



Ontario Council for  
International Cooperation

# Strategy Redesign: Deepening & Reinvigorating

## A. Strategic Intention

The redesign of OCIC's strategy is based on a comprehensive process driven by the OCIC Strategic Planning Committee and staff with the ongoing support of Dr Nenad Rava, coupled with the engagement of stakeholders, and application of innovation methods and tools (outlined in detail in Annex 1). Our intention in undertaking this exercise was to deepen and reinvigorate our existing strategic framework. Our main emphasis was on optimizing existing operations, and to some extent, enriching them with new initiatives that extend further into the ecosystem (e.g.: help to develop new partnerships around innovation).

That is, rather than seeking to fundamentally transform our business model or to develop a whole new strategic framework, our strategy redesign intended to:

- improve our current strategy in order to better align with the changing context and emerging needs of our stakeholders;
- upgrade our overall performance and improve the value produced for our members; and
- introduce new and innovative methods and a proactive approach for OCIC, while also promoting and showcasing it among our membership.

The existing elements of the OCIC strategic framework – our Vision, Mission, Mandate and 20-year Goal – are unchanged. And while there are minor changes to our three Strategic Directions, they remain based on the same foundations.

Some of the innovations of the OCIC strategy redesign include:

- development of an Integrated Theory of Change based on Theories of Change for each of our Strategic Directions, using stakeholder-generated foresight-based innovation ideas and methods for strategy design;
- better consideration of external drivers for change and how innovation should be incorporated into OCIC's work, across our Strategic Directions;
- clarifying the boundary: OCIC provides support to our members in Ontario to improve their impact globally, at the same time that OCIC contributes to changes within Canada with regard to international development policy and collaboration, through public engagement and by developing partnerships at local, provincial, federal and global levels.

The redesigned OCIC strategy is to be understood and used as a "compass" that facilitates open, ongoing, inclusive and reflective conversation about the understanding of the Council, our Theory of Change, our values, identity and relationships, and the broader purpose and impact we seek to catalyze among and with our members.

## B. The Agenda for Change

**Consideration of the issue of “Why should OCIC change?” from several perspectives led to the development of the Agenda for Change and became the framework for emergent strategy redesign.**

**With regard to the global context, the following trends and developments were considered particularly relevant:**

The 2030 Agenda for Sustainable Development and its 17 Sustainable Development Goals (SDGs), adopted by 193 countries in September 2015, introduce a new and universal framework that calls for different strategies and theories of change, new partnerships (including, in particular, with the private sector), consolidation of impact and performance measurement models, and innovation of business models and programs. As the first truly global agenda it brings in new complexities, including by emphasizing the interdependence between national development in Canada, and Canadian support to international cooperation and development overseas. The SDGs also make more tangible the notion that addressing individual social problems in one sector or system has relevant direct and/or indirect impact on other sectors and systems – to the extent that solutions for a problem in one space might become a new problem in another one. The principle of “No one left behind” seeks new ways to address marginalized groups and reconcile existing instruments for socio-economic development with the need to reach the “last mile” and deal with intractable challenges of failed and fragile governance in Low-Income Countries.

Demographic changes, including increased global and regional migration and the generational change, introduces new challenges and undermines the effectiveness of existing development instruments and policies. The world is increasingly connected and interdependent, but it is still organized in nation-states with their national self-interests and national electorates. The demographic change also leads to changed contexts in education, labour market, and patterns of consumerism, which requires fundamentally new thinking around systemic solutions.

The rapid development of digital technology, in particular Artificial Intelligence (AI) and machine learning, should be considered as both an opportunity and a problem. On one side, the new tools can fundamentally improve efficiency and effectiveness of development and introduce new business models for technical assistance and service delivery across all sectors. They are particularly important for small organizations working internationally that can compensate for their lack of resources and assets by digital technology. On the other side, these tools are increasingly used by governments to undermine privacy, democracy and essential human rights – and the biases that are incorporated into the design of algorithms, for instance, might actually do more harm (even with good intentions). Whatever the case, failing to incorporate digital technology in international cooperation and development will only hinder efforts to address social problems on long-term and effectively contribute to the SDGs.



For far too long, international development and cooperation was alienated from the space of social innovation, operating in markets, policy and communities. Essentially, most actors and programs in international development and cooperation can indeed be put under the umbrella of social innovation. However, social innovation has been developing somewhat separately, mostly by focusing on community organizations and business ventures with a social purpose. These silos are coming down. Moreover, it leads to exposing traditional development actors to new business models, business processes, and design and innovation methods and tools. It will be very difficult for a typical NGO to effectively work in the new context without fundamentally rethinking its organization, operations and strategy.

The SDGs and new aspirations for international development and cooperation coincided with fiscal austerity and reorientation towards national development issues in the global North (e.g.: urban poverty). The funds estimated for the accomplishment of the SDGs are measured in trillions of dollars, while the actual funding is decreasing. What remains is more targeted and conditional, directed towards security concerns and designed for short-term, issue-based interventions. The hope (and in some ways also a concern) is that the gap will be filled by private sector investment. This further brings to the fore the triple-bottom line of business, concepts such as the Shared Value, and impact investment, not least because of the concern of the private sector that it might lose its “licence to operate”. However, neither private sector nor the traditional development actors are still ready

for new collaboration models. With the rise of blended finance (including Development Bonds), there is an ongoing shift “from funding to financing”, which will transform the traditional financial flows for international development and cooperation, but it will also require organizations involved to change their business and financial models. It should also be mentioned that the influence of crypto-currencies (e.g.: bitcoin) on development is far from clear, but whatever it might end up being, its impact will be considerable.

