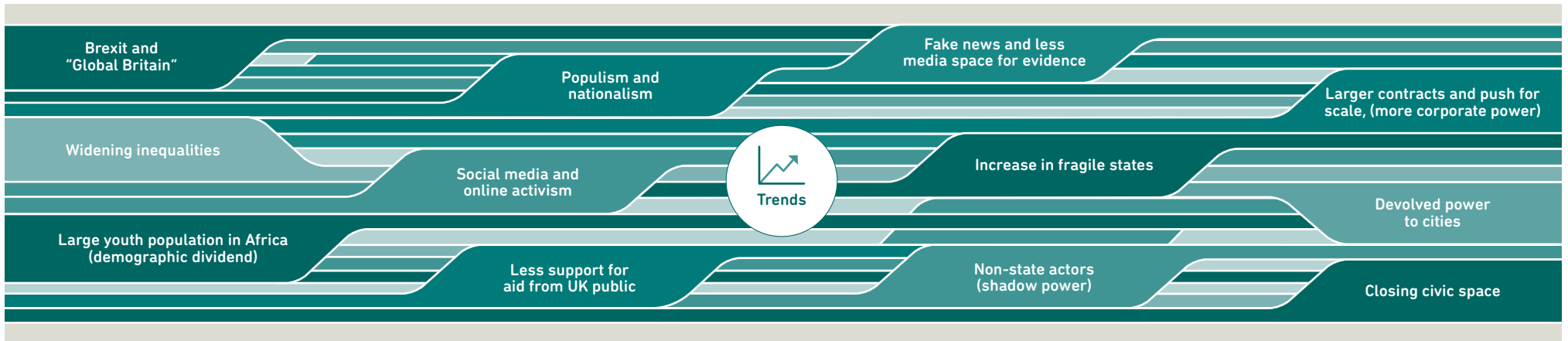


## Transition 3: Redistribution of power



### IMPACT OF COVID-19

As the pandemic unfolds, local organisations are best placed to respond to the crisis, with their knowledge, networks and local expertise. If they get the financial support to mobilise the shift in power could be accelerated. We have also seen a return to science and evidence, but also a risk of a retreat to nationalism as a result of the dire impacts of the virus.



Solidarity-based internationalism

Just Transition

#ShiftThePower movement

Deep democracy

Inclusion of marginalised groups

Networked organisations

New ways of influencing: grassroots, digital, network-based

Local partnerships and decision making

Community based development

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*“The political context is one in which right-wing populist politicians are mobilising major population blocs against excluded groups - women, ethnic and minority faith groups, refugees and migrants, indigenous peoples, LGBTQI people. They are persuading citizens that their real problems - of insecurity, inequality, poverty, powerlessness - can be solved by attacking these groups, rather than by a fundamental redistribution of political and economic power.”<sup>15</sup>*

State of Civil Society 2019, Civicus

The nature of power is changing and fracturing: nationalism versus internationalism, north versus south, fragile states versus post-aid countries, INGOs versus local decision makers, corporate power versus national governments. There are a number of directions these confusing and contradictory trends could take. Some, like understanding how UK politics are going to change and the risk to constraining civil society to democratic processes, need an immediate response, whereas others, like exploring new power models, need to be more embedded into our work going forward.

At a global level, high rates of political instability are reflected in the rise of populism and nationalism, the growing number of non-democratic states, and the “crisis of trust” in existing power structures. This threatens the integrity of the current political infrastructure and agreements (such as the UN, EU, NATO, the Paris Climate Agreement etc.) **Increased or sustained political instability is the greatest concern for our CEOs.**<sup>16</sup>

Political instability is exacerbated by **widening inequalities in all countries.** The world’s richest 1% have more than twice the wealth of 6.9 billion people. Almost half the global population live on less than \$5.50 a day. This is set to continue with the world’s

richest 1% predicted to own two-thirds of the world’s wealth by 2030 - putting civic space and social structures under strain, and heightening social and political tensions.<sup>17</sup>

The UN Foundation predicts that by 2030, 2.3 billion (up from 1.8 billion people currently) will live in fragile states. This figure includes many of the world’s poorest, and those hardest hit by climate change. **Seven out of 10 of our CEO respondents are concerned about protracted crises, fragile states and conflicts.**<sup>18</sup> Understanding pre-fragility and how to prevent it will be important. Instability is not confined to fragile states, as recent uprisings in Chile, India and Hong Kong demonstrate. As power continues to be challenged, some governments will block these demands for systemic and societal change. The role of civil society organisations (CSOs) in **emphasising the importance and value of civic space** will be even more critical in this context.

