

Generational Shift in Civil Society – Focus Leadership and Global Responsibility



Table of Contents

Introduction.....	3
Voices of participants.....	5
1. The Future of Commitment in Civil Society	7
1.1 Channeling Knowledge and Commitment	7
1.2 Post-Modern Challenges	8
1.3 Key Success Factors	11
2. Development of the Leadership in Civil Society.....	12
2.1 Shared Leadership.....	12
2.2 Leadership Skills	13
2.3 Strategies to Make Leadership more Attractive	14
3. Reflections from Miniseminars	15
Appendix 1 – Notes from Miniseminars.....	18
Appendix 2 – Participating Organisations	25

Published by Sida 2007

Department for Cooperation with Non-Governmental Organisations and
Humanitarian Assistance & Conflict Management

Photograph: Gunilla Larsson

Production: Edita Communication, 2007

Art. no.: SIDA37858en

Introduction

The project *Generational Shift in Civil Society – Focus on Leadership* was initiated by the Sida Civil Society Center in 2005. 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.

This report is summarising the outcome from the third and concluding activity realised at Sida, Stockholm on the 23rd of February, 2007 “Generational Shift in Civil Society – focus Leadership and Global Responsibility”.

A study, “Future Leadership in Swedish Civil Society”¹, has been realised within the frame of the project. Moreover, workshops of international character have been carried out with the objective of discussing, analysing and designing methods & strategies pertinent to this topic.

The first stage was a workshop in 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.

The next stage was a workshop at Sida Civil Society Center, Härnösand. The aim was to take the discussion from the previous workshop further and identify methods and strategies that work for leadership in civil society, including perspectives of African, Latin-American and Asian representatives.

At this third and concluding activity, panel discussions combined with miniseminars, the objective was to shed light on and discuss the general patterns, tendencies and conclusions from the contents of the project.

The purpose of locating the activity in Stockholm was to create an arena 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. An inter-generational panel consisting of Swedish and international representatives from different sectors in society discussed the two subject areas.

The activity was outlined in the following way: by dividing the day into two parts, the first part focused on the theme of future commitment in civil society, taking as point of departure the scenario analysis that is concluding the study “Future Leadership in Swedish Civil Society”.

¹ The study can be downloaded from www.sida.se/publications. All projectrelated documentation can be found at www.sida.se/scsc, under Project.

This was followed by miniseminars divided in groups according to the four scenarios; (i) Popular Movements revenge, (ii) The fast networks' period, (iii) Board Recruitment and (iv) Volunteer Agencies take it all.

The second part of the day highlighted the 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.

This report has been elaborated by Karin Olofsson in collaboration with Gunilla Larsson, Sida Civil Society Center.

Voices of participants*

*I think it is difficult for young persons
to get into an established organisation working with
development cooperation; to get access to the rooms where
decisions are taken on the agenda and forms of working.
I can see this gap in the projects we are supporting in Forum Syd,
in the initiative “Ungdomsfonden”, supporting a different kind
of projects that Forum Syd does in general.
These projects are still oriented towards poverty eradication,
but not in traditional ways.
There you have a future potential.*

(Heidi Huusko, Forum Syd)

*I have learned a lot during this day, as I am recently
elected as president in an organisation that is new, I can bring
with me ideas about how developing the organisation
when it comes to board procedures etc. I also made
new contacts with other organisations that can be useful.*

(Winnie Mukaru, Kesofo)

*I found the discussion upon cross-sectorial collaboration
as a very good and useful one: it focused on possibilities and
threats with working across sectors.*

(Jacob Beijer, Ideell Arena)

*One challenge for civil society of today
is the strong focus on research.
It has a value and serves as a platform,
but the challenge is to use it in the daily setting
of an organisation. It is crucial
to move from theory to practice, to act.*

(Karin Stenmar, Dem Collective)

*An opportunity for civil society is the cross border movement,
we see a situation in Kenya when educated people
go to the west and of course vice versa. Often we see
the Diaspora as a threat, but I think we have to clear the
climate and see the ideas and resources they bring in.*

(William Ogara, CORAT Africa)

*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)

* The following quotations have been collected from interviews with participants during the seminar.