One of the new developments is related to the changing attitudes and preferences in the broader context of governance, policy and service delivery. Organizations and countries are becoming more participatory, not least because of the impact of social media and new levels of individual and organization transparency, and citizens require a more “user-centered” approach. Most actors in development simply do not have the necessary capability to respond to new preferences and requirements. Moreover, there has been a trend in disintermediation, which brings end-users and providers in direct contact, erasing the need for the “middle-man”, which was the traditional role of development organizations. Another particular dynamic in development is knowledge creation: the usual distinction between experts and beneficiaries is becoming blurred in co-creation and stakeholder design. Shifting from the role of providers to those of facilitators, conveners and brokers will represent a major challenge for most organizations, and will also influence current funding and financing patterns.


**The Canadian context is also changing; some of the most significant recent developments include:**

In June 2017 the Government of Canada launched its Feminist International Assistance Policy (FIAP), created after a year of consultations involving more than 15,000 people in 65 countries, as a part of Canada's International Assistance Review. The Policy defines an approach that is "human rights based and inclusive, strategic and focused, transformative and activist, evidence-based and accountable". Core action area within the Policy include: gender equality and the empowerment of women and girls; human dignity, covering humanitarian action, health and nutrition, and education; growth that works for everyone, which targets areas such as sustainable agriculture, green technologies and renewable energy; environment and climate action focusing on adaptation and mitigation, as well as on water management; inclusive governance, including democracy, human rights, the rule of law and good governance; and peace and security, by promoting inclusive peace processes and combating gender-based violence.

As a result of the FIAP, Global Affairs has committed to focusing on gender equality and the empowerment of women and girls in a manner that is both targeted and crosscutting. They expect that all implementing partners consult with women and involve them in needs assessments, decision making and planning of initiatives, as well as in the implementation, monitoring and evaluation of projects. Within five years, investments in programs that will specifically target gender equality

and the empowerment of women will represent 15% of Canada's \$2.6 billion bilateral development assistance, up from 2% in 2015-2016, and all projects, in all sectors, will now have to integrate gender equality and women's empowerment. Canada will ensure that no less than 50% of its bilateral assistance is directed to sub-Saharan African countries. The Government of Canada believes that a feminist approach does not limit the focus of efforts to women and girls; but that rather, it is the most effective way to fight the root causes of poverty that can affect everyone: inequality and exclusion.

Global Affairs Policy on Civil Society Partnerships for International Assistance - A Feminist Approach (referred to as the Civil Society Partnerships Policy), launched in September 2017, sets out the Department's approach to enhancing effective cooperation with Canadian, international and local civil society organizations (CSOs) to maximize the impact and results of Canada's international assistance, and to foster a strong and vibrant civil society sector. The policy outlines the guiding principles for and overall objectives of Canada's engagement with CSOs. "Global Affairs will work with CSOs in collaboration with national governments, the private sector, multilateral organizations, the research community and other actors to pursue the following policy objectives: to empower women and girls, promote gender equality, and reach the poorest, most vulnerable and most marginalized as the most effective means to reduce poverty; to facilitate a safe and enabling environment for civil society; to protect human life and dignity; to foster CSO leadership in



innovation; to integrate the role of CSOs as independent actors into international assistance programming; to establish more predictable, equitable, flexible, and transparent funding mechanisms; to foster multi-stakeholder approaches to international assistance; to engage Canadians as global citizens in international assistance; to promote sustainability, transparency, accountability, and results; to implement and monitor the Policy.

Global Affairs will engage with CSO representatives on an annual basis to review mutual implementation of the Policy against its objectives and action areas, discuss the evolving global and domestic CSO challenges and opportunities, and exchange knowledge and good practices. The Department will work collaboratively with CSOs to establish the outline of these annual meetings and determine the priority areas for focus each year.

There is a growing recognition of intersectionality, “an approach that takes into account the historical, social and political context and recognizes the unique experience of the individual based on the intersection of all relevant grounds.[7] This approach allows the particular experience of discrimination, based on the confluence of grounds involved, to be acknowledged and remedied.”...“Applying an intersectional or contextualized approach to multiple grounds of discrimination has numerous advantages. It acknowledges the complexity of how people experience discrimination, recognizes that the experience of discrimination may be unique and takes into account the social and historical context of the group. It places the focus on society’s response to

the individual as a result of the confluence of grounds and does not require the person to slot themselves into rigid compartments or categories. It addresses the fact that discrimination has evolved and tends to no longer be overt, but rather more subtle, multi-layered, systemic, environmental and institutionalized” (see OHRC [Introduction to the intersectional approach](#)).

