

PROGRAMME RISKS

PARTNERSHIPS

Age of Wonderland relies heavily upon a diverse group of partners and stakeholders. These partnerships provide key specializations, both in the production of specific editions within the Age of Wonderland programme and in the long-term development of the initiative. As Age of Wonderland is a multi-year trajectory, we are faced with the possibility that one or more of these key partners will choose to reduce their involvements in the future. To reduce the impact that such changes would have on the immediate effectiveness of any given edition of Age of Wonderland or the long-term viability of the programme, we have developed two strategies.

First, the development of our programme, by design, begins with a focus on guiding high quality ideas and projects towards their highest potential impact. From this starting point, opportunities to scale the programme up grant us opportunities to invest in more pathways to that impact. Conversely, when forced to scale the programme down, we focus our budget more on the selection and development of the ideas and projects themselves, relying more heavily on third parties to promote the pathways to impact. Therefore, this does not alter the shape of the core programme, but rather pace at which a project may develop to maturity.

Secondly, in an effort to stabilize these resources and have greater access to a more robust network of expertise, we continue to seek further partnerships from a broader range of specializations. Partnerships currently include, and will continue to be sought within, private and public institutions and amongst highly-qualified individuals with specific skills-sets. This effort will continue to provide the foundation of the programme's development, whether scaling up or down.

STAFFING

Currently, Age of Wonderland has a full-time staff of two, independent from the contributions it receives from its partners. The impact of losing a member of this small staff would have an immediate and significant impact, both on any current edition of the programme and on its sustained development. For this reason, it is critical that any departures within the Age of Wonderland staff be addressed promptly. While Age of Wonderland would be able to rely, to some degree, on its partners for assistance in the event of a staffing change, this would likely only be temporary and not provide the continued stability that the programme will require into the future.

To combat these potential hurdles, we strive to maintain open communication between our team members and partners at all times. As a result, most tasks can be delegated within staff/network at any given time. This of course extends to specifically to our organizers Baltan Laboratories and Hivos, whom could efficiently provide a temporary buffer if needed. Finally, Baltan has built a solid network of freelancers over the years, providing the ability to recruit new candidates of quality in the event a longer term solution is needed.

FUNDING

Access to long-term funding and/or to recurring revenue streams are central to Age of Wonderland's ability to continually strengthen its programme into the future.

A key component to our development strategy within Age of Wonderland is using the successes of each annual edition as leverage to promote greater program strength in subsequent editions. At the moment, the annual editions are largely funded by incidental funds. This becomes a growing challenge each year with the growth of the program and restrictions to targeting incidental funds in subsequent years. Most importantly, fund acquisition and reporting exhausts many resources that could be used to further develop the programme. Our plan, therefore, specifically moves towards longer term funding schemes and recurring revenue streams from, for example, long-term partnerships. Not being able to make this transition, will result in the program remaining in its current format and not being able to make the transition towards a genuinely global agent of change.

EDITION-SPECIFIC RISKS

VENUE

For the 2016 edition, all public events are expected to take place at NatLab and Veemgebouw at Strijp-S in Eindhoven. However, in the unexpected event that these facilities are not capable of housing the events as scheduled, we are confident that Age of Wonderland can rely on the many relationships that exist within the networks of our partners to provide us with the space required.

For the 2017 edition, a larger, dedicated venue might be needed. At least in part, this will be covered by the higher budget projected for that edition. Additionally, we are anticipating well-crafted cooperations with projects coming from other Baltan Laboratories and Hivos programmes. This will allow us to potentially allocate budget from within other sources within the founding organizations. As details will become available in the course of 2017, these cross-fertilizations are not yet included in the Age of Wonderland project plan and budget.

LOGISTICS & COORDINATIONS

Transporting individuals from across the globe multiple times in a year, and coordinating for them while they are here, the resources they need to develop their projects introduces obvious risks. We recognize and remain sensitive to the many difficulties that could arise and maintain flexibility and adaptability and understanding to address these issues. In past editions, and often relying on our founding organizations' networks, we have found replacement participants, accommodated shorter stays in Eindhoven, or welcomed participation from afar during the incubation period.

CONTRIBUTIONS & PARTICIPATION

Similarly to the logistical challenges, introducing our fellows to a foreign environment with the expectation that these individuals produce quality, high-impact work rapidly presents another, unique set of challenges. We have to remain attentive and sensitive to gauge the progress of the projects as they are being developed over the course of the residency. Additionally, similar pressure is added in preparation for the public presentation period.

And finally, the risks of these projects not developing beyond Eindhoven in the post-DDW trajectory may be compounded.

To hedge against poor project developments within our groups of fellows, we rely heavily upon our founding organizations. Hivos specifically, is relied upon for its access to our fellows when they return home to implement their projects. Likewise, our other partners have proven to provide invaluable insight into our fellow's progress while in Eindhoven in the past.