1. The Future of Commitment in Civil Society

Panellists:

Bimsara Premaratne, board member,
National Youth Organisation of Sri Lanka

William Ogara, team manager,
The Christian Organisations Research and Advisory Thrust of Africa

Malin Ekman-Aldén, general secretary, Swedish Organisation's of
Disabled Persons International Aid Association

Karin Stenmar, founder, Dem Collective Fair Trade Clothing

Thor-Leif Pettersson, professor, Uppsala University

The first panel discussion centred on the topic; the future of commitment in civil society, taking as point of departure the analysis made in the study “Future Leadership in Swedish Civil Society”. Key questions were:

- What will be demanded of the civil society in order to be able to canalise young peoples commitment and knowledge
- What kind of organisations, with what characteristics, will be able to turn challenges into possibilities?

Below follows a summary of the dialogue.

1.1 Channeling Knowledge and Commitment

Consolidated strategies and preparedness mixed with flexibility and courage to question established patterns

According to the panel, it is crucial to have a clarity of objectives guiding the activities and strategies. Other required aspects to address the inter-generational challenge are; having a sensitivity for changes and question the traditions of civil society and creating a link between value based and structural change. The need for recognition of the diversity of civil society, was also emphasised, and that each actor shall dedicate themselves to what they find most coherent with the organisational vision and mission.

In order for civil society to engage with these key issues, the actors need to develop the humility to listen to what is coming up, to pick up trends from what is happening around us etc. If that humility is developed I think it is possible to find a consolidated strategy. And there will also be a lot of “letting go” in this particular process and “wanting to learn” from one another. (William Ogara)

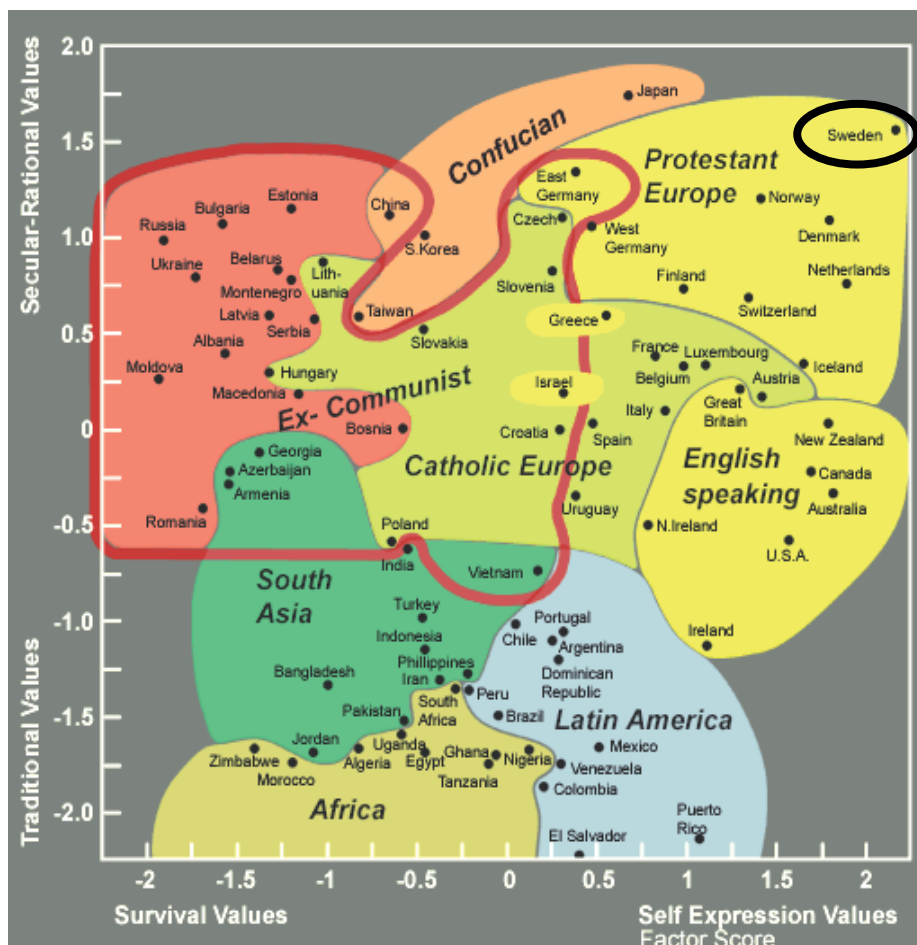
My perspective for the question is that organisations have to be process oriented and adopt preparedness, i.e. you have a strategy and plan and a way of working. But you also keep in mind that a lot of things can not be planned for, a lot of changes will occur in your environment, with your members and your work staff. An organisation must keep in mind that they need to be flexible to emerging situations and be prepared to address them. (Bimsara Premaratne)