On a more positive note, the digital revolution has empowered citizens. Social movements, often youth-led, are calling for greater economic, climate and social justice. **58% of our CEO respondents anticipate that the digital revolution will be positive for development outcomes.**<sup>19</sup> Similarly, marginalised groups are now gaining a louder voice, which they are using to advocate for human rights, economic and social justice, and holding traditional power structures to account.

*“Who defines technical expertise? How do we define it in the context of a local project? How do we create equity, respect for each other’s expertise, and mutual learning between international experts with MSCs and PhDs and local experts with lots of contextual knowledge/expertise but with bachelor’s (degree) or even lower academic qualifications? How do we adequately remunerate local experts based on their contributions and delivery and not necessarily by only their academic qualifications?”*

Victoria Ibiwoye, Director of OneAfricanChild

For international development, calls for a shift in power to the global south are growing louder. **73% of our CEO respondents see a demand for greater power and decision-making locally as a positive trend.**<sup>20</sup> But there are different views on the nature of this shift. Power to make decisions about a communities’ future must be held by that community. Questions about who that power goes to, how to maintain learning between countries and access to specific expertise need to be answered. Changing knowledge flows are one of the important ways to change systems, so getting this right could unlock a lot of potential and redefine how power is distributed. The potential counter trend is that aid is increasingly channelled through big business, which may push power into the hands of a smaller number of actors.

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## Spotlight on the innovations in this transition

### **Just Associates (JASS)**

A global women-led human rights network of activists, popular educators and scholars in 31 countries that works to ensure women leaders are more confident, better organised, louder and safer as they take on some of the most critical human rights issues of our time. They co-create feminist alliances that allow women to deepen their analysis of power and share new tools, information and strategic skills to mobilise and amplify political and personal influence.

### **The Local Trust**

A radical programme of funding that gives £1m to 150 local communities in the UK. They can spend it on anything they would like in order to instigate change in their neighbourhoods. There are no targets or bureaucracy, but instead patient, non-judgmental, supportive funding. The trust supports communities to work together and build confidence and skills to allow them to decide for themselves what they need and how to act on it.

Whilst there is welcome backing for the UK's 0.7% gross national income (GNI) aid commitment, this budget is going to decline dramatically. Any shift in spending towards commercial markets and security will undermine its effectiveness in achieving its principal aim: alleviating poverty. There is uncertainty over the UK government's approach to aid and development – how it is spent, who spends it and where it goes. This makes the UK's adherence to the globally agreed standards contained in the Organisation for Economic Cooperation and Development's Development Assistance Committee (OECD-DAC) rules ever more important.

