

Formation of new Strategic Plan: 2021- 2026

- **TOR for Working Group on Organizational Capacity and Culture**

Working Group Name:	Organizational Capacity and Culture
Executive Sponsor:	Jose M. Faura
	Team Members:
	Kats Takeda (ChildFund Japan)
	Joelle Sicamois (Une Enfent par la Main)
	Adrian Graham (COO ChildFund Australia)
	Janet Cruz (CO Ecuador – ChildFund International)
	Annadurai Muthusamy (CCFC India)

Definition and Scope

To strengthen the organizational capacity and culture of the Alliance as necessary to deliver on a solid strategic plan for the next five- year period.

Strengthening the organizational capacity means:

- Improving financial health and efficiency of members*
- Growing Alliance membership*
- Ensuring the Alliance has the operational capacity necessary to execute the strategic plan

Strengthening the culture means to specify the elements of culture common to all members that are necessary to deliver on the envisioned strategic plan.

* The working group will prioritize its efforts on financial health and growth outcomes. In Phase II of the process (post-November), this working group may undertake additional work to identify the operational capacities required to execute the strategy. This latter work will be informed by, and strongly aligned with, the Program Choices, and Identity & Value Proposition working groups.

Guiding Questions

PHASE I

ORGANIZATIONAL QUESTIONS

- What can the Alliance do to improve members' financial health?
- How can we be more efficient (through sharing)?
 - Resources (economical, people, ...)
 - Information Systems
 - Local partners
 - Spaces (offices...).....

CULTURE

- What culture do we need/how do we navigate change and/or transformation related to the options considered above?

PHASE II (potential questions — to be clarified after the November meeting)

ORGANIZATIONAL QUESTIONS

- Continue work on options identified in Phase I

CULTURE

- What culture do we need to navigate the changes envisioned in the strategy?
- How will members align their strategy with the Alliance Strategic Plan?
- How does this impact our approach for new members?

CAPACITY

- How can we leverage our value proposition (from the Identity and Value Proposition working group) to attract new members?

Key Deliverables and Timelines

Final due dates and additional deliverable guidance will be provided by the Strategic Integration Team in early August.

- | | |
|--|--------------|
| 1. Set up working group | July |
| 2. Discuss and clarify objectives and set up small sub-groups | July |
| 3. Identify and evaluate options | Aug -Sept |
| 4. Deliverable: Submit Phase I options and recommendations to SIT | Early Oct |
| 5. Present and get feedback from Board and CEO Forum | Nov |
| 6. Further develop recommendations and plans; submit for initial review | Mid Feb 2020 |
| 7. Refine recommendations and feed into final draft of the Alliance Strategic Plan | Late March |
| 8. Support process at the May 2020 meeting for adoption by Board (Paraguay) | May |