



**Solidarity
Fund**

Unity in action

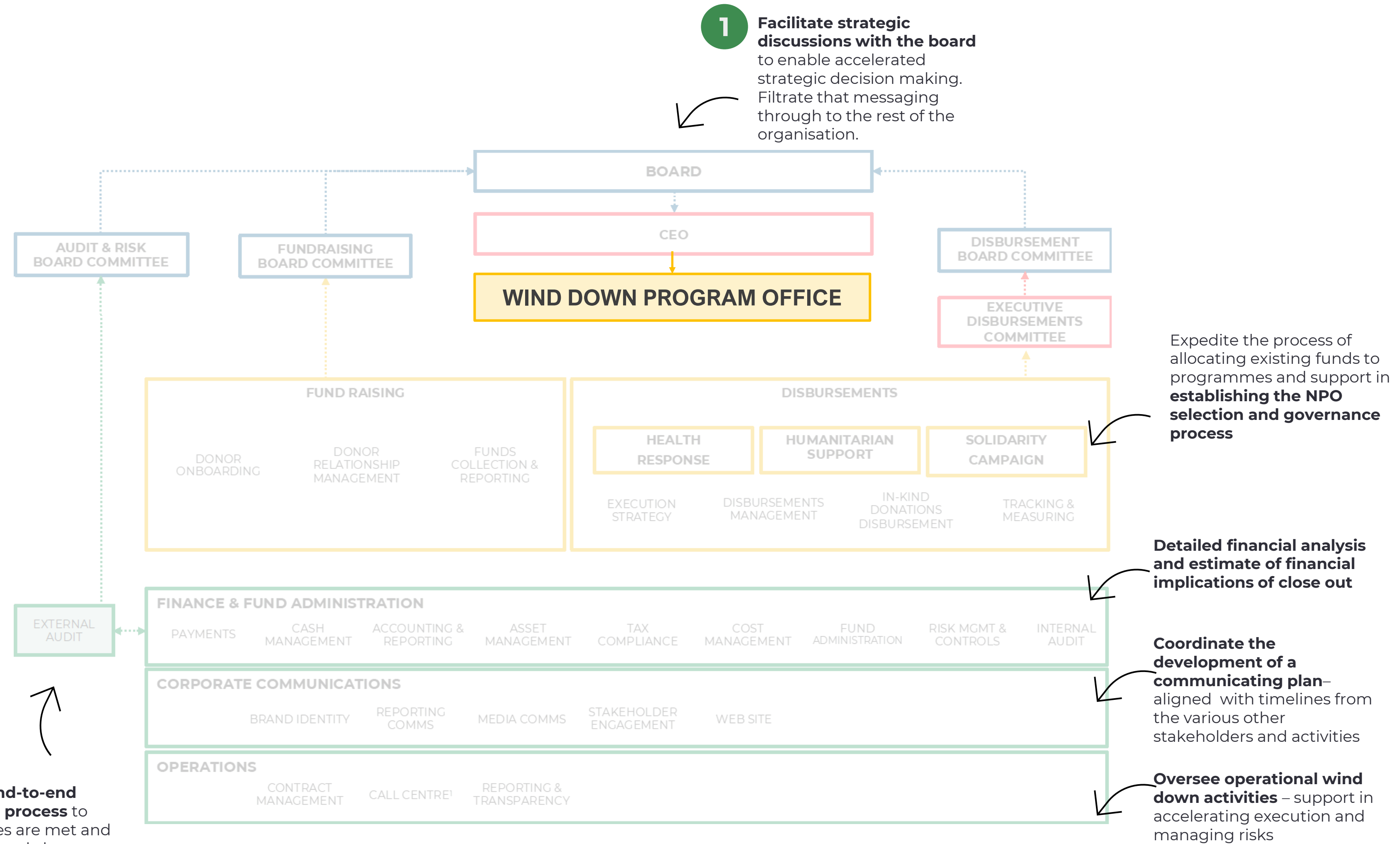
Solidarity Fund
Wind Down Programme
Transformation Office

Establishing the Closure Program Office to coordinate the Fund's activities and ensure a rapid and orderly winding down process

Key areas to establish & capacitate

- Aligning with the design or decision-making principles, a Transformation Office can be brought into operation by establishing a structure that will report directly into the COO working closely with the COO, CEO and broader Exco.
- The Transformation Office will run across all operating elements of the Solidarity Fund's operating model to ensure proper visibility and enable an efficient programme management capability.
- The operating model on the left depicts how the TO will function as a coordination and project management function within the existing structure. The TO will support with the transition to a hibernation operating model that will be defined and refined throughout the delivery period.

6 **Oversee the end-to-end year end audit process** to ensure timelines are met and the expected Fund closure date is not compromised



Solidarity Fund | Wind Down suggested considerations and activities

A key decision that needs to be made by the board when considering wind down, is whether it is of best interest to close the Fund entirely or whether there is a need for the Fund to be readily available in the future, thus scaling the Fund down.

If the decision is made to close the Fund entirely, the Fund should consider appointing a liquidation officer to support them in this process.

If the board sees that there is indeed a need for the Fund to be readily available to respond to another disaster in the future they should look into how best to scale the Fund down until reactivation is required.

These workstreams and critical milestones can be used as a guide to support a Fund in their scale down process.



Workstreams	Critical Milestones
Business as usual	Conclude all disbursements.
	Conclude all project reporting (Impact and close out reports).
	Conclude all reporting as required by the Fund. (6 month report, Annual report, etc.).
	Manage cash flow and align how additional cash will be allocated.
	Complete financial year external audit.
Scale down the Fund	Stop all fundraising and remove donation information from websites and publications.
	Prepare to handover projects that extend scale down timeline.
	Design the scaled down Fund (design principles, structure, etc.).
	Define the role of the administrator of the scaled down fund.
	Prepare and execute technology scale down.
	Wind Down the financial processes.
	Contract close out and archiving.
	Develop the required institutional knowledge for SF 2.0.
Closure Stakeholder Engagement & Communication	Create scale down communications plan for staff and internal stakeholders
	Create a scale down communications plan for external stakeholders (donors, public, media, etc.)
	Update all required information on the website and other public platforms