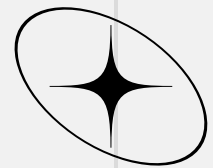WAGAR PROJECT | SUCCESSION PLANNING TRAINING

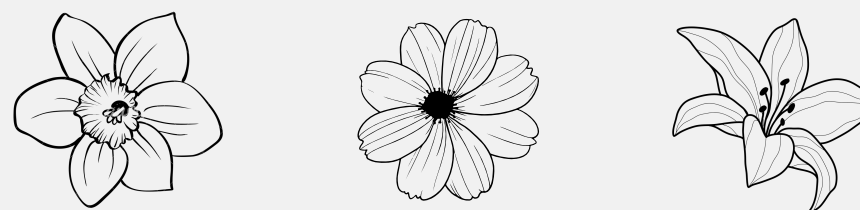# BUILDING COLLECTIVE POWER: COLLABORATION & IMPACT
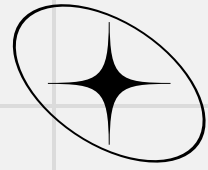
SESSION 2

✦ ELISE ARYA CHEN ✦

ICE BREAKER

FLOWER PETALS: WHAT MADE ME WHO I AM TODAY?

✿ Over the next six workshop sessions, a few women will be invited to share their flowers with the group, using four minutes each.

✿ Before sharing, reflect on what was shared by the person before your turn in an appreciative way by saying "thank you" and continuing with "I heard...", "I noticed...", "I appreciated...", or "it made me feel..."

✿ After sharing, nominate another new participant to share their petals.
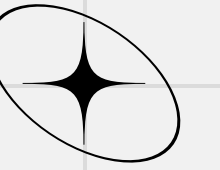
SESSION 2 OBJECTIVES

ONE

Explore the various governance structures which create strong organisational foundations

TWO

Understand the purpose and elements of organisational policies and procedures

THREE

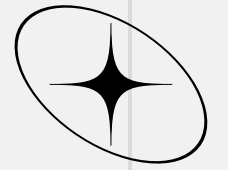Identify opportunities and considerations for impact-driven collaboration

TODAY'S TOPICS

GOVERNANCE STRUCTURES

DECISION-MAKING PROCESSES

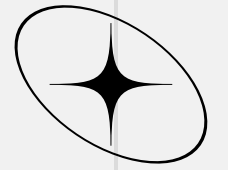ROLES & RESPONSIBILITIES

MEETING PROCEDURES

A framework of policies, processes and mechanisms that define how an organisation is governed, managed and operated.

As a foundation for effective decision-making, accountability and transparency within the organisation.

Ensure that the organisation operates according to its mission, vision, values and legal obligations, while also fostering integrity, fairness and ethical conduct.

RECAP

WHAT ARE GOVERNANCE STRUCTURES?

GOVERNANCE STRUCTURES

KEY COMPONENTS

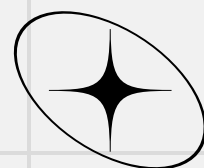- DECISION-MAKING PROCESSES
- ROLES AND RESPONSIBILITIES
- MEETING PROCEDURES
- COMMUNICATION CHANNELS
- ACCOUNTING AND REPORTING
- CONFLICT RESOLUTION MECHANISMS
- POLICIES AND PROCEDURES

Determine how decisions will be made within the organisation.

WHAT KINDS OF DECISIONS?

DIRECTION & STRATEGY
- 5-Year Planning
- Annual Planning
- Types of Services
- Advocacy Capacity

FINANCIAL MATTERS
- Audit Processes
- Financial Transactions
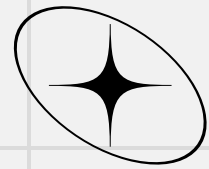- Fundraising Sources
- Fund Allocation

ADMIN MATTERS
- Establish Policies
- System Upgrades
- Process Reviews
- Document Checks

HUMAN RESOURCES
- Recruitment & Hiring
- Staff Capacity Building
- Disciplinary Matters
- Succession Planning

ACTIVITIES
- Development & Proposals
- Evaluation & Reporting
- Partnerships & Sponsorships
- Marketing & Communications

WHICH DECISION MAKING PROCESSES?

