

Generational Shift in Civil Society – Focus on Leadership



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Introduction

Commitment and leadership in civil society – a inter-generational challenge

Generational shift. Depending on where in the world and in what situation you are, this term will carry a different meaning. Independent of this, the urgency of the term and the challenges it involves for the future remains. This calls for thought and action.

Civil society is a strong force for change – for democracy, human rights, and economic development. The generational shift entails great challenges for civil society. In many of our cooperation countries we can observe a “youth explosion” – people under 30 years of age constitute 60–70% of the population, which implies that their active participation and commitment is decisive for the development of these countries. This means that access to channels and forums that enable participation, influence, and leadership for the younger generation is a matter of democracy.

In Sweden, during recent years, challenges can be observed in the form of an alarming trend, where receding numbers of members, in particular amongst the younger participants, is a factor. Another challenge is the demographic aspect – the generation that has become known as the “Record generation” which has set the tone within the organisations, will be leaving the stage within the next few years. New ways of organising and becoming involved appear and the established organisations are put to the test.

The ambition of the project *Generational Shift in Civil Society* has been to create a meeting place around the topic of generational shift – to discuss the situation from different angles and look for strategies and methods that can strengthen readiness to act for the future.

Leadership is important within an organisation: not only to create a commitment and a driving force for goals and visions, but also in order to be able to reach and show results in the global fight against poverty. With this as a starting point, the project has worked with the question about how the interchange of ideas and knowledge can take place between generations, and what organisations can do to include both younger and older people in this effort.

All in all, the two-year journey within the project has shown that, in spite of the challenges, real opportunities do exist. The driving force for

global change is the common denominator for this. Commitment, knowledge and experience from a great variety of players are needed in the fight against poverty. To be able to address and manage global matters of destiny, inter-generational cooperation is needed. The commitment and knowledge of the young generation in combination with the older generation's experiences constitute real forces for peace, democracy and development.

Voices of participants*

*I think that this dialogue is useful. But it is also context bound.
In Sweden for example the youth are very engaged in human rights.
In Kenya the youth often do not have the time to participate in an
organisation. They have to concentrate on how to get their daily bread.*
(Representative of a Kenyan organisation, October 2006)

*There are variations between Sweden and Africa, and the Middle East
where I come from is different from both these contexts.
But we also have a lot of similarities, for example values of leadership,
transparency, and participatory ways.
The clashes between generations are also the same.*
(Representative of an Egyptian organisation, October 2006)

*We say democracy is a good thing but we define democracy
in our own way. In my country we have the concept that
the young should respect the older people.
In many situations young people are not allowed to speak their mind.
In urban areas it is more open, in rural more closed.*
(Representative of an Indian organisation, October 2006)

*Personally I think the most interesting part is trying to
create a dialogue between the generations.
Probably young and old have the same vision what they want to
achieve but as their methods and way of expressing themselves
differ they sometimes misunderstand each other,
leading to clashes. Therefore it is important to create a dialogue.*
(Representative of an El Salvadorian organisation, October 2006)

*It is not enough to say that a shared leadership
between generations is a power issue. It is a question of rights,
the youth constitutes a large part of the member base
of many organisations.*
(Representative of a Swedish organisation, October 2006)

The greatest challenge for civil society leaders is the demographic structure. From the study Future Leadership in Swedish Civil Society, we know that we have different life phases, two freedom phases and a midlife phase of responsibility in between, when one is dedicated to creating family and professional development, meaning that little time is left for commitment. In the freedom phases lies the potential for commitment. It is a challenge to handle this situation in an organisational setting.
(Bengt Westerberg, president, Swedish Red Cross, February 2007)

What I think is important when it comes to young people is representation. When I was elected to join the board in Save the Children there was just one representative below the age of 35. Now we are six. I think that is because we showed it was possible.
(Inger Ashing, vice-president Save the Children, February, 2007)

Within Sida it is also palpable that there is a kind of generational shift going on. We have approximately 30 persons per year leaving the organisation for retirement. With these individuals vital knowledge and experience disappear. It is important that this experience is shared within the organisation before leaving and that it is blended with new knowledge, perspectives and commitment.
(Maria Norrfalk, Director General, Sida, February 2007)

* The following quotations are collected from interviews with participants in the project's activities.

1. Executive Summary

This document is the final report for the project *Generational Shift in Civil Society – Focus on Leadership*. The project was initiated by the Sida Civil Society Center and was carried out during the period June 2005–June 2007. The purpose of the project is to apply a generational shift perspective on leadership within civil society active in development cooperation, both in a Swedish and international context.

The project idea was born in a dialogue with the international resource organisation CORAT Africa, and developed in consultation with representatives from the target group. In the needs analysis the following tendencies were identified as relevant starting points for the project:

(i) Situation analysis in Sweden and in the South with connection to contextual, organisational and individual factors indicating the importance of the generational shift, (ii) the leadership issue as common denominator, (iii) the need for systematised knowledge and (iv) method development.

A study was performed within the project, “Future Leadership in Swedish Civil Society”. Moreover, workshops and seminars of international character have been carried out in a three-stage rocket with the objective of discussing, analysing and designing methods & strategies pertinent to this topic¹.

Project goal #1 reads as follows:

Strengthened methodological competence in the primary target group with the aim of facilitating the process of generational shift through an interchange of experiences and ideas across the generational lines, this contributing to a vitalisation and safeguarding of the organisational memory.

The goal and result analysis indicates that the project has to a certain extent contributed in achieving this through high participation in activities, as well as by creating conditions for fortified knowledge through access to the bank of resources made up by the project documentation.

Regarding project goal # 2:

Increased readiness to act on the part of the primary target group at the prospect of the change that the generational shift entails, attained by all players taking this perspective into consideration in their long term strategic policy work.

¹ All documentation related to the project can be found at www.sida.se/scsc, under Project

The review shows that the project has contributed considerably to increased readiness to act by creating an arena for concentrating on one particular issue of high topicality. In this manner the organisations have been exposed for different aspects of the particular issue in question raising the awareness.

In spite of differences between dissimilar contexts, the global meetings within the project have shown a consensus of incentives for an inter-generational leadership. According to conclusions from workshops, a shared civil society leadership between generations can be motivated for the following reasons:

- Effectiveness: A heterogeneous leadership could for example contribute to a better communication with the target groups of an organisation.
- Representation: The age structure of the member base should be reflected in the leadership of the organisation.
- Risk analysis: A shared leadership involving young people can be a matter of survival for an organisation.

Following the outcome from workshop sessions, the objectives of an initiative to develop a shared leadership between generations could be the following:

- To create a learning organisation in which intergenerational transfer of knowledge and ideas is enabled.
- To create a shared civil society leadership practice where people are included irrespective of age, gender and status.
- To create a healthy dialogue between generations globally within civil society.
- To establish a civil society leadership with appropriate skills and values responsive to the organisational needs and societal context.
- To establish a full participation of youth in leadership positions that can influence decision making in civil society.
- To establish a collective shared leadership where all influence and share responsibility for global change.

During the journey, methods and strategies to achieve the goals have been identified.

For example:

- Awareness raising work concerning the issue at organisational level by development of code of conduct and visibilising power aspects.
- Making risk analysis of current and desired situation connected to internal action plans, conducting review of representation of different age categories related to age structure in member base and creating mechanisms for transition and succession planning.
- Capacity development, for example leadership development and training and mentorship initiatives.

As to SCSC's possible continued work within this area, the project leader gives recommendations that can be separated into two parts.

- (i) Design and implement an inter-generational initiative on leadership in civil society, directed towards a practical application of method and capacity development.
- (ii) Integration of the project experiences into SCSC's activities.

This report has been elaborated by Karin Olofsson, project leader at Sida Civil Society Center.

2. Background

2.1 Origin of the Project Idea

The origin of this project idea can be traced from several sources.

1. *Requests from and joint needs identification with international resource organisations* that SCSC works with; in particular CORAT Africa. During 2004, SCSC established contacts with CORAT Africa, based in Nairobi, and found that the organisation could constitute a collaboration partner in the work with leadership issues, as they would be able to bring in voices from the South. CORAT sees this as a very important topic amongst its target groups and expressed interest in working with SCSC on the subject of leadership initiatives. Several years' work with the leadership issue, and a study undertaken in East Africa provided a relevant basis, in the form of practical experience and theoretical knowledge, for continued work on this subject with an international perspective.²
2. The *Advisory Board*, which holds a role as a consultative body for SCSC's future development of activities, has indicated the need to highlight the influence and participation of the youth in the established organisations.
3. The study "*Power Aspects in Civil Society*"³ was carried out for SCSC during the period May – August of 2005. Representatives from Sida and Non-Governmental Organisations (framework organisations) were interviewed. Generational belonging is described in this study as one of several power aspects that can influence an organisation in its distribution of work, participation, real influence, and leadership traditions. The study provides several recommendations, amongst which is the need to focus on the generational perspective in connection with the role of civil society in SCSC's activities.

2.2 Needs Analysis

The project was designed based on the previous stages of the needs inventory phase. A *brainstorming seminar* was held in October 2005 with Swedish and international representatives from SCSC's target group. The objective of the seminar was to assess the relevance of the subject and to make an inventory in order to delimit scope of the project's topic.

