



Policy Plan

Beleidsplan

Stichting CHÔRA Foundation

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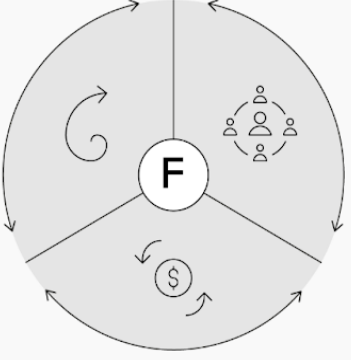
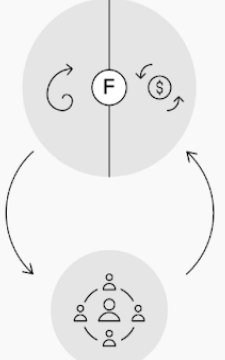
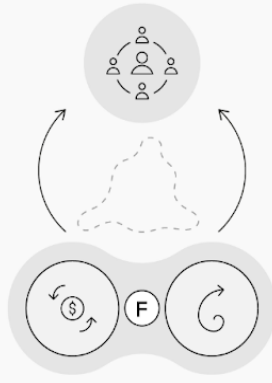
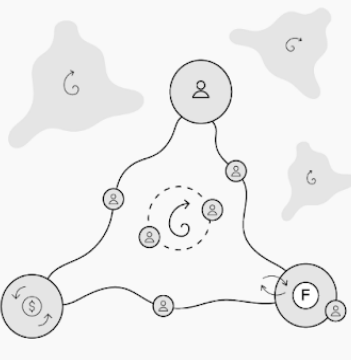
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Foreword

CHÔRA Foundation¹ exists to enable complex social systems with transformational intents to form decisions about themselves. Its purpose is to create, give access to & support a space with a strategic innovation capability that attracts presence, seeds & structures experiences, where learning options generate intelligence that forms strategic arguments for system transformation intents & effects. CHÔRA supports this intent by developing, curating and making available a Strategic Innovation and System Transformation Framework.

Incorporated in October 2019, the Foundation is operating under a 3-year Strategic Plan (see Annex I). This vision identifies a clear role for the Foundation as asset holder and space initiator. It also sets forth a clear objective for the Foundation to disarticulate operational functions from its core and thereby strengthen its position as asset holder and governance steward. The implementation of this vision will require deepening of partnerships, diversification of funds and a clear focus on maturing essential functions and features of the Foundation. This will make possible a financial and social support mechanism to organisations and activities that contribute to environmental protection and the well being of mankind in the broad sense by achieving socio-economic impact in the field of the United Nations Sustainable Development Goals.

¹ Throughout the document, CHÔRA Foundation is interchangeably referred to as 'CHÔRA', 'the Stichting' or 'the Foundation'.

<p>2021 STOLID</p>		<p>Objectives</p> <ol style="list-style-type: none"> 1. Strengthen the Foundation's capability to be there in terms of people, operational model and project revenues. 2. Consolidate CHÔRA's presence in the Development Sector, looking to extend its business activities in two focus areas: cities and climate change.
<p>2022 CENTRIPETAL</p>		<p>Objectives</p> <ol style="list-style-type: none"> 1. The Foundation will clarify and increase focus on its primary purpose (materialise ChôraSpace) through a deliberate process of discovery, diversification and disarticulation of some of its functions. 2. The Foundation will create a 'portfolio of options' for itself to generate learning and new capability towards ChôraSpace, diversify its relationships and sources of funding, and establish a new sister entity where core practitioners and collaborators engaged in leveraging the SI/ST Framework for projects are engaged and managed.
<p>2023 DYNAMIC</p>		<p>Objectives</p> <ol style="list-style-type: none"> 1. In 2023 the Foundation will create the conditions for the first 'Space' to materialise, building on the first presences and interactions of the molecular arrangement seeded in the previous year. 2. This year will also see a diversification and maturing of the financial and investment model for the Foundation, for portfolio management and for the Space.
<p>2024 CENTRIFUGAL</p>		<p>Objectives</p> <ol style="list-style-type: none"> 1. Make CHÔRA.SPACE happen to such an extent that it can be generative of other Space^{FORMS}. 2. Rhizomically extend CHÔRA.SPACE so as to see the emergence of a Space of Space^{FORMS}.

Visual summary of the 3-year objectives of CHÔRA Foundation, extracted from the 3-year Strategic Plan

Statutory Framework

CHÔRA Foundation has been founded with the intent to operate as a non-profit Stichting holding itself accountable to its long-term objectives as stipulated in the Deeds of Incorporation of the Foundation and the ANBI requirements.