HIERARCHAL
- by top management/ leadership
- little to no input from others
- fast and efficient process
- possible disengagement and lack of ownership from those affected

ADVISORY
- by top management/ leadership
- based on advice/ recommendations from experts or advisory group

CONSULTATIVE
- by top management/ leadership
- based on input and feedback from stakeholders
- possibly inclusive to affected

CONSENSUS
- by larger group including higher and lower levels
- may also include other stakeholders
- based on consensus (all must agree)
- inclusive and encourages ownership
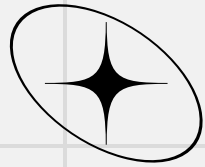- slow and difficult in big groups

VOTING
- by larger group including higher and lower levels
- may also include other stakeholders
- based on majority vote
- allows for dialogue but may overlook minority voices (polarising)
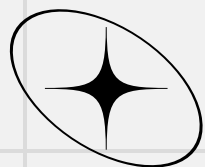
- Different decision-making processes can be used for different levels of decisions.

- Long-term strategic decisions and matters related to organisational sustainability, such as funding and PR, may be best decided by higher levels.

- Executive-level decisions such as activity implementation or service delivery may be most appropriately decided by executive staff who directly engage with beneficiaries.

- To promote efficiency and effectiveness in decision-making at all levels, establish clear processes for agenda-setting, discussion and resolution of issues.

Define roles and responsibilities for key leadership positions.

TYPICAL LEADERSHIP ROLES

BOARD OF DIRECTORS
- elected or appointed
- responsible for setting strategic direction, establishing policies, and providing oversight to ensure operations in the best interest of its stakeholders

EXECUTIVE DIRECTOR
- responsible for day-to-day operations and implementing the strategic direction set by the board
- ensures that resources are effectively allocated to achieve organisational goals

DIRECTORS/MANAGERS
- assigned to oversee specific functional areas or departments:
  - Programmes
  - Finance
  - Resource Mobilisation
  - Human Resource
  - Partnerships
  - Volunteers
- work collaboratively with the executive director and board of directors to achieve the organisation's mission, goals, and objectives

LARGER ORGANISATIONS
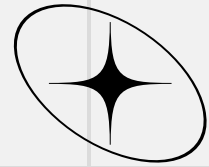
(CONSORTIA/COLLECTIVES) EXECUTIVE ROLES

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                        CHAIRPERSON
                        /PRESIDENT
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- TREASURER/FINANCE OFFICER
- SECRETARY
- FACILITATING COORDINATOR

- SAFEGUARDING OFFICER/COORDINATOR
- ADVOCACY OFFICER/COORDINATOR
- CAPACITY BUILDING COORDINATOR

- COMMITTEE CHAIR/LEAD 1
- COMMITTEE CHAIR/LEAD 2
- COMMITTEE CHAIR/LEAD 3
- RLO REPRESENTATIVE 1
- RLO REPRESENTATIVE 2

(CONSORTIA/COLLECTIVES) EXECUTIVE ROLES

CHAIRPERSON /PRESIDENT

TREASURER/ FINANCE OFFICER

SECRETARY

FACILITATING COORDINATOR

SAFEGUARDING OFFICER/COORDINATOR

ADVOCACY OFFICER/ COORDINATOR

CAPACITY BUILDING COORDINATOR

COMMITTEE CHAIR/LEAD 1

COMMITTEE CHAIR/LEAD 2

COMMITTEE CHAIR/LEAD 3

RLO REPRESENTATIVE 1

RLO REPRESENTATIVE 2

- Provides leadership and direction to the consortium/collective, and presides over meetings and decision-making processes.

- Represents the consortium/collective in external meetings, advocacy efforts and partnerships.

(CONSORTIA/COLLECTIVES) EXECUTIVE ROLES

CHAIRPERSON /PRESIDENT

TREASURER/ FINANCE OFFICER

SECRETARY

FACILITATING COORDINATOR

- Oversees the financial management of the consortium/collective, including budgeting, accounting and financial reporting.

- Manages funds, grants and resources allocated to the consortium/collective, ensuring transparency and accountability.

COMMITTEE CHAIR/LEAD 1

COMMITTEE CHAIR/LEAD 2

COMMITTEE CHAIR/LEAD 3

RLO REPRESENTATIVE 1

RLO REPRESENTATIVE 2

(CONSORTIA/COLLECTIVES) EXECUTIVE ROLES

CHAIRPERSON /PRESIDENT

TREASURER/ FINANCE OFFICER

SECRETARY

FACILITATING COORDINATOR

SAFEGUARDING OFFICER/COORDINATOR

- Maintains documented records of meetings, decisions and actions taken by the consortium/collective.

- Manages communication channels, sends out information to members and maintains documentation.