A growing number of Canadians, moved by the Truth and Reconciliation Commission of Canada (TRC) and its 94 Calls to Action, are becoming more aware of grassroots Indigenous rights movements around the world, and are seeking out opportunities for reconciliation and transformative action. This very specific context, coupled with the launch of Agenda 2030, mandates Canada and Canadians to see ourselves as part of the Global Goals, and to include Canada in the narrative to ‘leave no one behind’. “The call to leave no one and no ecosystem behind presents an opportunity for the global development sector to embrace and strengthen partnerships within Canada and with Indigenous communities who are already carving out the solutions for themselves.” In addition, in 2016 Canada became a signatory to the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP). Amongst many obligations, UNDRIP requires Canada to protect Indigenous peoples’ right to self-determination in their pursuit of economic, social and cultural development, along with effective mechanisms to redress for any action which dispossessed Indigenous people from their lands or resources. At this juncture in history it is therefore incumbent upon us all

to seek to comprehend the impact of the forcible removal of Indigenous children from their families and communities to residential schools. It is time for us to listen to Indigenous Elders, survivors, community leaders and members, youth and children, alike, and to acknowledge the lived experience of loss. This includes the loss of land rights, outlawing of cultural practices and languages, and the loss of traditional practices for accessing, hunting and growing food.

Pan-Canadian development networks and coalitions such as the Inter-Council Network of Provincial and Regional Councils for International Cooperation (ICN), the Canadian Council for International Co-operation (CCIC), the Canadian Partnership for Women and Children’s Health (CanWaCH), the Humanitarian Coalition, and the Canadian Foodgrains Bank are networked, and often work in close collaboration to support the capacity building and advocacy needs of Canadian civil society organizations. There is increased interest and desire to explore new partnerships and opportunities for multi-stakeholder dialogue with other stakeholders, including diaspora organizations, the social innovation sector, academia, private foundations and the private sector, in new efforts to mobilize under the umbrella of the SDGs.


On the basis of consideration of global and Canadian trends and developments, the OCIC Strategic Planning Committee developed the OCIC Agenda for Change. The Committee generated statements on drivers for OCIC change and located them on the 2x2 matrix that included Improvement versus Transformation, and Strategic versus Operational. As might be expected from the scope and intention of OCIC strategy redesign, most statements

were located in the strategic part of the matrix. However, the statements were spread across the axis on Improvement versus Transformation (which might indicate that OCIC has an appetite for a more transformational change in the near future).

The drivers that received at least 2 votes, indicating relative importance for OCIC strategy redesign, were the following (with the number of votes shown on the right):

Partner with innovative actors	6
Facilitate knowledge co-creation and sharing	4
Develop new OCIC capabilities	3
Organizational development of CSOs	3
Promote Sectoral Innovation	2
Global Citizenship Hub	2

- a) This shows that the redesign of the OCIC strategy should be putting particular emphasis on developing new innovation partnerships while increasingly moving towards facilitation of knowledge co-creation and sharing. To achieve these priorities, OCIC will need to develop new capabilities.
- b) Furthermore, OCIC should continue focusing on organizational development of CSOs and promotion of sectoral innovation.
- c) The aspiration to become a Global Citizenship Hub was also seen as a priority, but one that might be outside of the scope of the current OCIC strategy redesign, as it would require transformation of the existing business model.



The Agenda for Change was used to clarify and validate the overall intention of the OCIC strategy redesign (including not changing the existing Strategic Framework), and then to provide the boundary for development of the Theory of Change for OCIC.

## C. OCIC Strategic Framework

### **Our Vision:**

Global social justice, human dignity, and participation for all

### **Our Mission:**

As a Council, OCIC strives to increase the effectiveness and collective impact of all our members' efforts to promote sustainable, people-centred development in a peaceful and healthy environment.

OCIC is committed to principles of fair and equitable cooperative international development and promotes public engagement that helps Canadians develop a global perspective and take action for social justice.

### **Our Mandate:**

OCIC encourages the development of the Ontario international cooperation and global education sectors and the sharing of resources between OCIC members by providing forums for networking, communications and collaborative reflection and action, and facilitating capacity building in public engagement and organizational development. OCIC is a learning organization with inclusive, cooperative and participatory processes that are accessible and accountable to all members.

### **20-year Goal:**

OCIC is a catalyst for sustainable solutions to global poverty challenges.

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**Since June 2013, OCIC networking, capacity building, public engagement and representation activities have been undertaken under the following Strategic Directions:**

### **1. To strengthen capacity:**

OCIC supports our members in being leaders of good development, adapting to change, and developing innovative solutions to global poverty challenges

### **2. To increase multi-sectoral dialogue:**

OCIC brings together sectoral leaders and practitioners, issue-specific experts, advocates, academics, funders and private sector actors to better understand and leverage perspectives, expertise and resources

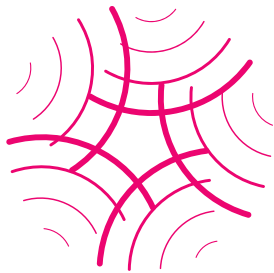
### **3. To influence by informing:**

OCIC provides communications platforms to amplify the voice of our members, and to influence key decision makers



## OCIC New Strategic Directions

Our strategy redesign introduced only minor modifications and clarifications to these strategic directions, so as to ensure clearer focus and improved relevance, in the following ways:



**1. Strengthen capacity**  
with a focus on knowledge exchange



**2. Increase multi-sectoral dialogue**  
prioritizing dialogue and collaboration



**3. Influence and inspire**  
with a focus on transformative community  
and public engagement

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The description of each Strategic Direction was improved by the narrative of their respective Theories of Change.