As per Article 3 of our Statutes, the objective of the Foundation is to help people and organisations in a world of rapidly increasing complexity through strategic and transformative innovation, with the aim to promote environmental protection and the well being of mankind in the broad sense by achieving socio-economic impact in the field of the United Nations Sustainable Development Goals.

Article 3

The Foundation attempts to achieve these objects, among other things, by:

- the creation of an open and dynamic multi-sided platform, a Space FORM called 'CHÔRA', that at its core has a Strategic Design capability that seeds and structures Portfolios of Innovation Options where learning activities and sensemaking protocols generate intelligence that feeds into strategic arguments to support innovation and transformational intents and to design pathways of execution;
- the holding, further development and dissemination of a conceptual framework for Strategic Innovation and System Transformation and of the processes and tools that will ensure its effective application to renewal and development problems and intents at a global and local level;
- the promotion of educational programs and experiences to develop skills, capabilities and leadership mindsets that can support access to and use of the Strategic Innovation Framework.

Governance Framework

Founded on 11. October 2019 the Foundation is governed by its Articles of Association. According to the latter, the Foundation's governance is structured by two boards with distinct responsibilities: the **Management Board** and the **Supervisory Board**.

The Management Board is entrusted with the management of the Foundation and meets at least twice a year. In performing their task the Members of the Management Board focus on the Foundation's interest and the associated organisation. The Board is particularly charged with the management and administration of the Foundation's financial means, the adoption of the budget of income, including distributions and funds to be made available in view of the realisation of the Foundation's objectives. Further information on the Board's responsibilities, powers, decision-making process and remuneration can be found in Articles 5, 6 and 7 of the Articles of Association.

The Management Board has three members that are appointed for a duration of three years:

- Dr Luca Gatti: Chairman
- Gina Ann Belle
- Emilia Lischke: Treasurer

The Supervisory Board is responsible for the supervision of the policy of the Management Board and the Foundation's general affairs. Each supervisory director must have affinity with the Foundation's objects and none of the supervisory directors may be in the Foundation's employment. Further information on the Board's tasks, powers and decision-making process can be found in Articles 11 and 12 of the Articles of Association.

The Supervisory Board consists of three members:

- Prof. Dr Torben Juul Andersen: Chairman
- Mr Ian Dunlop
- Prof Dr Laura Lee

The board members are supported by a Board Secretary. Neither the secretary nor the members of the Board receive remuneration for their activities as Board members. However, they are entitled to compensation for the costs incurred by them in the performance of their jobs such as reimbursement for travel and administrative expenditures and a small attendance fee.

Finance & Funding

The Foundation seeks to raise funds through partnerships, philanthropy, research grants and the application of its framework through development, advisory and capability building programs and partnerships. It seeks to attract funds and invest its proceeds directly into furthering its foundational purpose of developing and disseminating its core conceptual framework for strategic innovation and system transformation and into building capability and collaboration spaces together with partners to explore multiple pathways towards the creation of a multi-sided platform for social transformation.

The Stichting is a not-for-profit organisation and its assets serve to invest in and realise its objectives and purpose. However, in its first year of incorporation, the costs of establishing the Foundation and its operations structure demanded a reasonable carry-over for reserve building and inventory of the Foundation. In the first two financial years (2020 and 2021), the Foundation attracted funding from partnerships and related programs of work in the development sector, notably with the United Nations Development Programme, with which the Foundation holds a Memorandum of Understanding. In 2022, the Foundation seeks to diversify its partnerships and collaborations by identifying supporters and attracting donors who can invest time, money and in-kind resources into the Foundation.

Aligned with Article 4 of its statutes, no single person, director or officer of the Foundation may dispose of its assets as if they were its/his/her own. The Foundation may not maintain more capital than is reasonably necessary to safeguard the continuity of the foreseen activities required to allow the Foundation to achieve its objectives.

Financial resources and management

The Foundation adheres to a yearly budget. The multi-year budget is an ongoing process which will be adjusted on a yearly basis. The economic sustainability,

management of the foundation and its assets and financial implications are evaluated on a monthly basis.

The Stichting's financial resources are managed by the treasurer of the Management Board, supported by a broader Finance & Operations Team that monitors and communicates the level of sustainability on a monthly basis.

Funds are used to realise the objectives of the Foundation. In the current financial year the focus was twofold. Firstly, the Foundation focused on training and sustaining a pool of practitioners that can leverage, develop and bring the Foundation's intellectual assets and Portfolio approaches to the development sector. Secondly, the Foundation dedicated time and resources to consolidating, developing and giving form to its core assets & processes so they can be made available to a broader constituency. Designation of funds received takes place in accordance with the Foundation's policies for spending and segregation of financial duties.