COMMITTEE CHAIR/LEAD 1

COMMITTEE CHAIR/LEAD 2

COMMITTEE CHAIR/LEAD 3

RLO REPRESENTATIVE 1

RLO REPRESENTATIVE 2

(CONSORTIA/COLLECTIVES)
EXECUTIVE ROLES

CHAIRPERSON
/PRESIDENT

TREASURER/
FINANCE OFFICER

SECRETARY

FACILITATING
COORDINATOR

SAFEGUARDING OFFICER/COORDINATOR

- Oversees safeguarding policies and practices within the consortium/collective, ensuring the safety, well-being and rights of all participants.

- Provides support, guidance and resources to member organisations in implementing safeguarding measures.

ADVOCACY OFFICER/
COORDINATOR

CAPACITY BUILDING
COORDINATOR

COMMITTEE
CHAIR/LEAD 1

COMMITTEE
CHAIR/LEAD 2

COMMITTEE
CHAIR/LEAD 3

RLO
REPRESENTATIVE 1

RLO
REPRESENTATIVE 2

(CONSORTIA/COLLECTIVES)
EXECUTIVE ROLES

CHAIRPERSON
/PRESIDENT

TREASURER/
FINANCE OFFICER

SECRETARY

FACILITATING
COORDINATOR

SAFEGUARDING
OFFICER/COORDINATOR

**ADVOCACY OFFICER/
COORDINATOR**

CAPACITY BUILDING
COORDINATOR

COMMITTEE
CHAIR/LEAD 1

COMMITTEE
CHAIR/LEAD 2

COMMITTEE
CHAIR/LEAD 3

RLO
REPRESENTATIVE 1

RLO
REPRESENTATIVE 2

- Leads advocacy efforts on behalf of the consortium/collective, representing the interests and rights of the communities served.

- Develops advocacy strategies, coordinates campaigns and engages with policymakers, stakeholders and the media.

(CONSORTIA/COLLECTIVES) EXECUTIVE ROLES

CHAIRPERSON /PRESIDENT

TREASURER/ FINANCE OFFICER

SECRETARY

FACILITATING COORDINATOR

SAFEGUARDING OFFICER/COORDINATOR

ADVOCACY OFFICER/ COORDINATOR

CAPACITY BUILDING COORDINATOR

- Identifies training needs, resources and opportunities to strengthen the capacity of member organisations and enhance their effectiveness.

- Organises workshops, trainings and skill-building sessions tailored to the needs of member organisations.

COMMITTEE CHAIR/LEAD 1

COMMITTEE CHAIR/LEAD 2

COMMITTEE CHAIR/LEAD 3

RLO REPRESENTATIVE 1

RLO REPRESENTATIVE 2

(CONSORTIA/COLLECTIVES) EXECUTIVE ROLES

CHAIRPERSON /PRESIDENT

TREASURER/ FINANCE OFFICER

SECRETARY

FACILITATING COORDINATOR

SAFEGUARDING OFFICER/COORDINATOR

ADVOCACY OFFICER/ COORDINATOR

CAPACITY BUILDING COORDINATOR

COMMITTEE CHAIR/LEAD 1

COMMITTEE CHAIR/LEAD 2

COMMITTEE CHAIR/LEAD 3

RLO REPRESENTATIVE 1

RLO REPRESENTATIVE 2

- Responsible for coordinating meetings, facilitating communication and ensuring smooth collaboration among member organisations and committee leads.

- Acts as a liaison between member organisations and external stakeholders, representing the collective's interests and priorities.

(CONSORTIA/COLLECTIVES)
EXECUTIVE ROLES

CHAIRPERSON
/PRESIDENT

TREASURER/
FINANCE OFFICER

SECRETARY

FACILITATING
COORDINATOR

SAFEGUARDING
OFFICER/COORDINATOR

ADVOCACY OFFICER/
COORDINATOR

CAPACITY BUILDING
COORDINATOR

- Lead specialised committees or working groups focused on specific areas of interest or activities, such as advocacy, fundraising or program development.

- Coordinate the activities of committee members, develop work plans and report progress to the collective.

