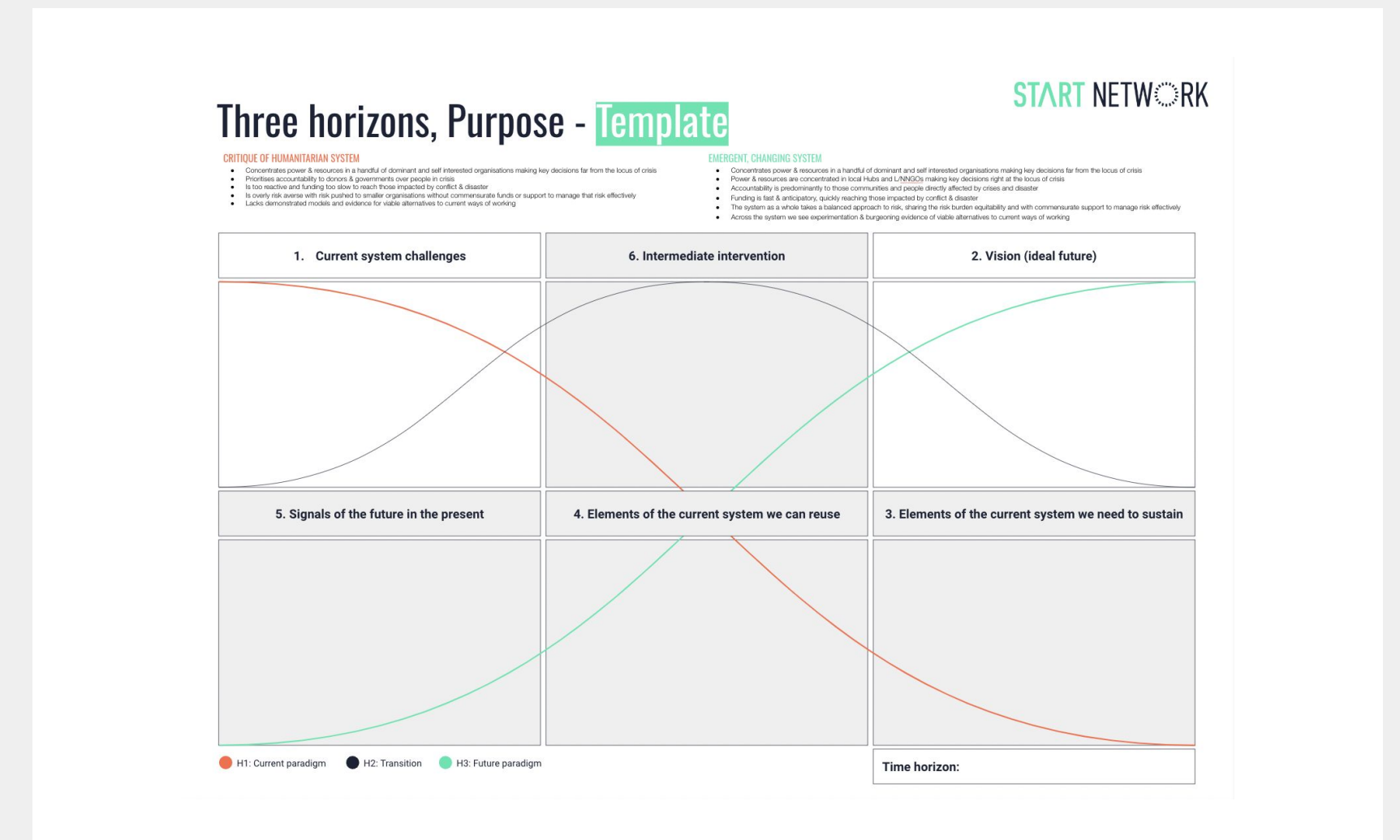


# Three horizons, Purpose - Guidance

## About this tool

Set out the characteristics of the future system that we desire. Three horizons' is a simple and intuitive framework for thinking about transformation and how to enact change. Through exploring the 'Three Horizons' of the present (H1), the future (H3) and transition space (H2).

- This tool will help you build on the critique of the current humanitarian system and reflect on the challenges or signs of crisis you're seeing in the current system, from your vantage point.
- You will set out a shared vision for the part of the system you're focusing. One that connects to our shared Start Network vision for the humanitarian system.



## Step 1

- Start by confirming the time horizon you're thinking about as group. Is it five years? Thirty years? Or are you working to extend your thinking to seven generations from now? Add this to the time horizon box in the template.
- Then begin filling in box one in the template, capturing the current system challenges or signs of crisis. Start by reviewing the existing critique of the current humanitarian system as a group, and then building on this is there anything you want to add?
- As a group reflect on the other signs you see in the part of the system you're in. Capture these in box 1 in the template.
- What is no longer viable, sustainable or fit for purpose? What is driving this? Add these to box 1 in the template.

## Step 2

- Move on to box 2 in the template, capturing your shared vision for a desirable future.
- Start by reviewing the shared vision for the future of the humanitarian system, and then building on this, as a group reflect on the emergent, changing system and what it looks like. Add any additions to box 2 in the template.
- What other characteristics does future system have that are relevant to your particular part of the system? Reflect on your shared purpose and how this is part of it. Capture this in box 2 in the template.

# Three horizons, Purpose - Template

CRITIQUE OF HUMANITARIAN SYSTEM

- Concentrates power & resources in a handful of dominant and self interested organisations making key decisions far from the locus of crisis
- Prioritises accountability to donors & governments over people in crisis
- Is too reactive and funding too slow to reach those impacted by conflict & disaster
- Is overly risk averse with risk pushed to smaller organisations without commensurate funds or support to manage that risk effectively
- Lacks demonstrated models and evidence for viable alternatives to current ways of working

EMERGENT, CHANGING SYSTEM

- Concentrates power & resources in a handful of dominant and self interested organisations making key decisions far from the locus of crisis
- Power & resources are concentrated in local Hubs and L/NGOs making key decisions right at the locus of crisis
- Accountability is predominantly to those communities and people directly affected by crises and disaster
- Funding is fast & anticipatory, quickly reaching those impacted by conflict & disaster
- The system as a whole takes a balanced approach to risk, sharing the risk burden equitably and with commensurate support to manage risk effectively
- Across the system we see experimentation & burgeoning evidence of viable alternatives to current ways of working

