



# **STRATEGIC PLAN**

## **2022-2026**



World  
Accord

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### Introduction

World Accord's Strategic Plan identifies and prioritises specific goals for the next three and a half years. Using a Carver Governance model, the Plan identifies the ends, designating responsibility to the Executive Director and staff to establish the means of achieving the goals.

It is important to note that this Plan was created during a time of significant change. The COVID19 global pandemic impacted both our partners' capacity to develop programs, and World Accord's (WA) ability to communicate and measure success in the field. In addition, WA's long-term Executive Director (ED) retired, and the new ED was hired in April 2022. Finally, between the 2020 and 2022 Annual General Meetings (AGM), the board of directors retired seven members and welcomed five new ones.

Consequently, 2022 was a year of transition. WA staff, the board of directors and various long-term stakeholders including current and former EDs met to discuss WA's current successes, challenges and prioritise future goals. Several themes emerged:

- Diversify and grow funding base given the aging and diminishing donor base;
- Grow funding to support additional partners and to expand staffing;
- Educate donors and continue to adapt programming given the ongoing negative impact of climate change on partners' programs and priorities;
- Increase transparency to donors by providing greater evidence of funding impacts;
- Continue to focus on programs and partners that empower women and girls; improve board effectiveness; continue to network with like-minded small and medium non-government organisations (SMOs), including Outreach International;

From these themes, board members and staff worked together to identify three strategic priorities. Each priority is consistent with World Accord's mission and values, which are outlined on the following pages.



World Accord's mission is to cultivate communities that thrive where:



Basic human needs are met through sustainable, long-term development.



Every person has the opportunity to fulfill their potential.



Diverse people live peacefully in global community.



Care of earth and love of neighbour shape our life together.

**We fulfill our mission and achieve our goals by upholding the following values:**

**Partnership:** We value sharing, learning, respect, equality, curiosity, and efficiency in our work with program partners, other organizations, donors, members, volunteers and staff.

**Decolonization and Empowerment:** We value local ownership and decision making and believe that power shared is power multiplied. Using the principle of working “not for but with”, we see World Accord as a social change agent, not a helping organization. Our focus on capacity building by bringing people together leaves space for partners to exercise their power.

It is essential that we (staff, board, donors) constantly reflect on and assess how our position of privilege impacts our language, ideologies, policies, representation and relationships with our partners. It is our responsibility to create spaces for honest conversations, interrogate our own biases, ensure diverse representation on our board, and educate ourselves to ensure western thought and approaches are not privileged over others.

**Justice:** We value justice and believe that all people have an inherent right to justice and opportunity, irrespective of gender, economic, social, cultural, religious, educational, or political considerations. There can be no sustainable peace without justice.

**Sustainability:** At World Accord, we value self-sufficiency in environmental, financial, and social soundness and honour humanity's responsibility towards future generations.

**Integrity:** We value and model transparency and accountability in our interactions with partner organizations, donors, members, volunteers and staff.

**Interdependence:** We value interactions which recognize that all people are dependent on each other for the successful sustainable development of our world. We are not striving for development for “them”, but equity and well-being for all people.

# STRATEGIC PRIORITY

*To expand, diversify and sustain funding*

1

## GOAL 1.1 Increase diverse donor base and improve donor stewardship

### Key Deliverables:

- Maintain a donor attrition rate of 20% or less;
- Increase number of monthly donors by 10% annually over next four years;
- Engage two new high-capacity donors (\$15,000+, individuals or corporate) annually over next four years;
- Diversify donor base to include a wider demographic of people;
- Ensure overall funding increases from donor sources of \$50,000 by AGM (June) 2023 and 10% annual sustainable growth over following three years;
- Increase donor-initiated fundraising activities by 10% annually over next four years.

## GOAL 1.2 Recruit and support donors and volunteers to be champions of WA

### Key Deliverables:

#### Ensure donors and volunteers receive regular communication that:

- Expresses gratitude;
- Shares the impact of funding on projects, programs and people's well-being;
- Expands understanding of program and project goals;
- Educates on relevant topics (e.g. decolonisation of aid) invite five+ supporters annually to champion WA's successes publicly (total of 20 people by 2026).