Of course it is important to listen to the younger generation and be interested to what they say but also to have an open mind. Especially in the Swedish context where we have such a load of history by the traditions we have in civil society so we do not see opportunities for change. We may have trendy activities or youth initiatives, but we do not change from the ground, meaning excluding younger generation out from a more sustainable change. (Malin Ekman-Aldén)

1.2 Post-Modern challenges

Historical heritage, global compromises and future tendencies

How do the challenges that postmodernism imposes, affect the civil society in terms of involvement and global collaboration? As we can notice on the map² below, presented in the study “Future Leadership in Swedish Civil Society”, the Swedes are the extremes on the map, located in the upper right corner. This implies that Sweden is the most secularised country, focused on well-being and self-realization, of all countries studied. The panel was clear upon that this pattern has implications for organisations active in development cooperation with partners in countries with other mindsets.



² Inglehart Ronald, Modernization and Postmodernization: Cultural, Economic and Political Change in 43 societies, (Princeton 1997)

The organisations in post-colonial 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 a feudal mindset, that is having somebody taking care of you. When organisations from the global north enter into a country like Sri Lanka, the first thing to understand is this prevailing kind of thinking. To be open to identify these differences would be the way to go. (Bimsara Premaratne)

In our Kenyan context, some of us seem to be victims of a past history, where we waited to be given leadership on a silver plate; leadership is not something that you just wait to be given. It is not time for permission seeking to get leadership, but perhaps it is time for you to take advantage of the opportunities that you have and to grab and assume that leadership; to negotiate possibilities to leadership positions. (William Ogara)

The difficulty in balancing between meeting the needs of collaboration partners in developing countries and involving members in Sweden that request certain activities and forms of organising, was also pinpointed.

What we are not so good at in SHIA- and what we share with other organisations- is that we do not create space for the practical involvement and practical results that young people ask for. But how can you actually do something and still make it with quality and if you talk about global collaboration; something that is wanted and required by the collaboration partners. We have to create space but in a sensible way. (Malin Ekman-Aldén)

Reflecting upon the extreme post-modern situation of Sweden and the long tradition of commitment in civil society organisations, new forms of organising for global commitment against poverty was exemplified.

Actually I think that this tendency of postmodernism is one explanation to why we started the company; a frustration of the civil society and that the practical ways of working with sustainable development are not really good enough. For us to work in Sri Lanka as a company within the garment industry has been more hands-on, in a local context finding ways to work together with NGOs and listen to how they are working and the need in the local context; to build bridges between different knowledge and different sides. (Karin Stenmar)

What about future tendencies in the map? How is the development of Sweden related to the global situation described in the research project World Values Survey? Thor-Leif Pettersson, responsible for the Swedish part of the study, shares his opinion:

The whole map is moving in that direction from down left to upper right. The differences between the countries seem to prevail, at the same time as value differences within the countries seem to expand, so each country seems to be more heterogeneous in their value systems among the population. At the same time as differences between countries remain, so even if the down left corner move upwards in the direction of Sweden, Sweden moves further up, in a way leading "the train of change". So this adds up to a simple conclusion, that we in this project, see no evidence what so ever of some kind of Mac-donalization of values, i.e. that we all tend to become similar in our value orientations.