² For a more detailed background, please refer to the project description "Generational Shift in Civil Society", www.sida.se/scsc

³ Hauer, Michael "Maktaspekter i Civila Samhället" (Power Aspects in Civil Society), August 2005

The needs analysis served as a guide for the project design, and the following tendencies could be discerned:

2.2.1 Situation analysis in Sweden and in the South – contextual, organisational, and individual factors

Generational shifts can occur on several levels: in society, within the organisation, and individually. While changes between generations may be a recurring phenomenon, we are currently facing a significant change as an influential generation, the Record generation⁴, will soon leave working life and the limelight of society behind.

The Record generation is made up of 1.2 million people born between 1945 and 1954.⁵ This generation has played a central role in building up the welfare state and within popular movements. Moreover, this change is occurring during a time when the twentieth century's national industrial society is about to be replaced by the globalised knowledge society.

Changes associated with this generational shift can also be discerned at the organisational level. The membership-bases of traditional popular movements are eroding as they lose members, and it is difficult to rejuvenate the membership base. For a bit more than a decade we have seen the emergence of “new social movements”, that may typically be defined as network-based, often global, and that have a flexible, non-hierarchical structure.⁶ Within the Swedish non-profit sector there is a shift from being a voice in the public debate, towards producing more welfare services and a closing of the gap between the non-profit sector and profit-driven companies⁷ together with an increase in professionalisation.

2.2.2 Focus on Leadership

Leadership was identified as a common denominator for Swedish and international players. In order to achieve a delimitation in the complexity covered by the term “Generational Shift” a decision was made to focus on one issue. Leadership is an important topic within development cooperation: it is crucial for the future and its connection to the generational shift perspective is clear.

This is evident from an African perspective as the national leaders of the first generation after decolonisation become elderly, thus bringing the issue of form and content and of a future leadership to a head. One aspect of this issue is the need to further develop forms and methods of collaboration on how ideas and knowledge can be transferred between generations.

This is also an important topic within the Swedish organisations in their roles as players in Swedish Civil Society and with regard to their partnerships with the players in the South. Overall, traditional leadership is being questioned and challenged by new theories and models that address the tasks and functions of the leader. Moreover, this challenge becomes more difficult due to changes in the surrounding world resulting in new requirements concerning parameters, form and content for the organisations. During the needs inventory phase, representatives from the primary target group identified leadership as a relevant topic that ought to be viewed in connection with the generational shift perspective.

⁴ This concept started being used at the beginning of the 90's by the research and consulting firm Kairos Future when they established the guidelines for a research project on this generation. The results were presented in the book “Rekordgenerationen slår till igen” by Ivars Jeger.

⁵ Lindgren, Furth, Krafft and Kempe, “Rekordgenerationen – Vad de vill och hur de tänker”, Bookhouse Publishing, 2005, p. 13

⁶ Ed. Adrienne Sörbom. “Den tömda demokratin – och vägarna tillbaka till makten”, Agoras Årsbok 2004, p. 126

⁷ Wijkström and Lundström. “Den ideella sektorn- organisationerna i det civila samhället” Sober förlag, 2002. p. 18, 37.

2.2.3 Need for systematised knowledge

A need for increased knowledge about this situation in general became visible during the needs inventory phase. The same need was expressed at the brainstorming seminar. One idea that was born was to create a survey, which could provide an analysis of the current commitment and leadership in civil society. This analysis of the current situation could constitute the basis for the project's activities as well as providing inspiration and information.

2.2.4 Method development

During the introductory phase a need was expressed that the project be directed towards developing methods through a connection between theoretical knowledge and practical experiences.

2.3 Target Group

The group toward whom the project is aimed and who are expected to be affected by the results, is SCSC's primary target group. The group consists of the 15 non-governmental Swedish organisations active within the field of development cooperation, known as the framework organisations, together with their member organisations, and indirectly their international collaboration partners in the developing countries. As a secondary target group, and therefore with a supposed indirect influence, we can also mention other players who have participated in the project activities: other civil society players, researchers, consultants and institutions/authorities.

3. Review of Project Results

3.1 Activities in Retrospect

The activities are planned and carried out with the aim of accomplishing the results, which in turn contribute to reaching the project goal and in the long term also the overall goal. An initial description of each respective activity will be followed by an account of goal accomplishments.



Project activities were designed and planned after the introductory needs inventory phase. One ambition regarding the implementation of activities has been to link all the different parts pedagogically by allowing the results from the previous stage to set the agenda for subsequent stages. The activities have been carried out in the form of a three-stage rocket.

Stage 1: Workshop Nairobi, Kenya “Leadership in Civil Society – an African and Swedish Perspective”. The objective was to provide an opportunity for an inter-generational comparative dialogue about the role of leadership in civil society, both from a Swedish and an international perspective.

There were two studies available as a basis for the workshop. The study “Realities of Change” carried out by CORAT Africa in collaboration with Intrac. From Sweden there was the study “Leadership in Swedish Civil Society” performed by SCSC in collaboration with Kairos Future.⁸

The emphasis on this occasion was to create an understanding of the situation in the respective contexts by asking participants to relate to their own experiences and their reflections on a theoretical basis. A comparative analysis was carried out among African and Swedish

⁸ The study was carried out as a result of the need analysis. Can be downloaded/ordered from www.sida.se/publikationer

situations respectively, related to the individual, organisational, and contextual factors that affect the leadership role. For example, the analysis manifested that there are palpable differences in Africa's poverty situation and colonial history, which result in leaders being driven by a "survival mode" in comparison with Sweden where self-realisation and professional growth are more typical. Moreover, the conditions for a leader of civil society are affected by a donor controlled agenda, and the concept of leadership in Africa is still dominated by management theory from the west. In spite of these differences, it was possible to point out the similarities. Both the Swedish and African organisation representatives expressed an aspiration towards global change as a strong driving force in their role, as well as the lack of transition mechanisms within civil society organisations to ensure the future supply of leaders and in order to provide space for future, younger leaders.⁹

Stage 2: Workshop Sida Civil Society Center, Härnösand. The aim was to take the discussion from a previous workshop further and identify methods and strategies that work for leadership in civil society.

On this occasion the international perspective was broadened through the participation of Latin-American and Asian representatives. The basis for the work was the "emerging themes" that were the conclusions drawn from the prior stage. The themes essentially represent areas where there is a need for further consultations and was guiding for the work connected to goals, strategies and methods.¹⁰

- Theme 1: Enabling effective leadership,
- Theme 2: Economic realities,
- Theme 3: Relationship with partners,
- Theme 4: Over expectation on leaders,
- Theme 5: Voice of the youth,

Stage 3: Panel discussions combined with miniseminars, Generational Shift in Civil Society – focus on leadership and global responsibility, Sida Stockholm. The objective was to shed some light on and discuss the general patterns, tendencies and conclusions from the contents of the project.

The purpose of having this activity in Stockholm was to communicate the questions at issue and the project's partial results to a broader target group. Thus, apart from SCSC's primary target group, other civil society players, researchers, and representatives from the private sector participated as well.

A inter-generational panel consisting of Swedish and international representatives from civil society, the research field and private sector discussed two subject areas: future civil society connected to scenario analysis, and the development of the leadership role in civil society. These discussions provided input for subsequent miniseminars that built on the results from a previous workshop where four areas had been identified; cross-sectorial collaboration between civil society and the private sector, power aspects, shared leadership, and learning & inclusive organisations.¹¹

⁹ For a summary of workshop results, please refer to appendix 1.

¹⁰ For a summary of workshop results, please refer to appendix 2.

¹¹ For a summary of workshop results, please refer to appendix 3.

Yet another activity was carried out within the project, which was not part of the original plan. SCSC received an invitation from CORAT Africa to jointly arrange a workshop at the World Social Forum, Nairobi, Kenya. The objective of the workshop was to present and discuss these topics in front of a larger target group in a strategically important civil society arrangement.

3.2 Goals and Result Analysis

Initially, goals, indicators, and results are presented in a matrix model in accordance with the LFA model (Logical Framework Approach).¹²¹³¹⁴¹⁵ Below is a description of goal achievements with a focus on project goals.

Goal level	Description	Indicator	Source of verification
Development goal	Increased awareness of the phenomenon of generational shift with a focus on leadership,		All documentation
Project goal 1	Strengthened methodological competence in the primary target group	– 60%¹² of the framework organisations have participated in the project's activities, – 50%¹³ of the framework organisations have international partners who have participated in the project's activities	Participant lists & documentation per activity
Project goal 2	Increased readiness to act on the part of the primary target group	80%¹⁴ of the framework organisations have participated in the study. – The participants perceived the activity as useful – The participants' expression of future needs/initiatives – 80%¹⁵ of the framework organisations have participated in the study. – The participants perceived the activity as useful – The participants' expression of future needs/initiatives	Study: "Future Leadership in Swedish Civil Society". Web based evaluation of the stage-3
Result 1	Identified and/or developed methodological tools		Reports/ Documentation project activities
Result 2	Documentation produced concerning methodological experiences		Reports/ Documentation project activities
Result 3	Network of mentors and trainees with international profile established as a tool and process.		Reports/ Documentation project activities
Result 4	Resource bank with documentation developed and available virtually		www.sida.se/scsc

¹² This number is calculated based on framework belonging, i.e. the total number of framework organisations, that is to say that 15 give 100%, and it pertains to participation in at least one of the project activities. Limited access to a statistical data concerning framework organisations, including their member organisations, makes measuring at this level more difficult.

¹³ Ibid.