A salary scheme applies to staff. Depending on function, performance and seniority, the salary is determined on the basis of the salary scales used. The salary policy is periodically checked against external data.

Financial accounts & Quarterly VAT

By exemption, its first financial year spanned from 2019 to 2021. Generally, the fiscal year is the calendar year. At the end of each fiscal year the books of the Foundation are closed and reviewed by an independent certified accountant. The annual financial accounts are drawn up by the accountant and circulated for review by the Management Board and ratification by the Supervisory Board.

CHÔRA Foundation qualifies for the VAT process. VAT is filed with the Tax Office on a quarterly basis. Chôra Foundation also qualifies for Corporate Income Tax.

Publishing Requirements

The Management Board of the Foundation draws up an annual report, in which the activities and the use of the financial resources in the past year are recorded. The

annual report shall also include the annual accounts and the budget. The annual accounts are published on the Foundation's website.

Partnerships & Projects

Within the first years following its incorporation in 2019, CHÔRA Foundation was able to leverage its capability and network to establish itself as a cutting-edge system transformation agent that aids people and organisations to be(come) more adaptive, resilient, and effective in the way they deal with the complexity of their changing contexts.

Following its objective of using its capability, conceptual frameworks, processes and tools to support socio-economic development and environmental wellbeing, CHÔRA Foundation has focussed on planting the seeds for new long-term relationships with shared intents in the global development sector.

The Memorandum of Understanding between CHÔRA Foundation and the United Nations Development Program (UNDP) underscores an important step for the Foundation in achieving its overall ambition of establishing a space that offers governments, civil society and communities a transformational capability that can accelerate the achievement of development effects.

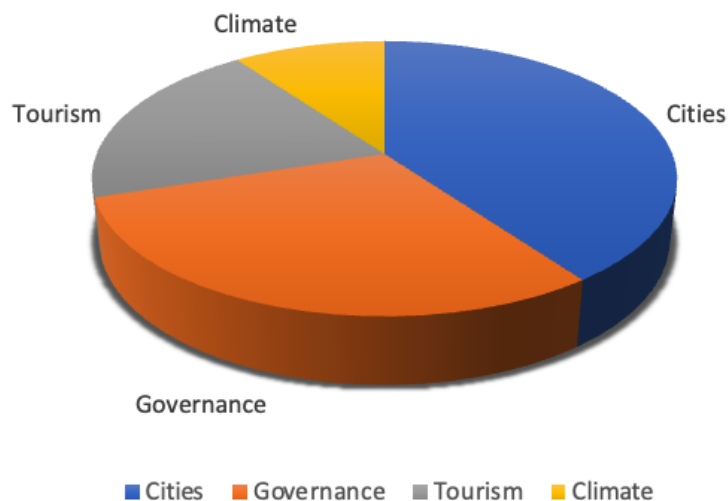
Another long-term collaboration that has been formalised as per a Memorandum of Understanding is with the Agirre Lehendakaria Center for Social and Political Studies. The partnership intends to provide policymakers with capabilities to identify strategic options to tackle complex development and identify ways to bring this practice and capability to cities as complex social systems.



The recently formalized partnership with the Finnish development research company Capability oy will help the Foundation broaden its network of Development partners, specifically in the Nordic and Asian countries.

Alongside these partnerships, the Foundation has been actively working with various development partners in and beyond the UNDP through short-term projects. The different development problems that the Foundation has been involved in via projects include governance with a focus on public trust and accountability, urban transformation focusing on Covid-19 response, alternative employment and cultural resources, climate change and sustainable tourism. Following its objective of promoting socio-economic and environmental wellbeing, in the next few years, CHÔRA aims to become increasingly more active in helping decision makers in cities and communities re-position themselves vis-a-vis the climate crisis.

AREAS OF WORK



Current Activities

UNDP Kosovo Country Office (Sept 2021 - Aug 2022)

CHÔRA is working with the UNDP Kosovo Country Office to help it develop its core competency in the design and dynamic management of Portfolios of Strategic Options as Development Program features. CHÔRA is deploying and developing a set of tools, methodologies and process protocols tailored to the dynamic management needs of the UNDP Kosovo Office. By applying an action learning approach, this project will bring to the coordination and implementation of the Program a Sensemaking

capability as well as produce a distinct Policy Proposition that can represent a robust and distinctive UNDP value proposition to its partners and stakeholders.