The future of commitment and leadership – four scenarios



Calls for action, a scenario mix and networking preventing fossilised organisations

The study “Future Leadership in Swedish Civil Society” is concluded by a scenario analysis, as described in the picture above. Accounting for the development described in the report these scenarios illustrate various situations for civil society actors in the future.

According to the panel, which one of the four scenarios is the most likely to occur? The majority of the panelists perceive the *The fast networks period* as the future pattern. But it is also highlighted that a likely development is a mixture of the scenarios.

The scenario “Volunteer agency takes it all” is likely...but would be a nightmare for the democracy in the organisation. Honestly, I rather see the future as a mixture of the scenarios. For me it is a very close linkage between the political level and the development that it is creating and what is happening in civil society. That will definitely affect in what scenario you would end up in. (Malin Ekman-Aldén)

Strategic alliances and networks will become more common; we are likely to move from singular organisations, sometimes because singular organisations get fossilised, they get locked up in their own internal struggles and issues that very often their very survival becomes a major question. It is also going to be driven by speed, speed for change, speed for to see results. We are looking for impact, we are looking for results... and it is not going to come from one single organisations. So that is why we see a some kind of a unconscious drive towards that network type of thinking in the foreseeable future. (William Ogara)

Furthermore, attention is drawn to the purpose of making this kind of situation analysis in forms of picturing future scenarios.

The scenarios that we are discussing should not be seen in a deterministic way, that is important for me to underline. The very purpose is not to predict the future but it is rather to call for action. If one fears a certain development someone has to do something. (Thor-Leif Pettersson)

1.3 Key Success Factors

Safeguarding the right to speak for oneself, challenges with diversity and cross-sectorial learning

Several key success factors were identified by the panel as crucial for organisations in transforming challenges into opportunities. Factors that can contribute to a success story; flexibility and a capacity to capture sense of dynamism and involvement of youth, the ability to be innovative and to come up with new and creative ways of handling issues. But also aspects of participation and representation were highlighted in the discussion.

It is vital that people with disability themselves are forming their own movements to change their conditions, because no one else will do it and I think we have many proofs of that from all around the world. I think that it is a key that it is people themselves, that goes for instance with all poor people; that these persons are speaking for themselves. (Malin Ekman-Aldén)

I am caught in a dilemma here; diversified civil society attracts many and gets vibrant in society and in that sense it is a success factor...but then it seems to have negative consequences. The more diversified civil society gets, the more people tend to be attached only to one or two popular movements. And if you look at the data that we have, it seems as if those that are attached only to one or two movements, and they have less understanding for the need for global development. (Thor-Leif Pettersson)

As was shown in the study “Future Leadership in Swedish Civil Society” nearly 80% of the respondents’ perceived cooperation between non-profit organisations and businesses to become more common. Cross-sectorial learning appears to be a tendency and this was also put forward by one of the panellists.

We, in Dem Collective, are a company both in Sri Lanka and in Sweden, but the way of work, the structure of our work is a good structure also for civil society. We enable empowerment among the people working with the garment industry by actually sharing their knowledge, but also to give a platform for them to create their own economy; to decide of their own work. (Karin Stenmar)

2. Development of the Leadership in Civil Society

The second panel discussion was exploring the questions;

- What kind of leadership will be required in order to safeguard a diversity of perspectives?
- What will be characteristic for a leadership that strengthens the potential of the organisations' in the global fight for justice?

Below follows a summary of the dialogue.