¹⁴ Ibid.

¹⁵ Ibid.

Project goal # 1:

Strengthened methodological competence in the primary target group with the aim of facilitating the process of generational shift through an interchange of experiences and ideas across the generational lines, this contributing to a vitalisation and safeguarding of the organisational memory.

A review of the outcome of the indicators above shows a relatively good goal accomplishment. Approximately 66%¹⁶ of the organisations in the primary target group, that is to say, the framework organisations, have participated in one/some of the project activities. About 73%¹⁷ of the Swedish framework organisations have international collaboration partners who have participated with at least one representative in one/some of the project activities.

As to the expected results indicated for the project, an all in all review below shows a certain limitation in goal accomplishment.

Result 1. Three to four methodological tools have been identified and/or developed within the project's framework in collaboration with the target group, and the practical application of these methods has been initiated.

Several examples of methods have been identified. As method knowledge, these have a bearing on the project goal above. On the basis of the understanding and analysis carried out in stage 1, the aim of stage 2 was to take the process further by focusing on strategies and methods connected to the generational shift and leadership. In the global gathering with representatives from Latin-America, Asia, Africa and Sweden, a joint problem analysis was carried out, which resulted in the identification of six target areas. To each respective target area a range of possible methods and strategies were connected. Examples of methods are:

- risk analysis of current and desired situations where formal and informal structures & attitudes are explored,
- identification and a synthesis study of good practices,
- internal review of meeting structures and definition of roles and areas of responsibilities and
- the inclusion of young people in the organisations' recruitment processes¹⁸

Focus was also on capacity development and the following were seen as important methods:

- leadership training,
- leader development,
- mentoring and trainee programs which include both the younger and older leaders for a cross-fertilisation of knowledge and experience.

For the capacity development initiatives, emphasis was placed on the importance of including space for both reflection and the exchange of experiences, the development of knowledge and skills such as lobbying and advocacy work and also relating the role of the leader to current factual matters within the development cooperation (e.g. the Paris Agenda – harmonizing and land/sector concentration, HIV/AIDS, policy processes).

¹⁶ Ibid.

¹⁷ Ibid.

¹⁸ For a more detailed description, please refer to appendix 2, alternatively the report "Handing over the stick", from the International Workshop, Oktober2006.

However, completion fails when it comes to the practical application of methods, which contributes to only partial goal fulfilment. This was not feasible during this relatively short project period, and now after the fact, it is appreciated that this was an unrealistic goal.

Result 2. Documentation produced in collaboration with the target group concerning methodological experiences with the transfer of ideas and knowledge across generational lines with a focus on the leadership issue.

In general, the project can be considered to be well documented. There is documentation compiled for each respective stage of the process, where the contents and conclusions are summarised. This is material which could function as a bank of resources and provide inspiration and knowledge for each player's continued work with this matter. A positive aspect mentioned in evaluations and comments is the theoretical basis made up of the African and Swedish studies that combined a quantitative and qualitative angle on this subject and which provided clear added value at the seminars/workshops that were held.

However, it can be noted that the focus of this documentation – which reflects the actual process and its contents – is on comprehension, discussions and analysis. Limited space was given to the exchange of case-based experiences with examples, and thus to conclusions drawn out of practical experiences. This could have been given more space, as was also expressed in the evaluations. On the other hand, the time frame available is limited and a pedagogical process manner of addressing a relatively complex subject requires prior stages of common understanding, discussion and analysis, which can then open the way for more hands-on case work. There is future potential here for developing a case-based approach and working method.

Result 3. A network of mentors and trainees with an international profile has been established as a tool and process within the framework of the project.

Conclusions from the project's activities confirm the need to form a mentor and trainee network with an international profile.¹⁹ Such an initiative is an example of a tool brought forth as a relevant method for working with idea and knowledge development across the generations. However, this result has not been fulfilled in the sense that any tools or process have been elaborated. The material generated by the project has, however, provided a platform for further development of the tool. In the documentation there is substance on which to continue building to achieve an implementation. For example, topics have emerged that are regarded as important to include, as well as aspects that need to be considered. During the limited time of this project period it has not been realistic to further develop the actual formation of the mentor and trainee network.

Result 4. A resource bank with documentation regarding the project's content and process has been developed and is available at the virtual arena "Towards 2015".

All the documentation regarding the project content and process is available on SCSC's web page for everyone who is interested.

¹⁹ The report "Handing over the stick" from the International Workshop, October 2006, and a report from "Generational Shift in Civil Society – Focus on Leadership and Global Responsibility, February 2007.

Due to technical and organisational reasons the virtual arena “Towards 2015” has been dismantled. It will become integrated with Sida/SCSC’s official website.

In conclusion, one could say that the project, to a certain limited extent, has contributed to strengthening the methodological competence of the primary target group. The level of participation and commitment on the part of the organisations has been significant, both quantitatively and qualitatively, which could be a sign of increased knowledge on this subject. Through these methods there has been development of ideas and an exchange of experiences, and this process is now documented in the form of a bank of resources.

Project goal # 2:

Increased readiness to act on the part of the primary target group at the prospect of the change that the generational shift entails, attained by all players taking this perspective into consideration in their long term strategic policy work.

Many organisations in the primary target group joined in and participated in the study “Future Leadership in Swedish Civil Society”. The indication above calculates an 80% level of participation among the organisations, the outcome indicating 100% participation on an organisational basis. The response frequency among the respondents was 62%, with approximately 990 respondents, which is considered a reasonably good response frequency in this type of research.²⁰ This could indicate that the organisations are paying attention to the importance of this subject and recognise the relevance of the information this study can provide. It can be seen as an indirect increase of the readiness to act, since it provides an incentive to bring this subject on to the agenda and thereby also provides the grounds for continuing to consider these subjects on an organisational basis.

In a web based evaluation²¹ at the project’s finalising activity, there is a question which asks in what way each participant believes the project contents can be useful to him or her in continued work. 25% of the participants chose to respond to the question with a concrete answer indicating what benefit each individual thought he/she had obtained.

Examples of these are:

- suggestions on organisational development efforts,
- new perspectives and experiences
- overview and future planning
- raised awareness about making use of the competence and experience of young and old within the organisations,
- network contacts
- theoretical input and
- support for the leader role

Evaluations made from two previous occasions showed similar patterns regarding lessons to be drawn and brought along in continued work. Aspects that are emphasized as positive are increased awareness and knowledge about this subject in relation to different organisational and societal contexts; theoretical platforms through studies, identification of

²⁰ As stated by the research company Kairos Future, August 2006.

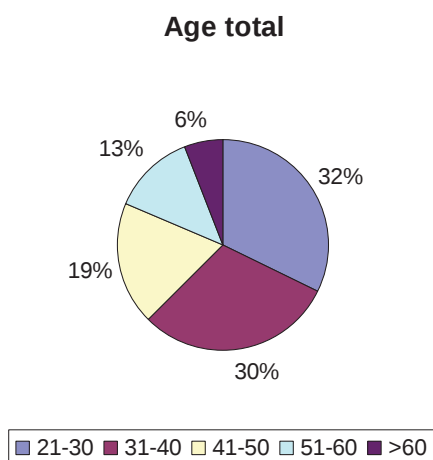
²¹ Please note that this includes both the primary target group as well as other participants from the secondary target group, and that this only refers to stage 3 in the project. Of the other 75%, a smaller group stated that the occasion had not given them anything of practical usefulness, and others – for unknown reasons – chose to not respond.

motives/arguments for continued work with this subject and bringing it onto the agendas of the organisations. Critical points of view are also expressed about the difficulties of carrying out a comparative dialogue between dissimilar contexts, the lack of practical experience exchanges and a certain lack of clarity in the use of concepts around the generational shift.

In connection with the evaluation of the finalising activity, there was also a question that asked if SCSC was going to work with the Generational Shift from now on, and if so, which specific matters would they then see as most important. 25% of the participants²² chose to respond to this question with tangible proposals, which have been further developed below under the section of future recommendations. In short, the majority emphasised the relevance of knowledge about methods for integrating the generational shift perspective into the organisations' daily and long-term work. This can be seen as an indication that within the organisation people are seeing the importance of acting on this subject. In other words, the process has provided certain stimulation towards an increased readiness to act. The majority point out that work is already going on in the organisation in this regard, so in that in a sense they do see the relevance of building networks and exchanging experience, but not of bringing in new knowledge. The other 75%, for reasons not known, chose not to respond. This could indicate that a large proportion of the participants do not see the relevance of continuing to work with the subject of generational shift.