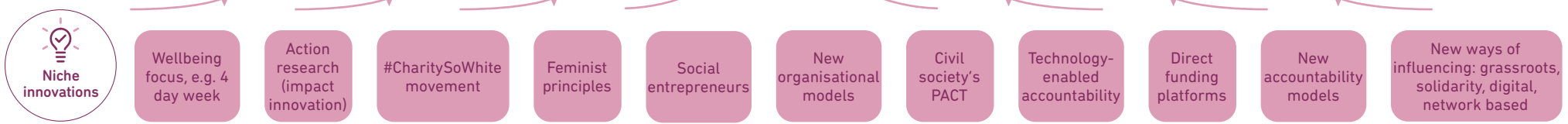
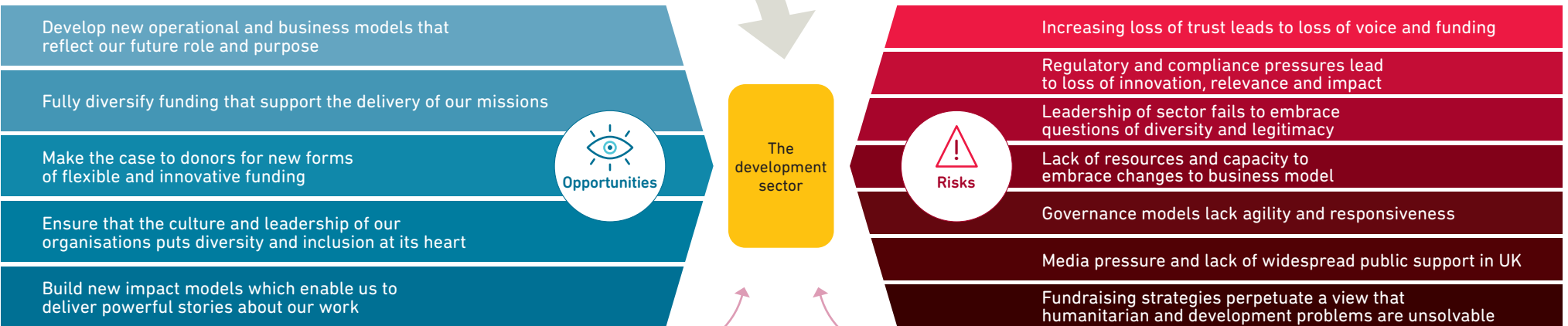
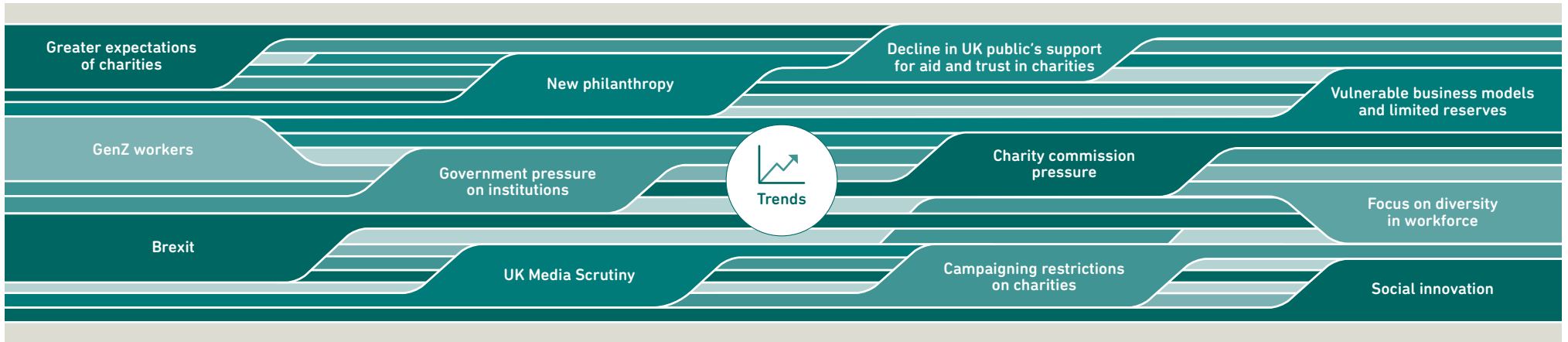
The Integrated Review – bringing together defense, diplomacy and development – is an opportunity to define the sort of global partner that Britain wants to be, alongside the trade deals that the UK negotiates. We will also need to deal with the **impact of Brexit**. Beyond the distraction and the loss of EU funds, a question mark remains on how we influence and input into the EU development activities and budget.



# Transition 4: Reinvented charity models



The crisis has highlighted the vulnerability of many business models and accelerated adoption of virtual approaches. It has also highlighted the importance of charities, the dynamism of local responses and at the same time their lack of consideration in major UK decision making.



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**Charities are having to ask hard questions about their business models, and how and who they are accountable to. Personalisation is transforming fundraising and advocacy needs to respond to the changing distribution of power.**

Trust in charity, fundraising changes, and advocacy innovation come together to create the fourth transition, which is specific to the UK context and to NGOs operating within it: reinventing charity models.

Questions persist about whether the charity model is still fit for purpose, and whether we need to change the relationship with the people we serve. The Civil Society Futures report describes a shift needed in four areas – power, accountability, connection and trust (PACT).<sup>21</sup> Some NGOs are looking at alternative structures and governance that allow for more flexible ways of working and financing, alongside new approaches to accountability.