Panellists:

Inger Ashing, vice president of Save the Children Sweden

Richard Bengtsson, general secretary of LSU,
The National Council of Swedish Youth Organisations

Bengt Westerberg, president of the Swedish Red Cross

Bimsara Premaratne, board member,
The National Youth Organisation of Sri Lanka

Filip Wijkström, senior lecturer, Stockholm School of Economics, ERI,
Sparbanksakademin

2.1 Shared Leadership

Importance of influence and responsibility connected to accountability

In the previous workshop at Sida Civil Society Center, 9–11 October 2006, one of the issues that came up was the tendency that older members in leading positions within organisations are unwilling to share the responsibility with younger members. The young generation, on the other hand, have a tendency not to appreciate the experiences of the older members.

A shared leadership between generations was motivated for the following reasons:

- Effectiveness – A heterogeneous leadership could 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 can be a matter of survival for an organisation.

Everyone in the panel agreed upon that shared leadership is positive for the civil society, in making the organisations more effective in the fight against poverty. It is a challenge for the organisations to enable more space for the young people within the organisations.

Young people must be seen as actors and not only as a target group if you want to attract and involve them. The organisations need to see our skills and provide us space, power and influence. (Richard Bengtsson)

The main positive side with shared leadership in a Sri Lankan context is that we could avoid a lot of conflicts and violence. If young people get the opportunity to engage in the process of development of the country and feel valued, I am sure that we would not have the problems that we have today. (Bimsara Premaratne)

It is important that we can make as many people as possible – even young people – to participate in organisations, in building organisations and in trying to increase the capacity of organisations. (Bengt Westerberg)

But there was also mentioned some apprehensions around the concept. One was that shared responsibility sometimes can lead to lack of clarity in decision making processes, i.e. no one takes on the responsibility and that makes the leadership diffuse for the members and staff. Another comment was that shared leadership is not the only solution for the inter-generational work; the organisations also need to communicate the vision and objectives and show that they can provide a platform for people who want to take part and make a difference for society.

2.2 Leadership Skills

Paving the way for shared leadership by shifting focus from individual to relational level

In the study “Future Leadership in Swedish Civil Society” there is a question about what qualities people in idea-based organisations expect from their leaders. The result shows that the expectations are exceptionally high; an image of a Super-leader appears.

In the panel no one thinks that Super-leaders exists. It is a somewhat utopian view that is prevailing not only in civil society; it appears to be the same in other sectors in society.

I don't think that any leaders are super-leaders. As a leader you have to realise that you can have some advantages, but you also have some disadvantages. I think you have to live with that. (Bengt Westerberg)

Anyhow, important leadership skills that were mentioned in the discussion were flexibility, decision making ability, capacity to bridge between different generations and ability to translate between groups with different values and opinions. As a leader you also have to be able to always put the question in focus and illustrate how the organisation actually can make a difference.

There are many leadership skills that are important, but I think one of the basic things is the attitudes we have towards one another and that we show respect to each other across generation lines. Young people can say that the older members they don't understand, they don't know the new ways of working, and the older members they can say that the younger members are not experienced enough and so on. (Inger Ashing)

Concerning leadership and the emphasis on certain skills; a constructive way to achieve a shared leadership can be to shift focus from the individual level to the relational level. That perspective on leadership implies shifting power within an organisational setting and can also have positive consequences for the individual.

Leadership is a relational issue; it is nothing that lies within one individual; it is something that is constructed between the person that is constructed as a leader and

those who construct themselves to be led. To be able to work well the rest of the organisation must also put in their part to construct this person as a leader. Then you decentralise the power; the way a leader is constructed depends on the board, the staff, the volunteers, the members etc. There you have the idea of sharing leadership, and then you can also reduce the pressure on the leader to be all these things. (Filip Wijkström)

2.3 Strategies to Make Leadership More Attractive

Variety in forms and the importance of setting good examples

Four main types of strategies for making leadership more attractive for young people were found in the study “Future Leadership in Swedish Civil Society”:

- Development, support and networking
- Recognition of the value of leadership
- Better work situation
- Less formal

The panel underlines that the mentioned strategies are vital for all persons, irrespective of generational belonging. But one aspect that was highlighted was that there are so many things in life and in society that is calling for attention and the scope of time and energy is limited.