As previously mentioned in the report, the inter-generational approach has been an expressed ambition. The project has further strived towards involving a broad target group. The charts below provide an illustration on how these elements have been achieved.²³

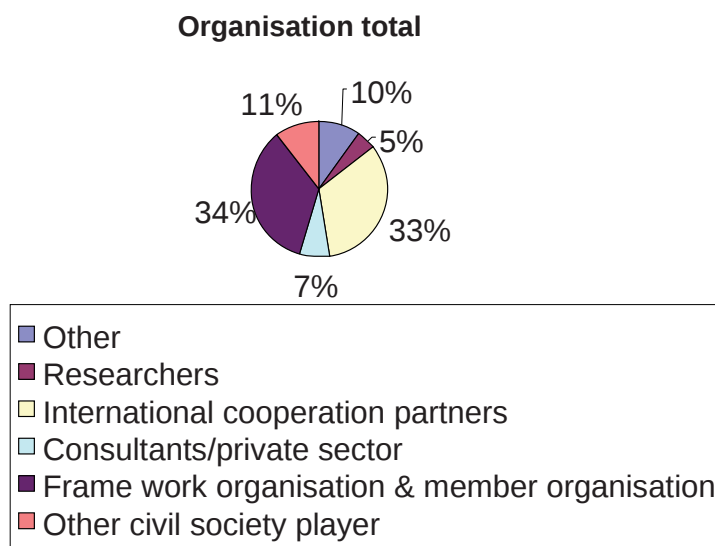
When looking at participation in project activities based on age category, we can clearly see in the table below that there is a clear age spread among the participants. The majority fall into the age group between 21–40 (62%), but we also find a fairly large proportion (32%) amongst the older categories 41–60. Participants over 60 years of age, make up the smallest part (6%). All this provides an illustration that to a large extent the inter-generational efforts have been attained as representatives of different age groups have participated in dialogue and experience exchange.



²² Please note that this includes both the primary target group as well as other participants from the secondary target group, and that this only refers to stage 3 in the project.

²³ These statistics refer to participation in all three project activities, approximately 200 people.

With regard to the participant profile, the table below shows that a clear majority (67%) fall into SCSC's primary target group, the framework organisations as they are called, and their member organisations as well as their international partners. However, among the other parts, there are also other players involved, such as; civil society players (11%), researchers (5%), and consultants (7%). In the "other" category we find Sida employees, other state agencies, UN bodies etc. This shows that the project, to a certain extent, has been an arena where different players with connection to the issue have been meeting.



To sum up, it can be concluded that the project, to a relatively large extent, has contributed to increasing the readiness to act in the primary target group. The strength is that the project has contributed to creating an arena where a large number of players have discussed the subject of generational shift and where there has been a lot of interest in exchanging experiences and viewpoints. Combining theoretical knowledge from studies with a dialogue has stimulated the process around generational shift. The evaluations carried out with the participants show that there is an increased awareness of the generational shift phenomenon with connection to the leadership issue. However, the connection to including this perspective into each player's strategic policy work is not obvious. On the other hand, one can note that through the exchange of ideas and experiences a platform for methodological knowledge has been created, which could stimulate the organisations' daily and long-term work with these topics. Certain demand expressed by organisational representatives about future methods initiatives might be a sign that dialogue and experience exchanges could provide a constructive contribution and a complement to the organisations' own work.

Development goal

- Increased awareness among the players of civil society of the phenomenon of generational shift with a focus on leadership, its meaning and consequences at the individual, organisational, and societal levels.

According to the planning tool LFA (Logical Framework Approach), this target level will indicate the long-term direction, approximately 5–10 years after a finalised project. Due to this long-term perspective, an

evaluation is naturally hard to make. As to the project's contribution to increased awareness, we can, based on our previous account, note indications of a certain influence in a selection of civil society players,

To sum up, we can establish that whether this goal is reached in a long-term perspective will depend on several initiatives, not merely this limited project. A daring look into the crystal ball does however provide a relatively good prognosis on goal fulfilment. This prognosis is based on the topicality of this subject, with several players from different parts of society giving and drawing attention to this matter from different perspectives, while also pushed forward by a certain interest from the media. Henceforth the demographic reality will speed up the process by demanding action and solutions – here in Sweden through the continued retirement of the Record generation, and in the South through a “youth” explosion searching for its place in society with channels for exerting influence and having an effect on the work with global destiny topics.

4. The Hand Over

The project result has been received by the primary target group and other participants in the project's activities. All participants have received the documentation which has been generated throughout the project. The partial results were presented at the third and concluding activity in the project, at which time patterns and tendencies were discussed. All participants, Swedish as well as international, will also receive this report once it is finalised during the month of June, 2007, after it has been circulated for consideration by the Advisory Board, the external reference group, and the project group at SCSC.

For the continuation of process, the following can be established:

- i) The target group has a clear ownership and responsibility for any use of the results produced by the project. Each respective organisation will make an assessment based on its own needs, its reality and strategic priorities, if, when, and how, it will choose to move ahead with the results presented by the project.
- ii) SCSC, from its mandate as an arena within method & capacity development for the civil society players within development cooperation, has an opportunity to deepen the work with generational shift and leadership through future initiatives. The decision as to whether this should be made a priority within the activities will be taken by SCSC's management, who requested the project, and, who based on the evaluation of the results from this project, will provide a Management Response. Below are the project leader's recommendations for the future and more developed reasoning regarding this alternative.

5. Development Opportunities and Future Recommendations

In connection with the final activity of this project, a question aimed towards the future was asked in the written, web based evaluation. The question was: *If SCSC in the future were to work with the Generational Shift – what specific issues do you/your organisation find are the most relevant ones?*²⁴

A summary of the replies indicates the following:

Method and capacity development

- Method for learning how to work with knowledge transfer and development, learning, mentorship, mentor network and handing over/ forms of collaboration between the younger and older generations in a tangible manner.
- Method development for integrating the perspective generational shift into the organisation,
- Leadership training & leader development. For example, trainee programs for future leaders in civil society which include a dialogue with the current leaders.

Subject areas to focus on:

- Inter-sectorial collaboration between civil society and the private sector.
- Explore forms of meeting across generation borders and counteract age segregation; identify how to make use of both young and old in fighting against poverty.
- Problematised leadership and possible forms such as shared leadership and rotation.
- Be clearer in focusing on and working with issues addressing values and power aspects in relation to generational shift, gender, and ethnicity.
- Explore ways that young people choose to channel their commitment, and how civil society can utilise this and challenge the existing organisation.
- Problematised the membership concept.

²⁴ Please note that the response frequency was 25%, i.e. 20 participants. This gives rise to caution when interpreting the responses. This includes both the primary target group as well as other participants from the secondary target group, and that this only refers to stage 3 in the project.

- More in-depth work on the view of the board and the role of the office/secretariat respectively; the interplay between identity/value bearer and professionalism.

Future recommendations from project leader

On the basis of the summary above and other impressions obtained throughout the duration of the project, the following recommendations can be divided into two parts.

1. Elaborate an inter-generational initiative for leadership in civil society.

- Prior to continuing any initiative, SCSC should do a brief inventory of existing Swedish/international initiatives, thus looking for an exchange of experiences and also to avoid duplication of work. Through this stage the contents of SCSC's contribution will be identified, as well as in what way added value can be made considering the specific target group.
- Based on the previous stages, design and implement an inter-generational mentor and trainee initiative with an international profile. Target group: younger and older people in leadership positions within civil society's organisations in Sweden and in the South. The network is part of a two-year programme with exchange of experiences and capacity training about relevant areas and factual matters.
- Establish broad collaboration with civil society's organisations in Sweden during the needs inventory phase and examine the possibilities for close collaboration in the implementation phase. Have youth organisations and initiatives in mind, in particular: Ung Med Makt, LSU & Globalverkstan. In the spirit of the Policy for Global Development (PGU) involve other players outside the primary target group, such as Global Utmaning, Unga entreprenörer.
- Broaden the international perspective in cooperation with international resource organisations to obtain geographical representation and thereby relevance for the target group. Africa has dominated in this project, which is natural due to the collaboration with CORAT Africa and the added value they had contributed through their knowledge and networks. There is a large potential in further developing contacts with SCSC's other resource organisations, such as PRIA, Intrac, and Fundaungo. Collaboration contacts are already in place, and further collaboration with them in certain selective activities can be explored, such as compilation/documentation of method experiences, studies etc.
- Intensified method and capacity development with the emphasis on practical application and "good practices", documented as an anthology with contributions from all participants.
- Take advantage of the results and experiences generated from this project, thereby avoiding having to "reinvent the wheel".
- When planning and carrying out this initiative, try to search for as much synergy as possible with other SCSC activities.

2. Integration of the project experiences into SCSC's activities.

Substance from the project's activities and studies in the format of modules/sessions can contribute to the following:

- Thematic course of leadership and group development and organisational development.

- Preparatory course for trainees and volunteers
- Overview of the training for trainees; among other things capacity training for instructors/mentors.
- Introduction to Humanitarian Assistance

6. Evaluation of Experiences

Below is an evaluation on how the work has been proceeding, and what experiences can be drawn from this work for future efforts.

6.1 Lessons Learned from Communication Planning

A work method and communication planning carefully elaborated in advance has provided a red thread throughout the project and enabling a positive internal co-operation at SCSC and with Sida/info/press. The reference group has contributed as the channel for disseminating information and for marketing the project externally.

An important starting point has been the inter-generational approach. For strategic communication reasons this approach was illustrated by the project name “Generational Shift” – instead of communicating this solely as a “Youth Project” Furthermore, this has constituted a connecting thread throughout the composition of the reference group, the participant profile, and the resource people for the project activities as well as the content and design of the latter.

The inter-generational approach is based on the following considerations:

- Clarify the common responsibility that both the young and the older members have within the world of organisations in bringing about a change vis-a-vis the subject at hand. Minimise the risk that this will be seen as a “separate issue” which only involves the younger members of the organisation.
- Reach both the younger and the older leaders who can act as catalysts within their organisational contexts, and contribute to giving this subject strategic priority on the agenda.
- Include everyone in the discussion and obtain a great variety of perspectives.
- Avoid narrow categorising with a fixation on chronological age. This will contribute to making this strategy more useful internationally since the definition of “young” differs sharply in the different cultural environments found in our countries of cooperation.
- Enable a wide interpretation of the term, since not only does it refer to generational shift as a chronological concept, but also to a situation analysis connecting to organisational change versus changes in the surrounding world.