## GOAL 1.3 Diversify sources of funding

### Key Deliverables:

- Increase staffing with a part-time position dedicated to funding diversification including increasing legacy gifts, securing foundation partnerships and grant-writing by AGM (June) 2024;
- Staff salaries and benefits not to exceed 20% of overall budget.

## GOAL 1.4 Update and increase marketing to funders

### Key Deliverables:

- Use various tools through social media, WA website, mail, etc. to share impact of funding and increase brand awareness;
- Regularly collect and share evidence of impact through examples, data and stories from the field.





# STRATEGIC PRIORITY

## 2

*To support partners as project leaders, ensuring adequate reporting, transparency and sustainable program development.*

### **GOAL 2.1 Profile projects and programs**

#### **Key Deliverables:**

- Ensure communication and transparency among staff, funders, board members, program partners and project leaders;
- Increase our partners impact on women's empowerment measured through the number of women engaged and leading on a percentage of total participants and leaders;
- Support partners to tell their story to the global audience and amplify local voices

### **GOAL 2.2 Listen and respond to partner's needs**

#### **Key Deliverables:**

- Ensure reliable communication so partners identify gaps in a timely manner;
- Create a program and project database that identifies gaps;
- Track number of partners who have identified gaps annually;
- Seek relevant partnerships and grants that target gaps;
- Promote local partnerships to share intracultural knowledge and training.

### **GOAL 2.3 Network with like-minded organisations**

#### **Key Deliverables:**

- Build relationships with relevant organizations in the Ottawa area to establish World Accord's credibility in the community;
- Build and develop partnerships with groups who engage in community-led development, serving to strengthen World Accord's global impact in areas of climate change, social justice, food security, agri-forestry, sustainable agriculture, biodiversity and women's empowerment.

### **GOAL 2.4 Ensure partners have the resources that they need to carry out their work**

#### **Key Deliverables:**

- Support partners to seek and receive funding from other foundations and granting agencies;
- Support partners to develop ethical, sustainable leadership within their organisation;
- Compare year over year contribution of WA funding to overall partners' program budgets.

### **GOAL 2.5 Expand program partners**

#### **Key Deliverables:**

- By AGM (June) 2026, develop one to three new partnerships;
- During this time of development, ensure partner expansion considers travel expenses, carbon emissions for travel, staffing capacity, etc.

# STRATEGIC PRIORITY

*To develop and diversify Board capacity*

3

## GOAL 3.1 Expand and build a diverse, skilled and equitable Board

### Key Deliverables:

- Assess recruitment practices to ensure equity and diversity in gender, age, and cultural representation;
- Approve the job description for board members and advertise by end of 2022;
- Recruit and elect new board members for the 2023 (June) AGM with a skill in one or more of the following disciplines: finance, HR, legal, governance, facilitation, fundraising, communication, international development, Spanish, French.

## GOAL 3.2 Build the board's understanding of international development issues and World Accord's role therein

### Key Deliverables:

- Staff to share bi-annual reports reporting on Strategic Priorities 1 (Fundraising) and 2 (Program and Partnership development);
- Ensure topics related to international development and board education are included at least twice annually on board meeting agendas (board members to coordinate);
- Recognise the historic effects of colonisation on WA's work on all levels, and actively work towards decolonisation within WA.



## GOAL 3.3 Increase board communication and effectiveness

### Key Deliverables:

- Report for program investments and benefits included in board/strategic review quarterly;
- Streamline the technologies used to facilitate Board effectiveness;
- Ensure a process is in place to orient new board members to the Carver Governance model within the first six months of their term;
- Encourage board members to represent World Accord at a variety of public engagement events and at other meetings as co-ordinated with the Executive Director;
- Encourage Board members to leverage their own networks to raise funds for World Accord.