Maybe you have to choose between a commission of trust or a leadership position in an organisation and to take an interesting, well paid job.

One solution of that situation might be to open up for alternative, more flexible forms of leadership.

In our youth organisation we give people the opportunity to have short term commitment of leadership if they like. Leadership doesn't have to be that you sit there for a hundred years; you can just take it for a year and then move on if you are not comfortable with it. (Bimsara Premaratne)

One proposal from the panel when it comes to increasing the value of leadership and make a better work situation, is that full time leaders in voluntary organisations shall get some financial compensation for their work.

Right now we have an ongoing debate in the newspaper Svenska Dagbladet, about the salary for the chairman of the Swedish Sport Confederation, which is a woman. There are a lot of old men saying that it should be a voluntary work, which of course is impossible for a woman that is about thirty years old. So I think this is a debate we need to have in Sweden, but also in an international context. (Bengt Westerberg)

The issue of representation also came up during the discussion. By opening up for inter-generational representation in decision making forum, an organisation can set a good example showing the assets of having a multitude of perspectives and experiences.

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)

3. Reflections from Miniseminars

In the miniseminars, participants analysed the possibilities and difficulties of the respective scenario and the implications of the scenario on the role of leadership in civil society.³

Part 1. Miniseminars on Scenarios

Scenario “Popular movements revenge”

The discussion showed that possibilities with this scenario are for example that it enables space for young persons in democratic processes and in the broader scope that popular movement have compared with other movements. Difficulties that were discerned; the tendency of popular movements to be unwieldy and that the inclusion of young may be to predetermined tasks and roles. For the leadership role it will imply requirements for compromises and respect for established models as well as innovative ones.

Scenario “Volunteer agencies takes it all”

With this scenario, possibilities for an organisation are more activities and more members, new target groups and more focus on needs and results. Some difficulties are the risk for demographic deficit, a lack of long term perspective and continuity and weakened confidence and support from the public. Implications for leadership role are as follows; increased requirements on core of continuity and clear communication about expectations and demands on leader including more formalised procedures like agreements etc.

Scenario “The fast networks’ period”

Concerning this scenario the possibilities are the contribution that networks provide an organisation by input, change and global perspective and the new technology that enable fast and smooth creation of networks and communication flow. A challenge is that networks have a tendency to be directed towards short term activities limiting the financing possibilities. Given the structure of networks, a problem can be the administration of resources. Concerning the leadership role there will be a need for strategic and unexpected alliances.

³ For exhaustive notes from miniseminars, please refer to appendix 1.

Scenario “Board Recruitment”

In this scenario possibilities can be found in creating a heterogeneous election committee for commissions of trusts guided by principles of quotas. Other possibilities are the recognition of the value of voluntary work and experiences and establishing time defined positions of presidency and other leadership positions. On the other hand, recruited professionals pose a risk of being unable to relate to the membership base and at a policy level transparency will become a challenge.

Part 2. Miniseminars on Development of Civil Society leadership

In the second part, the miniseminars were connected to the outcome of the previous stage in the project and to the panel discussion, resulting in the following four themes:

- Shared leadership
- Learning and inclusive organisations
- The role of leadership for civil society’s ability for cross-sectorial collaboration
- Visibilising power

Shared leadership

Strengths with shared leadership is the potential to overcome age stereotypes. Other advantages of shared leadership are according to the group: mentorship possibilities, organisational self-reflection, a complementary approach etc. Difficulties can be unwillingness to leave power, informal power structures and unawareness of accountability. The issue of age stereotypes is also found as a constraint, the danger of getting stuck in thinking of age factor related to competence and automatically putting attributes on people basen on generational belonging.