External communication efforts connected to the project:

- An article of debate in the Swedish newspaper Aftonbladet in connection with the launch of “Future Leadership in Swedish Civil Society”, undersigned by Sida’s DG and SCSC’s head of division, in October 2006.
- Presentation of the project in connection with the launch of the World Bank’s World Development Report 2007 “The Next Generation” at Sida Stockholm. Subsequent interview about the project on channel TV8 “Världen i fokus” (The World in Focus), in September, 2006.
- Featured on the show TV 4 Mitt, in connection with the launch of “Future Leadership in Swedish Civil Society” in October, 2006.
- Featured on the radio channel SR Radio Västernorrland in connection with the launch of “Future Leadership in Swedish Civil Society”.
- In the magazine “Loop”, in connection with the launch of “Future Leadership in Swedish Civil Society” in November, 2006.
- In SMR’s magazine, “Missionsforum”, an article about the project published in June, 2007.
- An article “Inside” in connection with a workshop at World Social Forum, Nairobi, Kenya, January, 2007.
- The magazine “Omvärlden” x 2 articles, in connection with the launch of “Future Leadership in Swedish Civil Society” in August, 2006, and at the concluding activity in March, 2007.

6.2 Lessons Learned from Organisation and Collaboration

The project has been organised in the following manner:

The requester of the project is Roland Stenlund, head of the division at SCSC. The project group has consisted of the programme group at SCSC.

Karin Olofsson, SCSC, has been the project leader. The project leader has reported to the programme group approximately four times and set up the timetable in consultation with the group. In addition to this, a more recurring dialogue and “touching base” has been ongoing with individual colleagues and management.

An external reference group has been connected to the project. The majority of the members have been representatives from Swedish non-governmental organisations active in the field of development cooperation. The objective of the reference group was to have a consultative function for the project; working at a comprehensive and strategic level, contributing to the project’s direction and activities while staying in synchronization with the needs of the target group and reflecting important changes in the surrounding world. The members of the reference group were selected by SCSC based on their experience and knowledge, as well as on the commitment they have shown to the theme of this project. When forming the reference group a wide range of relevant experiences and knowledge were considered, as well as variety in age, ethnicity, and gender. Since the project focused on the phenomenon of the generational shift and directed towards the leadership theme, particular emphasis was given to these criteria when forming the group.

Following lessons are learned from organisation and collaboration:

- In general, *good collaboration and internal support* through a few formal and “informal” debriefings/support with colleagues and management. However, the project group’s purpose did not function satisfactorily. See below.

- *The reference group in its composition has reflected* the breadth aimed at, and the group has constructively contributed to the development of the project by providing a great variety of perspectives.
- In general, *there was a good level of commitment in the reference group*, however varying degrees of participation among the members. During the length of the project a small core group has materialised which has continually participated in reference group meetings and project activities.
- The reference group was established too late; *clearer and prior connections* with the target group can be recommended for future projects.
- Certain *discussions about the reference group's consultative role* related to actual influence and the possibility of exerting influence. Further clarification of roles and mandate within the project organisation can be recommended. In addition, see the previous point.

6.3 General Lessons Learned Internally and at the Prospect of Future Projects

- *Method development* is a long-term and therefore time consuming process. Prior to method development and practical application of methods, it is necessary to have a common understanding and analysis of the theme/subject as well as an exchange of experiences. Based on this, a three-year project time frame can be recommended in the future.
- Try to attain a *clearer problem formulation & problem analysis*. Involve the target group in the problem analysis at an early stage and in a transparent fashion. This validates increased participation and commitment thus making the complexity more manageable.
- *The importance of clarifying the "project work form" within Sida Civil Society Centre*. Since this is a fairly new way of working within our activities, although by now it has been ongoing for several years, a suggestion is that a minor review be performed where the centre's experiences of the project work form are analysed and summarised. It would be advantageous to look at "good practices" regarding different approaches and to problematise them. This could be a constructive contribution to long-term internal learning and facilitate newly hired project leaders' adoption of the centre's project concept. In the long term this could lead to positive implications for our target group, since it could strengthen the ability of SCSC to identify and meet the needs and develop meaningful activities. Examples of aspects that can be included in a review are: possible forms for a qualitative/effective needs inventory, the project leader role, distribution of roles/responsibilities internally vs. externally with the project group, reference group, possible steering group etc.
- *Explore alternative project work forms*. In view of SCSC's expansion the past 3–5 years regarding activities, courses, seminars/workshops, and projects, it is necessary to consider if the centre's programme group has the time and capacity to act as project group for each project. Per definition²⁵ a project group is working with a clearly defined percentage of each individuals' workplan set aside for the project. In a field characterised by a high workload, intense operational activities, and frequent domestic and international travel – it is difficult to get this form of work to function continuously.

²⁵ Sida's "project work form", Enheten för Organisatoriskt Lärande/EOL.

Idea and method development of this subject have shown clear synergy effects in connection with SCSC's other areas of activities:

- The results and the material in the study "Future Leadership in Swedish Civil Society" have been used, for example, in designing the modules on topics such as "Generational shift/Paradigm shift within civil society, Situation analysis" in the courses Preparing for Change (Förberedelse för förändring), The Trainee Course (Förberedelskurs för praktikanter) and Introduction to Humanitarian Assistance.
- Based on a request from the association Svalorna, SCSC performed a pilot course in Leadership and Group Development during the month of May. In creating the course description with its contents and methodology, inspiration and basic data could be obtained from the project's results and studies. At the time of this writing we are awaiting the evaluations from this course. Based on the wide interest and the breadth of the participant organisations, one can draw a preliminary conclusion and state that among SCSC's target group there is a need for competence development around these topics; leadership in the context of the civil society.

6.4 General Lessons Learned Externally

- The project has contributed to *strengthening SCSC's function as an arena* by shedding light on a subject of immediate interest in an exploratory fashion.
- The method of *scenario analysis* apparently appeals to many and provides a creative, future-oriented way of analysing one's organisation in relation to the surrounding world.
- *Needs identification undertaken jointly with the resource organisation (CORAT Africa)* provided a relevant connection and a high level of legitimacy, and thus constitutes a successful example of joint identification of needs with a player from the South.

Appendix 1 – Summary from Workshop in Nairobi, June 2006

Below follows a summary of the outcome from workshop Leadership in Civil Society – an African and Swedish perspective, realized in Nairobi, 19–21st of June 2006.

Workshop objectives:

- Enable opportunity for an inter-generational, comparative dialogue concerning the leadership role in Civil Society, from a Swedish and an African perspective.
- Identify key aspects, challenges, future needs in working with transitional leadership.

The African study “Realities of Change” realized by CORAT Africa and collaboration partners and the Swedish study “Future Leadership in Swedish civil Society” realized by SCSC in collaboration with Kairos Future, was the point of departure for the discussion during the workshop.

The workshop focused on identifying similarities and differences on contextual, organisational and individual level between the leadership situations in the two contexts. Below follows a summary of that discussion.

Dialoging on the North-south Experiences

At Contextual level, there are similarities and these include:

- Traditional/cultural influence
- Power relationship existing – funder-funded
- Leadership in CSOs is a reflection of the political leadership present in the country.
- Youth have a limited voice in society.

There are some differences at this level as well and these include:

- The issue of poverty and the impact it has on leadership in Africa – Economic environment
- Survival and self realization in Africa –vs- self realization in Sweden
- Governance and democracy climates are different
- Strong health and energetic and no longer in charge – New freedom phase in the Swedish case
- Lifespan and responsibility bearing differs in both settings

- Impact of HIV/AIDS on leadership, economics, politic etc. varies from both contexts
- CSO leaders do not get pension in African setting
- African CSOs analyse the impact on history
- Democratic principles and values
- Resources mobilized from different sources:
 - External – Africa
 - Internal – Sweden
 - Government – Sweden
- How the government and CSO relate – in Africa
 - low mutual trust
 - poor relationship
 - CSOs looked at as negative
 - Marked by historical influence and influence of colonial people

At Organizational Level are also some similarities which include:

- Engaging with a common agenda – to bring change
- Mandate legitimacy – leadership in CSOs, Relationship with donors, voices of the led.
- Gender disparities
- Needs for skills development of leaders.
- High expectations on leaders
- Societal expectations on women leaders
- Absence of clear transition mechanisms
- Idea based organizations
- Rightsizing of CSOs is ongoing
- Systematic mentoring is inadequate
- Myths and perceptions – evolution

Differences here include:

- Volunteerism more difficult in African context – driven by survival
- Guaranteed funding in the Swedish context – easier to get funding
- Organizations are needs based in Africa
- Donor pressure on CSOs
- HIV/AIDS impact
- Financial support from government
- Lack of coherent leadership
- In Africa funding priorities are shaped by the donor.
- In Africa CSOs are more dependent on donors
- Organizations are idea based in Sweden
- Relationship of leader in three different levels (global, national, local)
- Different expectations – commitment and participation driven by incentives.

At Individual Level are the following similarities:

- Leaders are reluctant to leave leadership for different reasons
- High expectations from leaders

- Clinging to leadership for privileges
- Corruption tendencies
- Reluctance to share
- Some people are pro-change while others are anti change
- Motivation for leadership is based on a desire for professional growth.