## D. Integrated OCIC Theory of Change

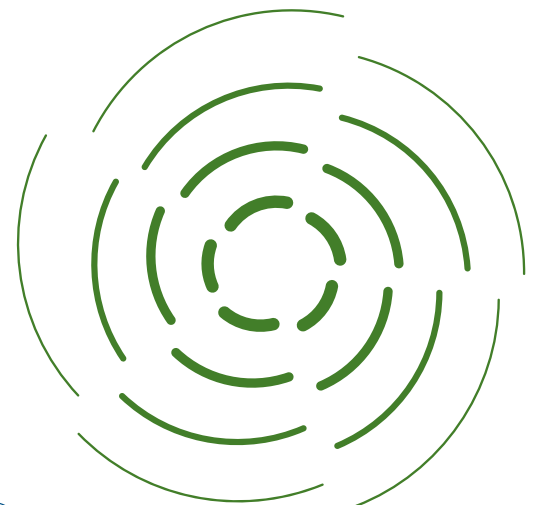
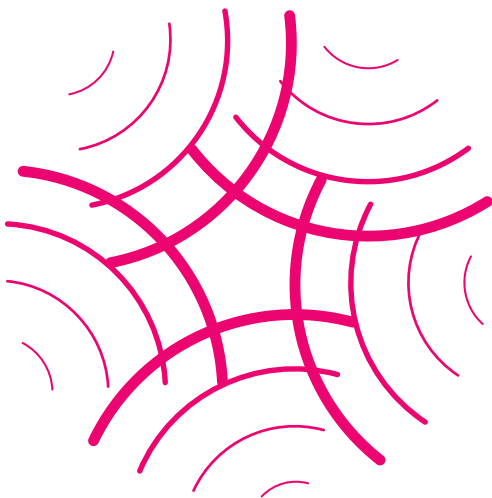
The overall OCIC Theory of Change represents an integration of individual Theories of Change for OCIC's three Strategic Directions, understood as interdependent domains of change in which OCIC operates. The integrated ToC provides the "bird's eye" view by its Integrated Narrative and the overarching graphical representation, while individual ToCs provide detailed narratives, elaboration of selected, key pathways, key assumptions, and more in-depth insights.

### Integrated Narrative:

OCIC will contribute to holistic and accelerated progress on sustainable development globally by helping to improve both the global impact of OCIC members, and the contribution of Canadians to positive, systemic change globally.

The global impact of OCIC members is expected to improve by: increased training and knowledge sharing opportunities, integration of the intersectional approach into OCIC programs, strengthening of OCIC's collaboration hub and expert network, and OCIC representation of our members' interest at national fora.

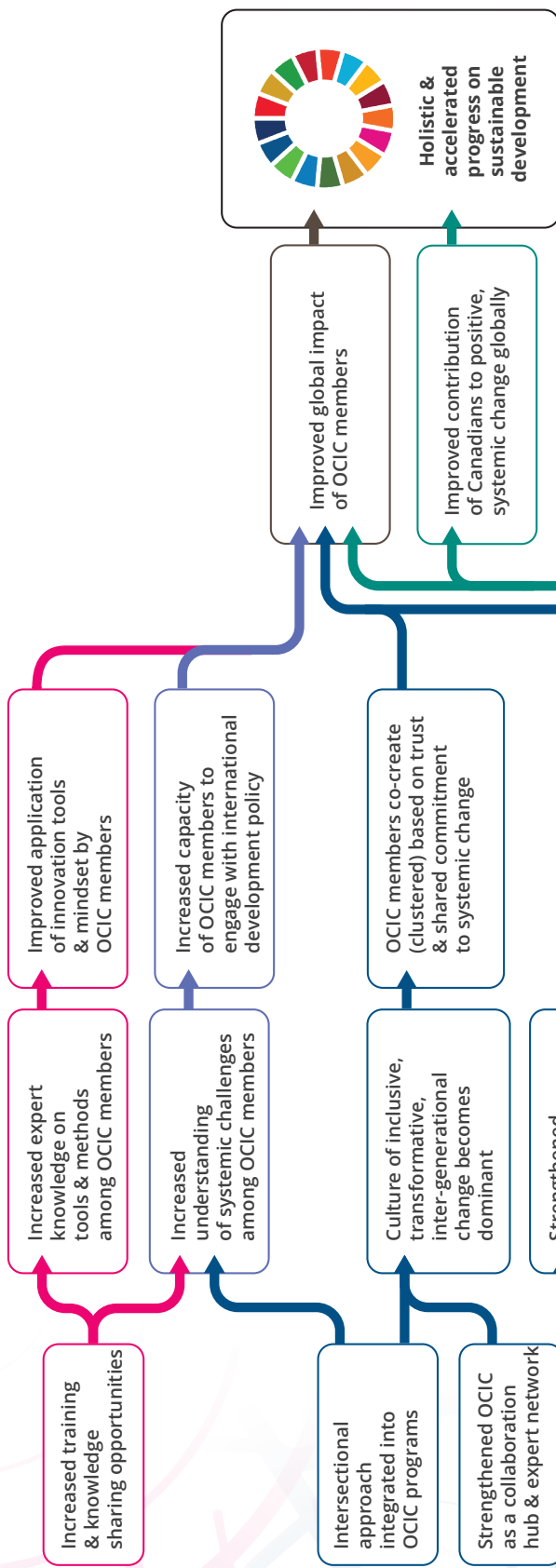
The contribution of Canadians to positive, systemic change globally is expected to improve primarily by OCIC providing an actionable communication and engagement platform. It will also benefit from the OCIC representation role through the contribution diversified funding is expected to have on the enabling environment.