Learning and inclusive organisations

Learning organisations are characterised by well defined core values, strategies and methods. They also have the courage to listen, to self reflect, to change and to make mistakes and learn from them.

Strengths of these organisations are that it offers a forum for learning and to follow-up of results. Opportunities lie in careful planning and introductory procedures.

Characteristics of an inclusive organisation are among other things that they provide channels for real influence – not only representation, applying an active approach. Furthermore, they are clear on what to include on the agenda accompanied by clear motives for agenda setting. Threats are the reliance of enthusiasts and in the risk of losing transparency at policy level as decisions may be made in informal settings.

The role of leadership for civil society’s ability for cross-sectorial collaboration

A co-operation between civil society and other sectors can have many positive effects according to the group. Different perspectives, more resources – both human and financial, more channels for distribution and communication, better results and new knowledge is created by cross-fertilisation.

Some weaknesses and threats that you need to have in mind in a co-operation situation like this were also discussed; different agendas, power imbalance, prejudices, cultural clash, too much compromising, territorial thinking. It is also a risk that the organisations loose credibility, if for example Greenpeace co-operate with an oil company.

Visibilising power

It is crucial within an organisation to make the power structures visible.

You can ask your own organisation the following questions:

Whose proposals are taken? Who is given the space to express views and opinions at meetings? Level of listening capacity and mutual respect?

Other ways to put the power structures more in to daylight, are to analyse forums for decision making, make the cultural and organisational codes more visible and reviewing the policy for recruiting.

Appendix 1 – Notes from Miniseminars

Below follows more detailed notes from the outcome of 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 agencies 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 spenditure
- Organisations are challenged to increased flexibility
- More focus on needs and results
- More and stronger collaboration partners
- Increased focus on ecumenical, faithbaased 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. Miniseminars on Development of civil society leadership

The second session of miniseminars 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:

- Forum 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 2 – Participating Organisations

- Afrikagrupperna
- Anna Lindhs Minnesfond
- CORAT Africa
- Dem Collective Fair Trade Clothing
- Diakonia
- Eduardo Madariaga förening
- Ersta Sköndal högskola
- Filadelfia/Svensk pingstmission
- Firma Katarina Larsson
- Folkbildningsrådet
- Forum Syd
- Förbundet Vi Unga
- Globalverkstan
- Global Utmaning
- Handelshögskolan
- IDEELL ARENA
- IKFF
- KESOFO
- KFUK-KFUMs riksförbund
- KK-stiftelsen
- Kristna Fredsrörelsen
- Ledarinstitutet
- KTH
- Kunskapsvolontärerna
- Life & Peace Institute
- LSU
- Läkare Utan Gränser
- MOI – mångfald och inflytande
- Norrkonsult
- Partianknutna Organisationers nätverk för Guatemala
- PeaceQuest

- Rädda Barnen
- Röda korset
- Röda Korsets Ungdomsförbund
- Sensus studieförbund
- SHIA
- Sida
- SMU
- Stockholms universitet
- Svenska Afghanistankommitten
- Svenska Baha'i Samfundet
- Svenska kyrkan
- Svenska Missionskyrkan
- Svenska Missionskyrkans Ungdom
- Svenska Missionsrådet
- The National Youth Organisation of Sri Lanka
- Uganda Women's Association in Sweden
- Ungdomsstyrelsen
- UNHCR Stockholm
- Uppsala Universitet
- Utbildningsdepartementet
- Westander Publicitet & Påverkan
- Vetenskap & Allmänhet
- WITH Sustainable Brand
- Youth For Understanding

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.



SWEDISH INTERNATIONAL
DEVELOPMENT COOPERATION AGENCY

SE-105 25 Stockholm Sweden
Phone: +46 (0)8 698 50 00
Fax: +46 (0)8 20 88 64
sida@sida.se, www.sida.se