At the same time, trust in institutions is low. The sector is having to look at its culture and leadership, following incidents of sexual harassment, abuse and bullying. Similarly, the NGO world needs to be aware of accusations of colonialism and racism in development, and address issues of inclusivity and diversity. A diverse and healthy working culture internally will also underpin positive partnerships with local communities and people in poverty.

At the root of all of this is whether or not NGOs are making a difference. But impact needs to be clearly articulated and demonstrated. The changes that INGOs help make are complex and showing how an organisation has made a change to something that is part of a wider system change is difficult. There is a need to invest in understanding the “contribution” that has been made (over direct attribution) and what has been learned in addition to measures such as value for money, or programme effectiveness. At the same time, it is critical to work with communities to define the need and nature of the change that happens.

New social movements, like School Strikes and Black Lives Matter, are proving more effective at galvanising support for societal changes. We have recently seen a dominance of more risk-averse campaigning with the sector increasingly concerned about how their work would be interpreted by a hostile press and cautious to be seen to be criticising DFID. Sector campaigning efforts need to evolve to ensure continued relevance – being bolder in challenging what is not working and using positive stories to shape a narrative that inspires and galvanises people.

Over the last decade, larger organisations have tended to do better across all funding streams despite the falling numbers of individuals who donate to charities, while medium-sized organisations have struggled. However, a whole raft of organisations have recently reported declines in public fundraising and traditional models of raising money are clearly not working. Public support for development has declined, and this is reflected in a smaller number of individuals donating.<sup>22</sup> Should this trend continue, the business model for UK INGOs will be put under further strain.

## Spotlight on the innovations in this transition

### Hope-based communications

Thomas Combe, from Hope-based communications suggests five shifts that neurological research shows galvanises people more. The shifts are from fear to hope, from threat to opportunity, from what we are against to the behaviours and values we want more, from problem to solutions, and from people suffering to people making a difference. Using these sorts of shifts to support a new narrative can help to address more insidious, hidden forms of power.