Differences at this level include:

- Expectations in Sweden are pegged to high achievement
- Income attracted transition
- High expectation of leaders by African community and Swedish community varies
- High demands on responsibilities of leaders.

The workshop concluded by identifying emerging themes. The themes essentially represent areas where there is a need for further consultations and will be guiding for the next workshop within the project.

Theme 1: Enabling effective leadership

Key observations:

There is a need to focus on these specific areas:

- Skills development
- Enabling organization culture
- Narrowing generation gap

Theme 2: Economic realities

Key observations:

- The CSO in the West can play a role; talk to, criticize super donors at home.
- If the West do not address greed at home, we cannot address it in Africa.
- Leaders can be trained to meet the demands of the people. What they need more is information and moral strength to be role models
- There is need to address structural issues of economic injustice globally.

Theme 3: Relationship with partners

Key observations:

- The context here should include the North South CSO relationship; CSO State Relationship; South/South Relationship and the North North Relationship
- Relationship should be collaborative; Vertical/horizontal; Agency and independence with a common ground/agenda for partnership
- What is needed is a strengthening of the leadership of Southern partners to enable them to be strategic and creative in their thinking. Their managerial skills need to be enhanced.
- The leadership from the North need to share strategic information; develop/cultivate trust and mutual respect as basis for partnership; see partners as an important resource; support capacity development and ownership

Theme 4: Over expectation on leaders

Key observations:

What is needed is a leadership that is competent and practises team building leadership with a clear shift from I-ism to WE-ism.

- Effective leadership means exercising the 4 Fs of Management – Free; Friendly; Fair and Firm,
- Youth leaders will have varying expectations, but they have to be trained to accept new techniques and models for exercising leadership,
- Over-expectations on leadership does result in a leadership that is stressed and has little ability to make informed decisions due to demand from many angles. Some leaders will even fear to take up leadership
- Cases of loneliness in leadership are not unusual.

What is needed is a combination of:

- Capacity enhancement for board, leaders and members
- Mentorship that is formal an systematic
- Practice of sharing leadership/participation
- Stress management
- Self awareness
- Time management
- Counselling
- Learn to prioritize/delegation

Theme 5: Voice of the youth

Key observations:

There is a growing need for:

- Mentoring by older generations (to avoid inter generational gap)
- Mentoring by peers
- Creating space for dialogue and activism (youth to youth)
- Create dialogue between youth and adults
- Establishing economic possibilities for both the young and the elderly.
- Support youth organizations
- Create mentoring and coaching programs for the youth within CSOs

In order to realise the above:

- More youth organisations should be encouraged with more resources
- Youth should be encouraged to take on leadership when given a chance
- Adults should not be reluctant to give opportunities to young people
- Promote mentoring to youth leads to leadership.

Appendix 2 – Summary from Inter- national Workshop, October 2006

Below follows a summary of the outcome from the international workshop Leadership in Civil Society – A Global perspective, held at Sida Civil Society Center, 9–11 October 2006.

Main objectives:

- Enable opportunity for an inter-generational dialogue concerning the leadership role in civil society from a Latin American, Asian, African and Swedish perspective.
- Develop further the discussions held in the earlier workshop and identify methods and strategies for leadership in civil society.

A shared CSO, Civil Society Organisation, leadership between generations can be motivated for the following reasons:

1. Effectiveness: A heterogeneous leadership could for example contribute to a better communication with the target groups of an organisation.
2. Representation: The age structure of the member base should be reflected in the leadership of the organisation.
3. Risk analysis: A shared leadership can be a matter of survival for an organisation.

Problem definition. Initiatives to develop a shared civil society leadership with a balanced participation of different age categories might face the following problems:

- The unbalance of power between young and old CSO members.
- Older members unwilling to leave leading positions.
- Young CSO members unwilling to take responsibility for the development of CSOs.
- The reluctance of some people to a shared leadership between generations.
- The view that the older generation has all the knowledge and the young has no important knowledge to contribute with.
- The need of young leaders to adopt the behaviour of the old to reach leading positions.
- The potential conflict between young and old CSO members.
- The low priority given to the generational perspective in many CSOs.

The identified problems can be summarised in the following six questions:

1. Transfer of knowledge and ideas. What knowledge and ideas should be transferred? How could this be done? How mix with practice?
2. Exclusion of young people a structure and/or attitude problem? How to handle?
3. How do we develop a strategy for a healthy dialogue, and for strengthen each other intergenerational and intercontinental?
4. Is there a need for specific leadership training in the civil society? How to develop leadership skills and values?
5. How can we facilitate a closure of the gap between generations (knowledge, values and information)?
6. How to foster the concept and practice of collective, shared leadership where all influence and share responsibility for social change?

The objectives of an initiative to develop a shared leadership between generations could be:

1. To create a learning organization in which intergenerational transfer of knowledge and ideas is enabled.
2. To create a shared civil society leadership practice where people are included irrespective of age, gender and status.
3. To create a healthy dialogue between generations globally within civil society.
4. To establish a civil society leadership with appropriate skills and values responsive to the organisational needs and societal context.
5. To establish a full participation of youth in leadership positions that can influence decision making in civil society.
6. To establish a collective shared leadership where all influence and share responsibility for social change.

A suggestion of strategies and methods to reach the identified objectives is reported below.

Objective 1: Create a learning organization in which intergenerational transfer of knowledge and ideas is enabled in both ways (including everyone)

Strategies and methods to reach the objective:

- Learning is achieved through:
 - Dialogue, teaching and accompanying.
- To make the work successful:
 - Participatory methods, informal arenas and flexible rules.

Objective 2: A shared civil society leadership practice where people are included irrespective of age, gender and status

Strategies and methods to reach the objective:

1. Awareness work of the consequences of the exclusion of young people in CSOs (gains and losses).
2. Risk analysis of current and desired situation.
 - Workshops involving the whole organisation. During the workshops identify formal and informal structures and attitudes and gaps (values, skills etc.)

3. Participatory identification of appropriate interventions
 - Involvement of youth in the recruitment process.
 - Exchange programs (interorganisational, international etc).
 - Good models, for example mentorship/succession programs.
 - Structural change to enable participation, for example adaptation of meeting patterns to family- and social life etc.
4. Facilitate monitoring and evaluation of progress and set backs to ensure that the process is kept alive.
5. Mainstream throughout the process a culture of tolerance and acceptance, as well as openness to new ideas.

Objective 3: Create a healthy dialogue between generations globally within civil society

Strategies and methods to reach the objective:

1. Identify: Allies, intergenerational gaps, good practices, platforms for dialogue and cultural practices.
2. Conceptualize: Alternative ways, context sensitivity, internal action plans.
3. Redistribution: Decision-making roles with definite criteria to enable a sustained dialogue for individual learning.
4. Strategies:
 - Redefining roles across generations within organisations.
 - Identify your allies (when and how, who are doing what), for the deprived (youth, to meet the old).
 - Identify (knowledge) gaps that you want to bridge (attitudes, perspectives [subjective/objective], and values).
 - Identify and document good examples of power sharing.
 - Creating platforms for dialogue.

Objective 4: A civil society leadership with appropriate skills and values responsive to the organisational needs and societal context

Strategies and methods to reach the objective:

Strategic elements:

1. Level one
 - a. National, regional and international dialogue for sensitisation on the key issues.
 - b. Leadership training for existing and emerging leaders.
 - c. National, regional and international networks for knowledge sharing and joint action.
2. Level two.
 - a. Theory of civil society leadership.
 - b. Synthesis and promotion of best practices.
 - c. Mentoring programs.
 - d. Retirement and transition policies for CSO leaders.
 - e. Leadership models/examples.

Objective 5: Increased full participation of youth in leadership positions that can influence decision making in civil society

Strategies and methods to reach the objective:

1. Programme issues:
 - a. Youth- adult partnership campaigns.
 - b. Succession leadership mentorship programmes with in CSO and between sectors.
 - c. Creation of neutral platforms for intergenerational exchange.
2. Capacity building
 - a. Leadership skills development.
 - b. Lobbying and advocacy skills.
3. Advocacy for policy/attitude change.
 - a. Acknowledgement of informal experiences.
 - b. Awareness of importance of youth inclusion in leadership positions.
 - c. Lobby decision makers to increase/encourage employment opportunities to decrease intergenerational competition.
 - d. Adaptation of code of conduct on intergenerational leadership in CSO.
 - e. Review youth representation in leadership of youth organisations.

Objective 6: Collective shared leadership where all influence and share responsibility for social change

Strategies and methods to reach the objective:

1. Gather documents + disseminate successful experiences + best practices of collective shared leadership from diverse sources indigenous, civil society, private public etc.
2. Form networks + strategic partnerships between likeminded organisations with energy to take process forward including CSOs, donors, government, and the private sector.
3. Create space or continuous dialogue with all stakeholders presenting the process (e.g. during the World Social Forum). Finance?
4. Organisation starts with change within + involves sufficient/right people.
 - a. Process of change: self led.
 - b. Develop own vision/style of collective leadership.
 - c. Start by revitalising org. values.
 - d. Recognise + respond to power relations
 - e. Build self reliance (e.g. finance locally).
5. Engage others + share responsibility across all levels in the civil society sector (CSOs, donors etc).
6. Challenge and lobby donors and governments to support (not drive) the process + to change themselves and recognise value of current investment in leadership. Raise awareness + educate public on importance of investing in leadership to achieve social change effectively.
7. Start retirement/transition/mentorship schemes for older leaders.