UNDP & European Union: Mayors for Economic Growth (November 2021 - November 2022)

The Mayors for Economic Growth Program is a 4-year EU Funded initiative managed by the UNDP Istanbul Regional Hub. It will leverage the Agorà City Stencil co-developed by CHÔRA in collaboration with the Hub as the key framework for developing and dynamically managing Portfolios of City Transformation Options for secondary cities in the Eastern Europe and Central Asia region. The first phase of the program (Nov 2021 - Sept 2022) engages with six cities and is centered around 'Urban Makeover: Rejuvenating Urban Systems'.

FINGO (November 2021 - March 2022)

CHÔRA is partnering with the Finnish research consultancy Capability Oy to lead the design and the co-facilitation of a Portfolio Sensemaking workshop with FINGO decision-makers. Fingo is an NGO platform and an expert on global development that represents 300 Finnish civil society organisations that strive to build a fairer world for all. The aim of the project is to help the FINGO teams experience a strategic reflection and decision making method to help it meet more effectively the needs of their network of change makers and complement their internal findings from Portfolio Monitoring, Evaluation and Learning (PMEL).

Past Activities

UNDP Deep Demonstrations (August 2020 - September 2021)

The Deep Demonstrations were a global 12-month UNDP flagship program with the goal to build new Portfolio Design and Management capabilities to accelerate development. CHÔRA Foundation led four UNDP Country Offices in parallel: UNDP Tunisia CO, UNDP Ghana CO, UNDP Bolivia CO and UNDP Burundi CO. Using CHÔRA's System Transformation Framework, the Foundation worked towards building the CO teams' capabilities on Design and Activation of Portfolios of Development

Options. The projects resulted in a range of valuable learnings about the complexity of the local challenges at hand. They built new Portfolio capabilities and enriched the COs work by breaking silos and enabling a hands-on strategic learning approach to complex social problem-solving.

UNDP Istanbul Regional Hub: City Experiment Fund Project (February - August 2021)

The UNDP City Experiment Fund (CEF) is a multi-year structure set up to respond to the need for innovative approaches to urban policy making and design due to the existing inability of UNDP to take into account the growing complexity of social, economic and environmental problems when trying to create and fund impactful solutions. The second cohort of CEF aimed to serve as a learning and experimentation vehicle to test the application of Portfolios of Options as a new policy and program design approach on four secondary cities in the region of Eastern Europe and Central Asia: Prizren, Kosovo; Pljevlja, Montenegro; Skopje, North Macedonia; and Stepanavan, Armenia. The project came to life as a collaboration between CHÔRA Foundation, Agirre Center and UNDP Istanbul Regional Hub.

UNDP Philippines Country Office: #NextGen Cities Initiative (April - July 2021)

Leveraging the Agorà City Stencil as a design tool to work with cities as social systems, the project enabled the municipality to plan, visualise and evaluate its strategic problem-solving efforts. The UNDP CO gained the capability to independently facilitate co-design workshops, to design Strategic Options. In parallel, it also systematised and strengthened their close engagement with the local government. Furthermore, the project allowed all participants to rediscover their cultural heritage to leverage them as assets for the city's development. Both parties now steward a first Demonstration Portfolio spanning three articulated Strategic Positions and a library of five modular Strategic Options to be activated through integration into the city's portfolio.

UNDP Malawi Country Office (October 2019 - November 2021)

The UNDP Malawi Country Office and CHÔRA Foundation collaborated on a Portfolio Sensemaking effort that followed the structure of the UNDP Protocol on Portfolio Sensemaking. The Country Office engaged in this project to strategically re-position one of its two portfolios named “Responsive Institutions and Engaged Citizens Portfolio”. CHÔRA Foundation managed the project and delivered access to its strategic design capabilities for system transformation. The dynamic management through iterative application of Sensemaking resulted in a robust and cutting-edge Policy Proposition that was used with the government and its stakeholders to support policy-making.

UNDP Istanbul Regional Hub: Agorà City Portfolio Transformation (April - December 2020)

A close collaboration between CHÔRA Foundation and UNDP IRH Innovation Team, Agorà sought to articulate a City Problem Space and develop a City Transformation Portfolio offering, relevant to UNDP Country Offices and their partners in the Region, and to develop a distinctive and robust Strategic Innovation and System Transformation core competence in the UNDP’s Istanbul Regional Hub. The flagship project led to creating a City Portfolio genome - a template-like form that any city with an intent to develop response and renewal strategies in changing complex contexts can utilise.

Other projects and activities of the Foundation include Portfolio Sensemaking with the GIZ (German Development Cooperation Agency), a Strategic Argument project with UNDP Thailand, and a new global tourism offering with the UNDP Innovation Hub.

Annex

I. CHÔRA Foundation 3-year Strategic Plan