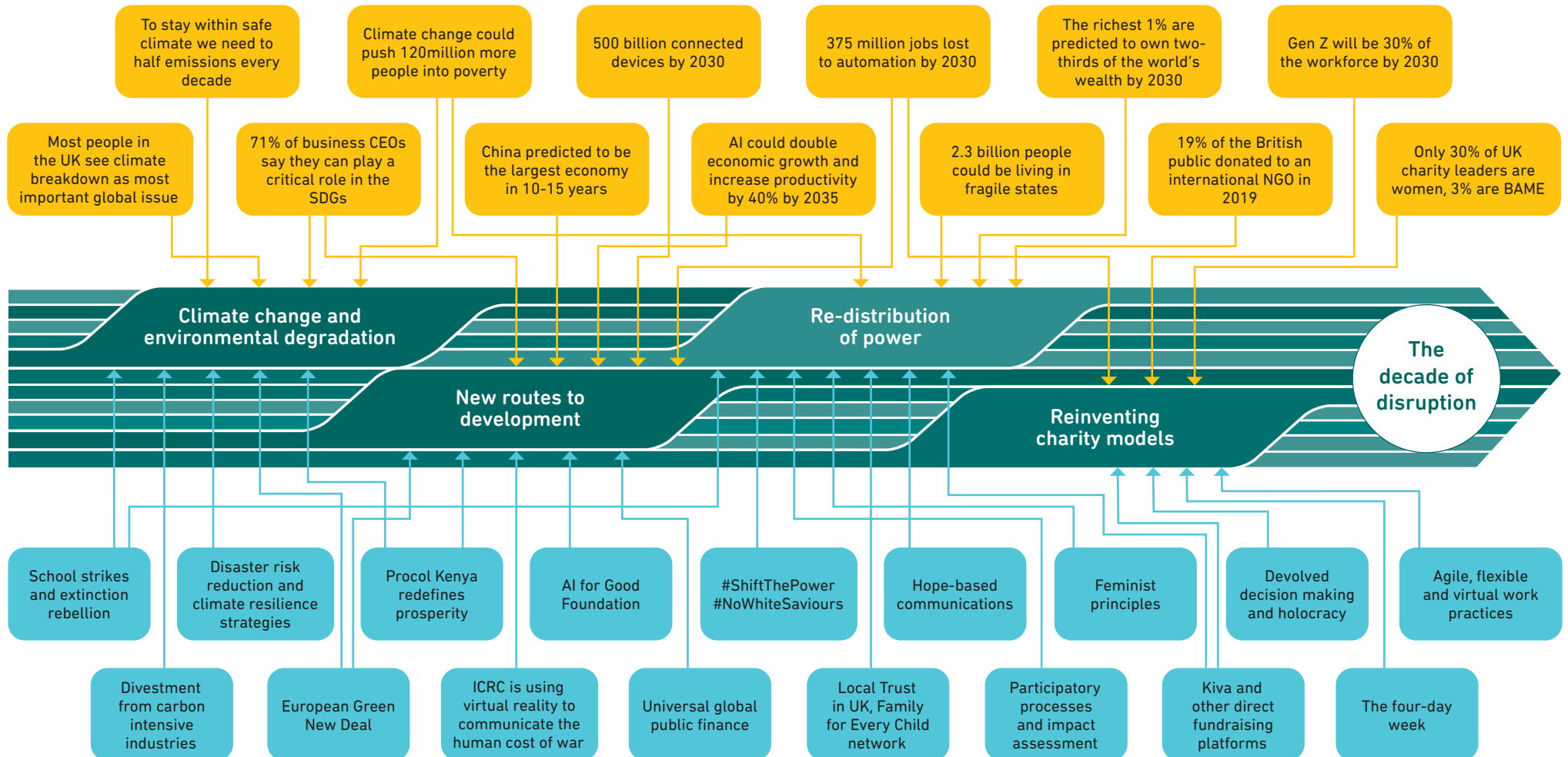
### The Tamarack Institute

The Tamarack Institute facilitates community-led innovation. They have developed a new framework for evaluating systems change. It helps to understand what happens through collaborative processes that are focused on addressing big challenges. It assesses the contribution that a piece of work, or set of collective actions, makes to addressing a challenge. The approach combines strategic learning to uncover insights for future work, the extent to which efforts change the root causes of an issue, and the extent to which efforts make lives better. It is one of many contributions on how to radically shift the way that impact is understood.

Other challenges or opportunities to UK international development organisations include the changing nature of fundraising. UK INGOs may fail to adapt their business models and continue to be reliant on restricted funding. New entrants could challenge existing business models. Kiva and Kickstarter have the potential to change the nature of an organisation's relationship with its donors, which might be more attractive to younger generations. In this scenario, large organisations may be bypassed and will have to develop a more personalised donor experience in order to compete. Digital platforms and virtual reality can also connect donors to service users more directly – allowing for innovations in monitoring and evaluation (M&E) and accountability, as well as fundraising.

Other trends could further reshape our organisations and workplaces. Alongside the disruption from automation - that will challenge some more routine job roles - new forms of organisation are being actively tested out. Models from social enterprises and B-corps to "holacracy" models where decision-making is fully devolved<sup>23</sup> are thought to be more favourable environments for younger workers, with less hierarchy and more opportunities to be agile. Health and wellbeing will also be important with the growing use of solutions like the four-day week. Finally, attention also needs to be paid to cyber security and how organisations are ready to respond to the digital revolution.

# Bringing the four transitions together





## 10 shifts that define our new context and the questions we need to ask

Based on the four transitions, we have started to review what will likely change for the international development sector, and the questions that this poses. This is a starting point for discussion and debate. We expect that there will be lots of different perspectives that we would love to hear. If you want to engage in further conversations on these questions, please email: [info@bond.org.uk](mailto:info@bond.org.uk)