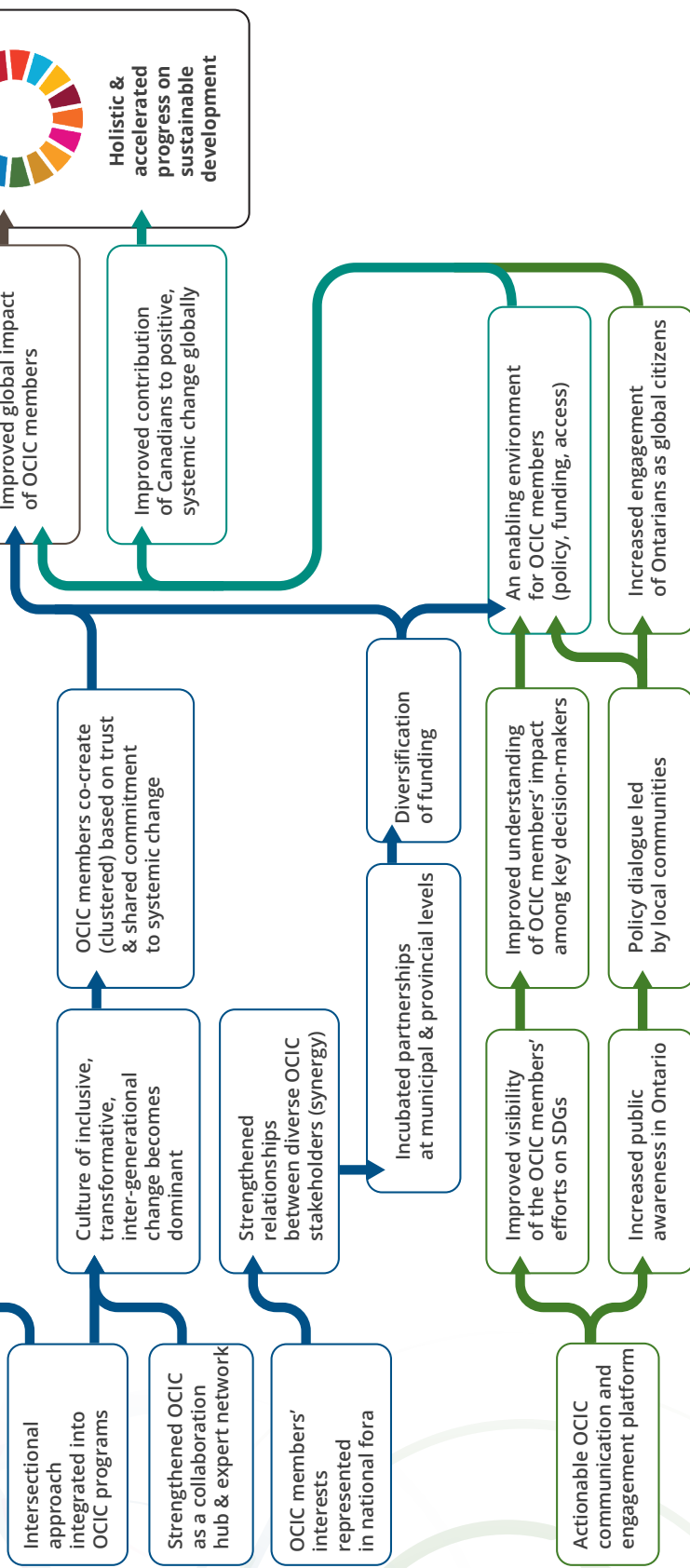
# OCIC Integrated Theory of Change



## Strengthen Capacity



## Increase Multi-Sectoral Dialogue



## Influence and Inspire



The contribution of improved global impact of OCIC members and improved contribution of Canadians to positive, systemic change globally to holistic and accelerated progress on sustainable development globally is mostly tentative. It serves to indicate an ultimate purpose of OCIC, although there are a number of other outcomes, pathways and development factors that would need to be addressed to strengthen this relationship. However, this goes beyond the scope of OCIC as an organization.

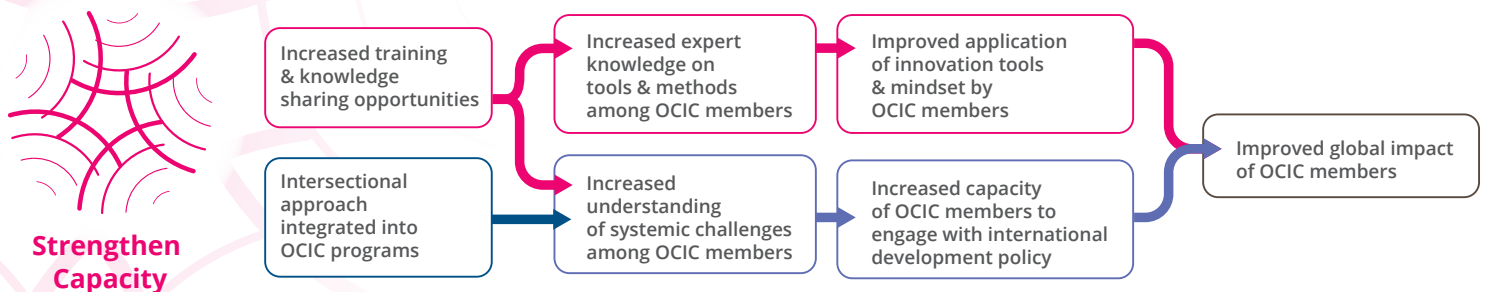
## E. Theories of Change for OCIC Strategic Directions

