SuSanA 2.0 Change Management Task Force TOR

Background - Case for Change

SuSanA is at the start of a major period of change that should take it from SuSanA 1.0 to SuSanA 2.0 in the near future. SuSanA 1.0 has been a great success and has today 340 partner organisations and 10,000 members. As concluded by the Core Group of SuSanA, it is now time to revisit its informal structures and to analyze where more formalization and a change in governance contributes to reaching its vision and objectives and to put respective steps into practice.

Understanding this need has led to several activities and initiatives over the last years (one of them funded by the Bill & Melinda Gates Foundation (BMGF) 2016-2018). A number of surveys, strategy documents, and external consultant reports are available now and they can be used for a concrete design of a SuSanA 2.0.

The Core Group has decided in its meeting in Stockholm 2018, that a Change Management Task Force (CMTF) should steer this change process. The CMTF will have support from consultants as well as from the SuSanA Secretariat and will be responsible for the change management process of SuSanA through a participatory and iterative process. The Core group further mandated a small group of Core Group representatives, referred to as Group of Five, to prepare the ground for this task force. The final decision on the composition of the CMTF will be taken by the Core Group based on the suggestions by this group until end of June 2019.

The members of the CMTF will consist of 7 individuals, which should represent the different constituencies of SuSanA in an optimal way. Hence, active SuSanA members or even people outside of the network could possibly be part of the CMTF. If you are interested to be a member of the CMTF or you want to nominate someone, please click here.

Scope of Work

This document describes the TOR of the CMTF. Its main purpose is to outline what is expected from the future members of the CMTF in the search for interested/suitable candidates.

The purpose of the organisational development process is to define and describe the future identity of the SuSanA Network ("SuSanA 2.0") as well as implement the activities necessary to realise this.
Activities

The activities are divided into four phases.

**Phase One: Initialisation.** The securing of funds for the organisational development process, establishing the basic structure and process of the task force’s work and designing a purpose and mission statement for the future SuSanA organisation/network on the basis of the numerous existing strategy documents and ideas developed thus far.

**Phase Two: Concept.** The elaboration, on the basis of the results of phase one, of two to three alternative organisational models for the SuSanA 2.0 covering its purpose, values and mission as well as organisational model and legal form, its organisation and management, governance and financing.

**Phase Three: Decision-Making.** The support of a decision-making process with SuSanA (Core Group in consultation with the members) to choose one of the alternatives.

**Phase Four: Implementation.** The implementation of all activities for the realization of the chosen alternative.

The specifics of each phase are as follows:

**Phase 1 Initialisation**

Activities:

- Defining on the task force internal working structures (one chair, two vice-chairs, deputies, meeting frequency, quoracy and record-keeping)
- Refining of the design of this document (phases and activities), especially the decision-making process to be undertaken in phase 3 (Who votes about what and when), as well as criteria for the decision
- Elaborating a strategy for the necessary funding for the CM process
- Securing funding for the CM process
- Familiarising with the existing strategy documents of SuSanA
- Summarising and consolidating the strategy documents into a SWOT analysis
- Elaborating the purpose statement of SuSanA 2.0
Products: Funding is secured, the basic structures, activities and decision-making processes of the task force have been established, and a purpose statement for the future SuSanA has been agreed.

**Phase 2 Concept**

**Activities:**
- Working closely with organisational development consultants towards the elaboration, on the basis of the results of phase one, of two to three alternative organisational models for the SuSanA 2.0 covering its purpose, values and mission as well as organisational model and legal form, management, governance and financing.

**Products:** Two to three alternative organisational models for the SuSanA 2.0. These models should include as a minimum:

1. The organisational and legal form for each alternative proposed; including the considerations about jurisdiction (Guiding questions: Which legal form should the organisation have and in which jurisdiction?)
2. The governance structure, including operational and strategic supervision of the organisation. Governance functions should include public & legal accountability, strategy, operations, finance, coordination, audit, risk management, monitoring & evaluation, public relations & communication, compliance & ethics, personnel, member & stakeholder management, conflict management & resolution
3. The funding and financing model (sources of income vs. significant categories of expenditure)

**Phase 3 Decision-Making**

**Activities:**
- Disseminating of alternative organisational models in a suitable digital format
- Communicating with members and stakeholders about the implications and expected outcomes of implementing a new organisational model via open webinars
- Fine-tuning of alternatives on the basis of consultations
- Final decision taking by the CMTF on the proposed model on the basis of consultation. This should take place in a face-to-face workshop
- Communicating the results digitally through the SuSanA network

**Products:** a decision for one of the proposed alternatives backed by the Core Group as well as the members.
Phase 4 Implementation

Activities:
- Fine-tuning of concepts, breaking them down into component aspects
- Developing an implementation plan, containing the required capacities and steps for potential legal registration, timeline, activities and responsibilities)
- Backstopping the implementation process
- Monitoring and evaluations of the ongoing process as well as the process as a whole

Product: SuSanA 2.0 is installed (legally and physically) and has taken up operations (though not necessarily fully functional).

Timeline