### The new context

### Questions to ask

- 1 A multi-actor global system** with different expectations and approaches from several countries. Less distinction between developed and developing countries - all defining their own prosperity.
  - What are the advocacy strategies that maintain and improve international rules to protect the most vulnerable?
  - What new partnerships and ways of operating are needed to work with different development actors?
  - How might we support countries to rethink prosperity and advocate for finance mechanisms (tax, investments, trade) that support sustainable development?
- 2 Development needs split three ways** – fragile states, LDCs and the need to respond to crises (pandemics, climate events); protection of global goods (environment, health); and addressing inequality in MICs
  - Where do we need to focus to have most impact? How do we understand and demonstrate that impact?
  - How do we advocate for greater investment in systems that support resilience from shocks?
  - How might we support a universal approach to the SDGs where progress and learning is shared between all countries?
  - How do we advocate for aid and other financing for fragile states to ensure no one is left behind?
- 3 An unstable climate and more environmental crises**, needing ongoing adaptation. Widespread pressure and support for acting on climate change as a priority.
  - How do we redesign our work with communities and local partners to enable the prevention, adaptation and environmental protection needed?
  - How do we ramp up humanitarian and peacebuilding responses to be ready for the increasing level of crisis?
  - How can we be ambitious on climate and the environment ourselves, including commitments to “net zero” emissions?
  - How can we harness the energy and mobilisation around climate to help the world’s poorest?

- 
- 4** **Diffused power dynamics** with decisions being split between large donors, corporates and multilaterals who secure large contracts and control budgets and people at a local level.
- How can we support and develop systems that redistribute power to local actors and communities so that decision making is held by the people it affects the most?
  - How do we help to dismantle colonial mindsets?
  - How can we be more accountable to the people we serve? What checks and balances do we need to be in place?
  - How can we understand and use power more effectively?
  - What is the role of the INGO in this future? What is our added value and how can we be invited in to work in partnership?
  - How can we ensure that we have a strong campaigning voice that holds governments and businesses to account?
- 5** **High levels of uncertainty and unpredictability**
- How can we ensure that we are sufficiently agile and resilient to respond to ongoing change?
  - How might we diversify our funding models to deal with funding insecurity and financial shocks?
- 6** **Increased importance for 'how' organisations work and the values they hold.** A diverse range of operating structures with more devolved leadership, loose coalitions and diversity. Perhaps a move to more specialist organisations and different business models.
- What structures and cultures do we need to thrive?
  - What is our diversity and inclusion strategy, and how will we address the lack of women and BAME in our leadership?
  - How do we ensure that we are proactively anti-racist?
  - How can we promote more innovation and new thinking from outside the sector?
  - How do we partner and work in looser consortiums effectively?
  - What more do we need to ensure everyone we work with is safe and we care for ourselves and each other?
- 7** **A highly tech enabled world** transforming the ways things are done.
- How might we make the best use of technologies available to achieve our goals?
  - What can we do to ensure that technology does not exacerbate inequality and human rights abuses and is to be held as a public good?
  - What partnerships do we need to accelerate development and tech outcomes?

## 8 A 'Global Britain'

UK as a more marginal international player. More cross government approaches, including aid that is more tied to economic and diplomatic outcomes.

- How can we engage in a positive narrative for Britain as a partner in addressing global challenges and demonstrate the value and expertise that civil society brings?
- What is our combined strategy for ensuring that aid is not misspent away from the world's poorest?
- What other actors, like cities, can we engage? What are the opportunities for doing things differently?
- How do we support and improve international systems so they work for everyone?

## 9 Focus on system change

that reflects the structural changes needed to achieve the SDGs alongside individual projects and programmes.

- How can we work with others to address the root causes of poverty and inequality?
- How can we contribute to the system change needed, using more sophisticated approaches to impact?
- How can we be more joined up on the ground to create more significant change?

## 10 Evolving communications

that demand a positive voice that inspires people to help others reshape their own futures

- How might we tell more positive stories that galvanise and inspire, and ensure that people are able to tell their own stories?
- How might we develop new narratives for fundraising and campaigning that transform the relationship between our cause and the public?
- How can we engage with new forms of activism and solidarity to counter nationalism and defend civil society?

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## Endnotes

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- 8 <https://www.weforum.org/agenda/2016/01/the-fourth-industrial-revolution-what-it-means-and-how-to-respond>
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- 12 World Resources Institute, [Emerging Actors in Development Finance](#)
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- 14 For example, [Kate Raworth's Doughnut Economics](#)
- 15 Civicus, State of Civil Society 2019: <https://www.civicus.org/index.php/state-of-civil-society-report-2019>
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- 22 Aid Attitudes Tracker <https://devcommslab.org/about>
- 23 <https://www.reinventingorganizations.com>



Bond is the UK network for organisations working in international development.

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