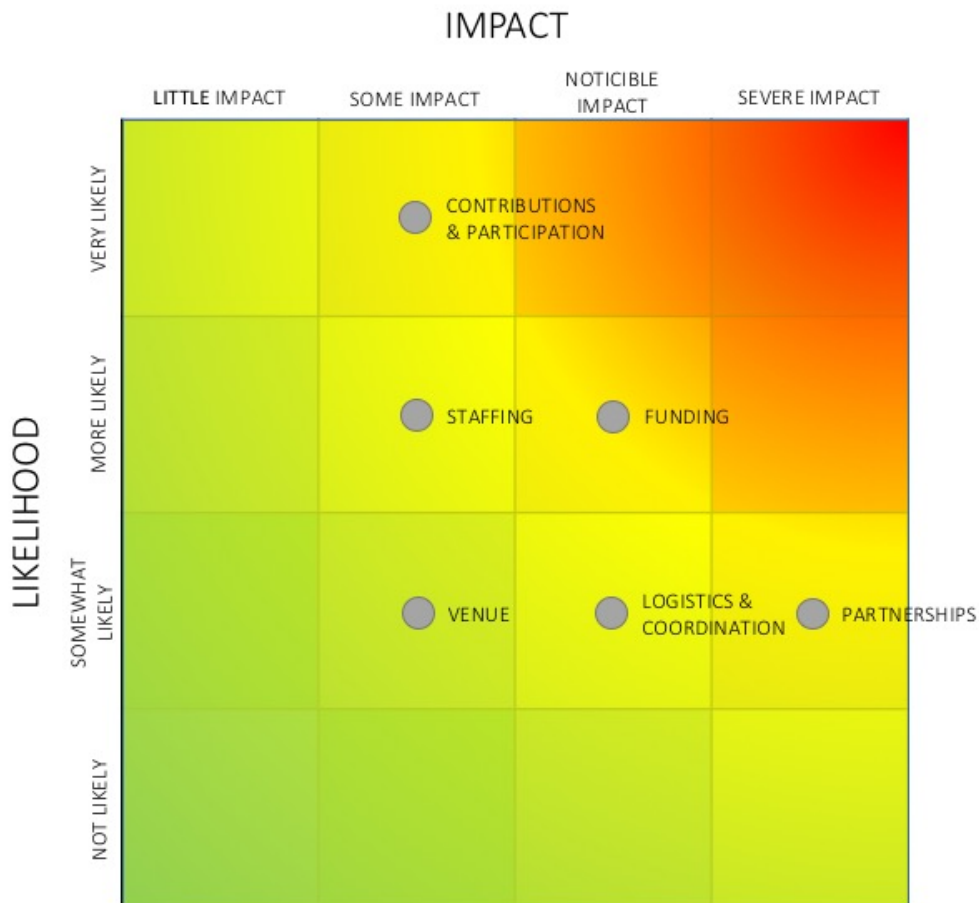
BRABANT C CONTRIBUTIONS

Age of Wonderland remains, largely from its past successes, in an exciting position. The uncertainty we face affords us the freedom to think big and explore new ideas, while the expectations that are inherent within the programme ensure that we are demanding the most of ourselves and everyone involved. As stated in detail above, we recognize that Age of Wonderland faces several risks and pressures, but in spite of these challenges, we are committed to pushing the boundaries of the programme further to realize greater impact and yet broader reach.

Funding from Brabant C will go a long way in creating the extra push to take the program to the next level. At the same time, it will create the necessary breathing space to allocate resources on the acquisition of new revenue streams that can secure the program's core and quality for the years to come. As a result, with Brabant C funding, Age of Wonderland will continue to produce culturally relevant and socially critical subject matter. And through this, Age of Wonderland will gain further validation both locally and within the global communities it affects.

Furthermore, funding from Brabant C will allow for deeper investments in Age of Wonderland's already proven, core strengths – the incubation programme, the residency, the presentations during Dutch Design Week, and the post-presentation trajectories. By allowing the available funding to cover the core expenses already expected within Age of Wonderland both on an annual and ongoing basis, Brabant C funding would be allocated to each of these programme components as required within each specific edition. This exciting possibility would be certain to generate richer collaborations between fellows and mentors, offer even higher quality access to fellows researching their ideas, and certainly more robust development of the projects being developed, both during the residency periods and throughout the post-presentation trajectories. Additionally, having the ability to make larger investments in the presentations being made to the public during DDW would provide added value, not only to the projects being presented, but to Age of Wonderland as well.

ANALYSIS OF KEY RISKS



- CONTRIBUTIONS & PARTICIPATION – Likelihood 2, Impact 2 (page 2)
- STAFFING – Likelihood 2, Impact 2 (page 1)
- FUNDING – Likelihood 3, Impact 4 (page 1)
- VENUE – Likelihood 2, Impact 2 (page 2)
- LOGISTICS & COORDINATIONS – Likelihood 2, Impact 3 (page 2)
- PARTNERSHIPS – Likelihood 2, Impact 4 (page 1)