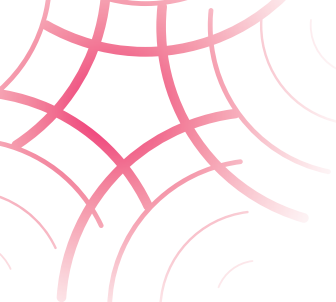
Note: the Theories of Change are based on selected (considered key, essential) pathways of change, as articulated in the narratives (with the assumptions) and represented graphically.

### 1. To Strengthen Capacity with a focus on knowledge exchange

OCIC supports our members in being leaders of good development, adapting to change, and developing innovative solutions to global poverty challenges.

The existing description remains the same, but this Strategic Direction will shift from a predominant focus on training and knowledge delivery, to knowledge exchange. It will also consider capacity in more comprehensive terms as application of new tools and mindsets, and improved understanding of systemic challenges across issues and sectors.





**Narrative 1:** Increased training and knowledge sharing opportunities for OCIC members is expected to contribute to the improvement of their global impact.

The increase in sharing and knowledge opportunities is expected to increase expert knowledge on tools and methods amongst OCIC members – which would help improve the application of innovation tools and mindset, and in that way contribute to improving the global impact of OCIC members.

- *Assumption 1.1:* OCIC members effectively use the opportunities for knowledge improvement that OCIC provides.
- *Assumption 1.2:* Innovation tools and mindset are integrated into practices of OCIC members and effectively applied.
- *Assumption 1.3:* Innovation tools and mindset lead to improved performance and/or innovation of the business model of OCIC members that might be required for improvement of their global impact.

The increase in sharing and knowledge opportunities is expected to increase the understanding of systemic challenges among OCIC members. The understanding of systemic challenge is not limited to any particular issue, social problem or sector, but implies the ability to identify and appreciate connections and interdependence across different dimensions of complex, adaptive social systems. This is necessary in order to develop ways to address social problems systematically (e.g.; that a solution to one problem does not aggravate another problem, or create a new one) and design catalytic solutions (e.g.: contributing to more problems with the same intervention).

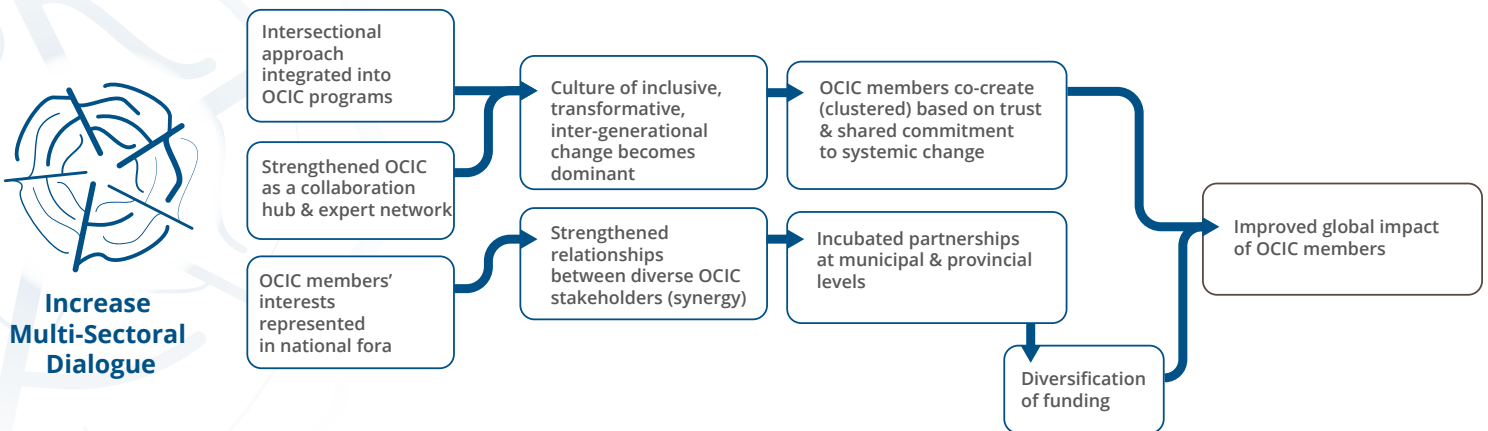
However, integration of intersectionality into OCIC programs (including elements of the feminist approach) is also expected to support improvement of the systemic orientation amongst OCIC members. Consequent ability to “see systems” and operate in complexity would facilitate application of new innovation tools and mindsets and increase the overall capacity of OCIC members to engage with the international development policy, and in that way contribute to improving of their global impact.

- *Assumption 1.4:* Training and knowledge sharing opportunities properly incorporate systems thinking and practice that reflect the specific nature and predicaments of social complexity.
- *Assumption 1.5:* Understanding of systemic challenges is applied in the use of innovative tools.
- *Assumption 1.6:* Understanding of systemic challenges is translated into the understanding of policy issues, and the ways by which it can be influenced.