8. Change self-led with ownership from within, not donor driven but donor supported.
9. Start within organisations but also share responsibility across the sector.
10. For sustainability build self-reliance within countries (e.g. financing).
11. Each organisation needs to develop own vision of collective leadership based on mission etc.
12. Recognise value (and cost!) of investing in leadership.
13. Need to explicitly recognise + respond to power issues.
14. Create space for continuous dialogue with all stakeholders (donors + CSOs, including partnerships).

The most important *arena* for the development of a shared leadership is the internal life of a CSO. A shared leadership will also demand a changed individual behaviour of many CSO members. To draw attention to the challenges of the CSO leadership in relation to the generational shift, there is also a need for a continued global networking in order to exchange experiences and developing capacity.

Appendix 3 – Summary from Seminar, February 2007

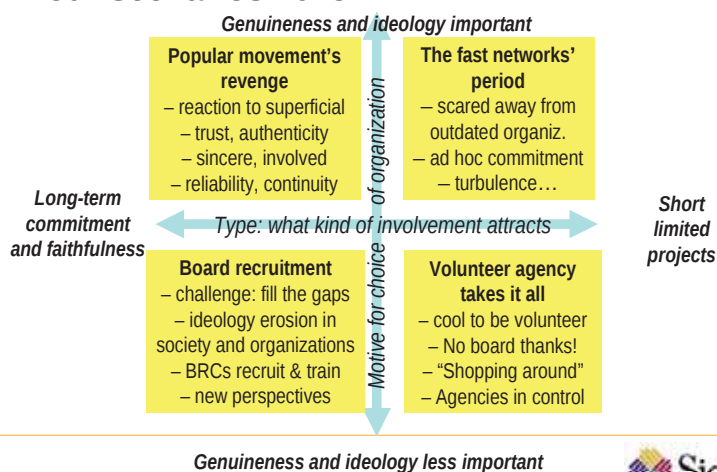
The day was divided into two parts. The first part focused on the scenario analysis that is concluding the study “Future Leadership in Swedish Civil Society”. Accounting for the development described in the report these scenarios illustrate various situations for civil society actors in the future. The scenarios, described in the picture below, was a point of departure for panel discussions. The first part focused on possibilities and challenges with the respective scenario.

Sida Civil Society Center - where good ideas meet

2007-06-27

SCSC huvudpresentation

Four scenarios 2015



This was followed by miniseminars divided in groups according to the four scenarios. The second part of the day highlighted development of civil society leadership, elaborating on the themes and strategies identified on the preceding workshop: (i) shared leadership, (ii) learning and inclusive organisations, (iii) The role of leadership in cross-sectorial collaboration between civil society and private sector, and (iv) visibilising power aspects.

Below follows a summary of the outcome from the miniseminars.

Part 1. Miniseminars on Scenarios

Subsequent to the panel discussion, the participants discussed and analysed the possibilities and difficulties of each respective scenario and the implications of the scenario on the role of leadership in civil society.

Scenario Popular movements revenge

Possibilities:

- Enabling space for young persons in democratic processes
- Inclusion of young persons by taking upon responsibilities and exerting influence
- Mutual respect and collaboration across generational lines
- Popular movements have broader scope compared with networks or one-issue -movements
- The knowledge and experience of young persons is needed for effectiveness

Obstacles:

- Old power structures and old forms
- Inclusion of young by predetermined tasks and roles
- Age polarisation
- Popular movements' tendency to be unwieldy
- If young persons organise independently they miss out experiences

Aspects to consider connected to the scenario:

- A tension long term perspective versus fast networks character
- Commitment for the issue or for me as an individual? Combination of the both? Pro's and con's with these aspects?
- Commitment is not age based
- Each organisation has a life cycle, no automatic value in everlasting survival
- The long term perspective is an asset despite weak activity level during periods
- Popular movements in Sweden has moved in the direction from social movements to more stagnated NGOs –"GOs" (Governmental Organisations)

Questions connected to the scenario:

1. How do we as organisations become more inclusive?
 - New forms get access to old and /or established channels (resources and foras)
 - Respect for established patterns as well as new, innovative features
→ Enriching complement! No competition!
2. Focus leadership:
 - Compromises are required
 - Respect for established models and experiences as well as new, innovative tendencies and ideas.

Scenario Volunteer agency takes it all

Implications for leadership role:

- Increased requirements on core of continuity
- Shared leadership (for example, two directors, two presidents)
- Flexible leadership rooted in core values and continuity
- Increased requirements for follow-ups and evaluation
- Leadership – for what? Clear definition is demanded.
- Leadership – stronger or weakened? Process of reflection around preferences is demanded.
- Clear communication about demands on leader – need for formalising procedures (policies and agreements)
- Competence development- and transfer.

Possibilities for your organisation:

- More activities and more members
- Mutual benefits
- Good opportunity for persons with need for social contacts
- New target groups
- Bridging ethnical clashes – hostilities
- Collaboration between different sectors in society
- Economise financial resources/minimise public expenditure
- Organisations are challenged to increased flexibility
- More focus on needs and results
- More and stronger collaboration partners
- Increased focus on ecumenical, faithbased issues

Risks for your organisation:

- Risk for demographic deficit
- Learning aspect of democratic processes diminish
- Risk for eroding quality – great demands on organisations
- Problems of legitimacy for “serious” players
- State support systems and structures not conformed to these changes
→ adjustment problems
- Lack of long term perspective and continuity
- Weakened confidence and support from the general public
- Weakened administrative capacity

Scenario The fast networks' period

Possibilities:

- Networks contribute with change, input and global perspective in organisations
- New technology enable fast and smooth creation of networks
- Individualisation – a positive step when the individual take own responsibility for change. Network can be the tool.
- Challenge:
 - Network – solely short term, project financing
 - Organisation – more financial stability, but how assume responsibility and accountability?

- Need for strategic and unexpected alliances
- Weakness: problem with administration of resources

Scenario Board recruitment

Departure point: the future of traditional popular movements is characterised by professionalisation.

Solutions:

- Heterogeneous election committee for commissions of trust– guided by principle of quotas
- Real, factual influence, not only giving space and/or recruiting young persons “as alibi”.
- Recognition of value of voluntary work and experiences of commissions of trust
- Time defined positions of presidency and other leadership positions
- Virtual meeting places enabling flexible communication and meeting procedures

Aspects to consider related to the scenario:

- Professional recruits pose a risk of being unable to relate to the membership/constituency
- In for the job (professional reasons) or in with “the heart”?
- Younger “mentality” (young at heart)
 - Attributes of: civil courage, creative, enthusiastic, innovative, flexible, critical-thinking etc
- Balance between organisations vision with new emerging trends (introducing new thinking while preserving old values)
- Maintaining sustained interest at meetings (not being lost within trivial/bureaucratic issues)
- Perspective on “age” maybe similar to our perspective on “gender” 20 years ago
- New spaces for meetings for policy level discussions as opposed to administrative meetings
- Transparency becomes a challenge as policy level discussions/decisions maybe made in informal settings
- Create a culture of dialogue as a solution for the segregation of society
- Create an exit strategy for the board (they shouldn’t be there forever!)

Part 2. *Mini seminars on Development of civil society leadership*

The second session of mini seminars was connected to the theme development of civil society leadership. The four sub-themes that were identified as vital in the previous workshop in October, guided the formation of groups and the SWOT-analysis (Strengths, Weaknesses, Opportunities and Threats) that was realised in the respective group.

Theme 1: Shared leadership

Pro’s

- Awareness raising on possible benefits of shared leadership (i.e. good communications strategy/PR-public relations)
- Overcome age stereotypes

- Team building, mentorship (without controlling)
- Clearly defined shared responsibilities
- Organisational self-reflection
- Complementary approach

Con's

- Unwillingness to leave power
- Age stereotypes
- Exercise of power, informal power structures
- Unawareness of accountability
- Organisational blindness
- Power = status

Theme 2: Learning and inclusive organisations (group 1)

Learning organisations are characterised by following features:

- Defined core values
- Listening attitude
- Courage to:
 - Listen
 - Self reflection
 - Face differences
 - To change
 - To learn from experiences
 - To make mistakes
- Patience
- Strategies and methods

Inclusive organisations are characterised by following features:

- Core values
- Real influence (not only representation)
- Patience
- Active approach
- Review structures and methods
- Availability
- Be clear on why and what to include on the agenda

Learning and inclusive organisations (Group 2)

The group based SWOT analysis showed the following:

Strengths:

- Fora for learning
- Follow-up of results
- System to catch ideas
- Allow learning to take time
- Exchange of experiences
- Mentorship

Weaknesses:

- Territorial thinking
- Circulation of staff
- Short perspective
- Lack of dialogue about values

Opportunities:

- Dialogue with sympathizers
- Networking with other organisations
- Training/cross-fertilization
- Careful planning
- Openness for changes
- Introductory procedures

Threats:

- Reliance on enthusiasts
- Dependence on/lack of funding – short-sightedness

Theme 3: The role of leadership for civil society's ability for cross-sectorial collaboration

Points of departure:

- Good leaders work with “differences”
- Recognition of the value of changing perspectives
- Recognition of meeting places for exchange of experiences between leaders from different sectors
- Appreciation of the dynamics of the clash of opinions, for example in a debate situation.