## 2. To Increase Multi-Sectoral Dialogue prioritizing dialogue and collaboration

OCIC brings together sectoral leaders and practitioners, issue-specific experts, advocates, academics, funders and private sector actors to better understand and leverage perspectives, expertise and resources.

While the description remains the same, this Strategic Direction will better emphasize the representational role of OCIC in national fora.



**Narrative 2:** *The global impact of OCIC members is expected to improve by: integration of the intersectional approach into OCIC programs, effective OCIC representation of members' interests at national fora, and OCIC strengthening as a collaboration hub and expert network.*

The culture of inclusive, transformative and inter-generational change is to become dominant in OCIC by integration of the intersectional approach into OCIC programs, and by strengthening the OCIC collaboration hub and expert network. This is expected to help (clustered) co-creation among OCIC members that is based on trust and shared commitment to systemic change. In turn, this would contribute to improving the global impact of OCIC members.



- *Assumption 2.1:* The intersectionality translates into the expected cultural change among OCIC members.
- *Assumption 2.2:* OCIC collaboration efforts include development of collaboration culture that is genuinely inclusive and inter-generational and that enables transformative behavior.
- *Assumption 2.3:* OCIC members have the ability and skills to co-create and apply new cultural patterns to build trust and shared commitment to systemic change.
- *Assumption 2.4:* OCIC has the capability to organize and facilitate co-creation.
- *Assumption 2.5:* OCIC members are able to use co-creation to improve their impact.

The OCIC representation of its members' interested in national fora is expected to help strengthen relationship between diverse OCIC stakeholders and create new synergies. In turn, it would help incubate partnerships at municipal and provincial level. New partnerships are expected to contribute to diversification of funding for international development and cooperation, and in that way help improve the global impact of OCIC members.

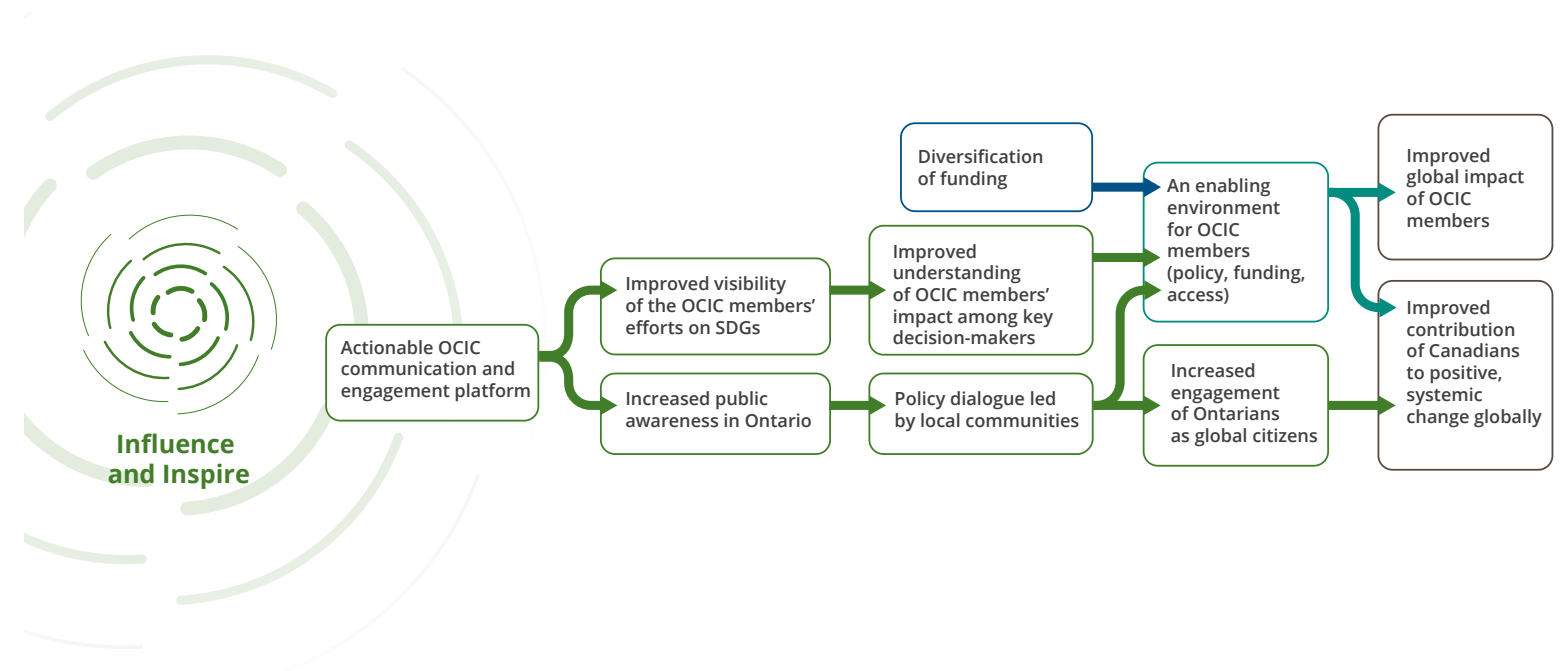
- *Assumption 2.6:* OCIC representation leads to new OCIC partnerships with diverse stakeholders (including new and hybrid actors in development such as social enterprises, social innovation hubs, impact investors, and the corporate sector).
- *Assumption 2.7:* There is sufficient alignment between OCIC members' interests (and values) and the opportunities for new partnerships in the ecosystem to create synergies.
- *Assumption 2.8:* OCIC has the capability to incubate new partnerships for its members.
- *Assumption 2.9:* New partnerships translate into new sources of funding and financing.
- *Assumption 2.10:* OCIC members are able to leverage diversification of funding for their impact.