SWOT-analysis

Strengths and possibilities:

- Different perspectives gives cross-fertilisation and synergy effects
- Access to more resources; financial, human and ideas- and knowledge.
- Legitimacy when agreement and unity
- More channels of distribution and communication
- Proper utilization of existing frameworks for rules and guidelines
- Improving achievements of results; faster and more qualitative.
- Learning from each sectors positive experiences → creating new knowledge
- Creativity occurs in the void

Weaknesses:

- Different perspectives and different agendas
- Different sectors with different mindsets → risk for clashes
- Unbalance in power relations
- Prejudices

Threats:

- Difficulties in cross-sectorial listening and sensitivity
- Clash of cultures
- Weakened decision making ability due to lack of consensus and/or compromises
- Credibility (credibility can be endangered if for example Greenpeace collaborate with oil industry)
- Mindset pattern: protecting of one's preserves and sector interests
- Too much compromises
- Different agendas with hidden sub-agendas

Theme 4: Visibilising power

Power is manifesting itself in the following ways:

- Money,
- Contacts/networks
- Structures
- Modes of influence and decision making; quantity and quality in representation
- Preferential right of interpretation – formal versus real

Questions related to power aspects:

- What is creating legitimacy and enabling empowerment?
- Power versus responsibility. Each individual in an organisation has responsibility, the absence of shared responsibility implies an organisation "out of order".

How work with power aspects?

Making power structures visible by identifying:

- Whose proposal is accepted?
- Who is given the word or space to express views and opinions?
- Level of listening capacity and mutual respect ?
- What interpretations and definitions of power are existing?
- Increase transparency about forums for decision making
- Utilization of a multitude of forms for decision making
- Discuss and analyse techniques of domination (härskartekniker)
- Visibilising the organisational culture and codes
- Making visible the policy of recruitment by communication and formalising procedures
- Create alliances
- Be aware of underlying, egoistic motives.

Important aspects when working with power structures:

- Negotiation, awareness raising and making visible
- Changed strategies and methods
- Review external and internal relations
- Criteria for government subsidies is an expression of power.

Appendix 4 – Article in Aftonbladet, October, 2006

This article was published in Aftonbladet on October 9.

Daring to give young people responsibilities

Civil society organisations are facing an enormous challenge. The proportion of young people who are active in organisations that work with international development is quickly decreasing. And the active members are becoming increasingly older. This is what a Sida report released today (Oct 9) states.

However, among the youth, there is great interest and involvement in international issues, such as the fight against poverty and injustice. And the Sida report shows that as many as 90% of the active young members could consider holding a position of trust and are interested in leadership roles within their organisations.

It is an alarming trend that the Swedish organisations within development cooperation are losing their young members. This could eventually result in a weakening of both the Swedish civil society and the Swedish development cooperation, in which many of the organisations play an important role in contributing to an environment supportive of poor people's own efforts to improve their quality of life.

In 2005, Sida channelled 13.8 billion SEK to development cooperation and humanitarian assistance in various countries of cooperation. Of this support, as much as 2.8 billion SEK came through the Swedish civil society's organisations – players in whom the Swedish people have great trust, according to research.

The Sida-report *Future leadership in Swedish civil society* will be presented today at a large international workshop at the Sida Civil Society Centre in Härnösand. Around 50 representatives from organisations from many parts of the world get together for the purpose of identifying methods and strategies to manage the challenge of the generational shift. The report is the result of an extensive review and analysis of the situation, the commitment, and leadership in 15 Swedish non-governmental organisations that have framework agreements with Sida.

Young people are important for the development of society. Thus it is important that they participate as active players within the organisations. But the proportion of young people who are members of a Non-Governmental Organisation has decreased ten percent since the beginning of the 90's, and fewer and fewer young members hold positions of trust within the organisations. At the same time the report shows that the proportion of pensioners holding positions of trust is increasing.

This should not be seen as a lack of interest and insufficient commitment. On the contrary. The youth are simply not choosing to channel their commitment and interest through the established organisations as much as before.

According to the report, there are explanations for this:

- The older members are pessimistic about the young adults' ability to contribute and surprisingly often they do not believe the young members wish to hold any positions of trust. This can create invisible and entirely unnecessary obstacles for young members' involvement within the organisations.
- Organisation members over 65 are often well-educated and experienced people, with a long professional life behind them. These members bring important knowledge and experience which can develop and strengthen the organisations. And pensioners will often have more time for voluntary work than young people.
- During these past years these organisations have become more and more professional. The reason for this is that the requirements and responsibilities have increased concurrently with the increase of government financial support. Opportunities for spontaneous activities and amateurism have diminished and at the same time positions of trust have become more and more extensive and time consuming.

The Swedish NGO's within the development cooperation and their cooperation partners work vigorously to combat poverty. But they must become better at showing tangible results, both to the donors and active members, and also to the poor people that are supported by the development cooperation projects.

The Sida study shows that young people wish to contribute; they want to get quick feedback and feel that they are doing something meaningful, something tangible. There is great potential in this. An improved and clearer presentation of results could attract new members, increase commitment, and improve the quality of development cooperation.

Commitment, knowledge and experience from a great variety of players are needed in the fight against poverty. To be able to address and manage global matters of destiny, intergenerational cooperation is needed. The commitment and knowledge of the young generation in combination with the older generation's experiences constitute real forces for peace, democracy and development.

Maria Norrfalk, Sida's Director-General

Roland Stenlund, Head of Division, Sida Civil Society Centre i Härnösand

Appendix 5 – Article from Omvärlden, No. 2, March 2007

“Coaching and mentorship the right medicine for stagnated leaders”

The colonial heritage is still one of the principal obstacles when it comes to getting new leaders into Africa's organisations. The problem is the stagnancy of the old leadership. Change can be brought about with the right training and coaching.

This is the opinion of William Ogara, consultant with the Christian African management organisation Corat.

Ogara was one of the participants when SCSC, Swedish Civil Society Centre, held a seminar in February on the leadership of the future in civil society.

– Here we have leadership characterised by older men of the all-knowing type. They simply do not give the right signals to the young people who wish to become part of this work.

The traditional organisations are not receptive enough to change and this is particularly true for the church.

– If this does not change, the young people will not become involved in the activities and we will not be able to produce the kind of change that we need in our society.

But there are exceptions. Ogara mentions two examples from his own home country Kenya: The Red Cross and Barclays Bank. Both actively work towards creating the conditions for a new generation to take over in the African labour market and in civil society.

The colonial legacy lives on, in spite of fifty years of independence. The older people are still caught up in a way of thinking that “oldest is wisest” and “experience knows best” But the young also contribute to the status quo:

– Indeed they do, since many of the young people aren't ready to take the chance and take on their part of the responsibility. Many are passive and just stand waiting to get “pushed in”. But many times nothing happens. In that way, the lack of trust becomes mutual, resulting in no change.

The youth leader Bimsara Premaratne from Sri Lanka conveyed the same experience at the seminar.

– The organisations in our countries are still trying to get away from the colonial mentality. It is true that we have democracy and free elections, but people's manner of thinking is still characterised by having somebody taking care of you.

A key to success is mentorship and coaching for today's leadership in African organisations and institutions. Wiliam Ogara's organisation has been working for many years helping older leaders find new ways.

– Everyone needs help to develop and change their work, even the most experienced person.

The purpose of the seminar in Stockholm was to exchange international experience on what is required by today's civil society to succeed in channelling the knowledge and commitment of the young.

The seminar was the third in a row of international meetings that are part of SCSC's project "Generational shift in civil society – focus on leadership".

A seminar was previously held in Nairobi with an exchange between Swedish and East African organisations, one in Härnösand where organisations from Asia and Latin America also participated, and now the final meeting in Stockholm – a meeting that is aiming towards the future.

– I am very pleased, says project leader Karin Olofsson.

– We are now going to document the three stages so they can be of use as a resource for the organisations in the future. The material will provide them with methods to work with issues concerning the generational shift and leadership.

The experiences from the three seminars show that leadership in the organisations is dependant on how you interact with your members, what goals the organisation has, what resources you have access to, and in what society you are operating. This means that there are a number of factors that need to be taken into consideration, says Karin Olofsson.

Two other factors that are of great importance are the demographic situation, which means that in our part of the world there is a majority of older members, for reasons such as longer average length of life and the impact of the generation known as the Record generation, born in the 40's.

In the majority of the cooperation countries of the organisations the opposite situation is true, thus making the generational shift even more important. This was something that was emphasised by the chairman of the Red Cross, Bengt Westerberg, who participated in a panel discussion, and by Maria Norrfalk, Sida's Director General, who gave the opening speech.

Another important factor is HIV/AIDS which has struck out a large middle generation.

The seminar shows that great commitment exists around these issues and that we can gain so much by meeting across generations and with representatives from both the traditional target groups, as well as with researchers and private sector representatives, says Karin Olofsson.

Jöran Hök

Footnote: The research reports "Realities of Change" and "Future Leadership in Swedish Civil Society" can be ordered from Sida Civil Society Centre in Härnösand.

Halving poverty by 2015 is one of the greatest challenges of our time, requiring cooperation and sustainability. The partner countries are responsible for their own development. Sida provides resources and develops knowledge and expertise, making the world a richer place.



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