### 3. To Influence and Inspire with a focus on transformative community and public engagement

*OCIC provides communications platforms to amplify the voice of its members, and to influence and inspire key decision makers and the public.*

The description of this Strategic Direction has been modified to go beyond influencing by informing, to encourage and inspire transformative community and public engagement.







**Narrative 3:** *The contribution of Canadians to positive, systemic change globally is expected to improve, primarily, by OCIC providing actionable communications and engagement platforms. It will also benefit from the OCIC representation role through the contribution that diversified funding is expected to have on the enabling environment.*

An actionable OCIC communication and engagement platform is expected to contribute to improved visibility of OCIC members' efforts on the SDGs, which would, in turn improve the understanding of their impact amongst key decision-makers. Jointly with diversified funding and policy dialogue that is led by local communities (beside other factors outside of the scope of OCIC work), this would contribute to the enabling environment for OCIC members in terms of policy and funding access – and help improve the contribution of Canadians to positive, systemic change globally.

- *Assumption 3.1:* OCIC communication and engagement platform improves its members' visibility.
- *Assumption 3.2:* Improve visibility helps increase the understanding of OCIC members' impact amongst key stakeholders.
- *Assumption 3.3:* Combination of improved understanding of OCIC members' impact, and policy dialogue led by local communities and diversified funding contributes to the enabling environment regarding policy and funding access.
- *Assumption 3.4:* OCIC communication and engagement platform increases the public awareness on key issues.
- *Assumption 3.5:* Increased awareness helps involve local communities in a leadership role in policy dialogue.
- *Assumption 3.6:* Policy dialogue led by local communities helps improve the enabling environment for OCIC members.
- *Assumption 3.7:* Policy dialogue led by local communities contributes to increased engagement of Ontarians as Global Citizens.
- *Assumption 3.8:* Increased engagement of Ontarians as Global Citizens improve the contribution of Canadians overall to positive, systemic change globally.

## F. Transition Plan

A transition plan including elements such as a Capability Roadmap, Business Model Canvas, Organizational Structure and Modalities (e.g.: clusters), "Branding"/ Identity, and Stakeholder Map with Partnerships will be developed over the coming year.

## Annex 1: Key Activities from June 2017 to July 2018

June 2017: Launch of the process and stakeholder input at OCIC AGM (3 Horizon Foresight Co-lab)

June – Sept 2017: Internal innovation workshops, including Systemic Influence Map for Innovation Ideas

September 2017 – Feb 2018: Iterative strategy redesign, coordinated by the Strategic Planning Committee

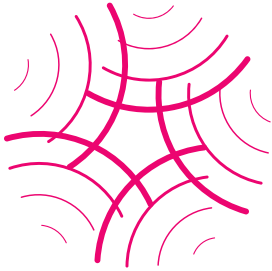
- Presentation of the progress to-date at the Board meeting: September 16, 2017
- Establishment of the Committee (including ToRs)
- Committee meetings in 2017: September 28, November 12, November 25 and December 1, 2017
  - Sense-making and agreement on final deliverables, including review of the Systemic Influence Map
  - Developing the Integrated Agenda for Change: minimum specifications (priority areas and factors) for change
  - Review of existing OCIC outcomes and discussion on existing Strategic Directions
- Committee meetings in 2018: January 5 and January 10, 2018
  - Co-creation of initial Theories of Change for each Strategic Direction
  - Development of the Integrated Theory of Change
- Secretariat meeting: January 18, 2018
  - Consolidation of the Theory of Change
- Presentation of draft document to the Board: January 27, 2018
- Preparation of draft 2 of the document: February 2018

March – June 2018: Consultations & Finalization

- Presentation of Draft 2 of the Strategy to the Board of Directors
- F2F and online member meetings for feedback: April 16, April 26, May 1, 2018
- Incorporation of feedback from consultations
- Graphical design & finalization of the text
- Presentations to the Board of Directors: May 5 and June 12, 2018
- Presentation to OCIC Membership at the 30th Anniversary AGM: June 14, 2018

July - December 2018: Transition Plan

## Annex 2: Strategic Direction Design Rationales



### 1. To Strengthen Capacity

This icon shows an organic structure created by waves emanating from five locations. The waves emanate towards each other to show knowledge being shared, and create a scaffolding for conversation. The waves also create a structural form in the centre to represent OCIC members coming together to strengthen capacity. The form is open for all to join and to contribute to.



### 2. To Increase Multi-Sectoral Dialogue

This icon takes inspiration from tree branches and watersheds. These five forms are abstractions interlocked within each others' space yet remain independent creating a collective shape. This interlocking shape is a visual representation of synergies created within diverse ecosystems and approaches.



### 3. To Influence And Inspire

This icon is inspired by the movement or wifi signals that carry out messages. The green signals are set on an angle to convey multiple outward motions of influence that demonstrates active inspiration from the OCIC community to the world.