COMMITTEE
CHAIR/LEAD 1

COMMITTEE
CHAIR/LEAD 2

COMMITTEE
CHAIR/LEAD 3

RLO
REPRESENTATIVE 1

RLO
REPRESENTATIVE 2

(CONSORTIA/COLLECTIVES) EXECUTIVE ROLES

CHAIRPERSON /PRESIDENT

TREASURER/ FINANCE OFFICER

SECRETARY
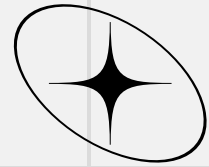
FACILITATING COORDINATOR

SAFEGUARDING OFFICER/COORDINATOR

ADVOCACY OFFICER/ COORDINATOR

CAPACITY BUILDING COORDINATOR

- Serve as representatives of member organisations within the consortium/collective, expressing their perspectives, priorities and needs.

- Participate in meetings, discussions and decision-making processes on behalf of their organisations.

RLO REPRESENTATIVE 1

RLO REPRESENTATIVE 2

(CONSORTIA/COLLECTIVES) EXECUTIVE ROLES

CHAIRPERSON /PRESIDENT

- **TREASURER/ FINANCE OFFICER**
- **SECRETARY**
- **FACILITATING COORDINATOR**

- **SAFEGUARDING OFFICER/COORDINATOR**
- **ADVOCACY OFFICER/ COORDINATOR**
- **CAPACITY BUILDING COORDINATOR**

- **COMMITTEE CHAIR/LEAD 1**
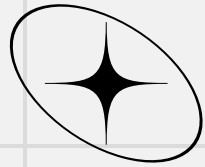- **COMMITTEE CHAIR/LEAD 2**
- **COMMITTEE CHAIR/LEAD 3**
- **RLO REPRESENTATIVE 1**
- **RLO REPRESENTATIVE 2**
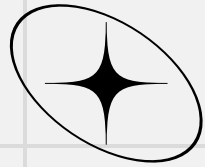
- Different roles may exist depending on the specific goals, priorities and structure of the consortium/collective.

- Effective collaboration and communication among these leaders are essential for achieving organisational goals and fulfilling the organisation's mission.

- Establish the governing body and clarify the authority, duties, and expectations associated with each role, to provide effective leadership, oversight, guidance and support to management, ensuring that the organisation operates in the best interests of its stakeholders.

AGENDA PREPARATION
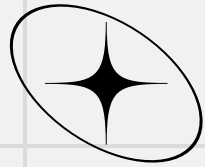
DECISION-MAKING PROCESSES

EVALUATION & FEEDBACK

FACILITATION

DOCUMENTATION & RECORD KEEPING

ACCESSIBILITY & INCLUSIVITY

PARTICIPATION & CONTRIBUTION
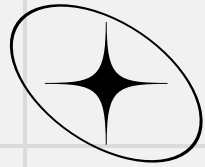
FOLLOW-UP & ACTION ITEMS

ADHERENCE TO TIME LIMITS

AGENDA PREPARATION

- Establish a clear agenda which outlines:
  - topics to be discussed
  - objectives for each agenda item
  - allocated time for discussion

- Share the agenda with all participants before the meeting to allow for adequate preparation and input

FACILITATION

- Designate a facilitator to guide the meeting process, maintain order and ensure that all agenda items are addressed.

- Facilitators should encourage participation, manage time effectively and foster a collaborative and inclusive atmosphere.
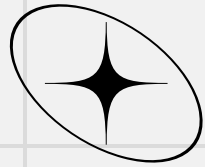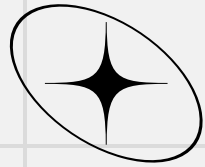
- Encourage active participation from all attendees by seeking input, inviting questions and comments, and providing opportunities for discussion.

- Ensure that all voices are heard and respected, and that diverse perspectives are considered in decision-making.

PARTICIPATION & CONTRIBUTION
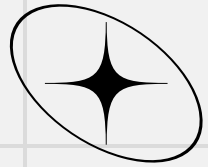
DECISION-MAKING PROCESSES

- Clarify which decision-making processes will be used, whether through consensus, voting or another method agreed upon by the group.

- Provide guidelines for how decisions will be reached, including criteria for evaluating options and resolving disagreements.

- Assign a secretary to document meeting proceedings, decisions and action items.

- Maintain accurate records of discussions, decisions and assignments to facilitate follow-up and accountability.
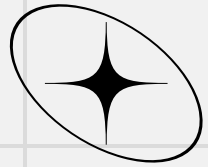
DOCUMENTATION & RECORD KEEPING
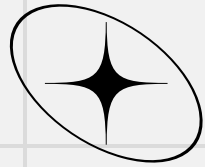
- Summarise key decisions, action items and next steps at the end of the meeting.

- Assign responsibilities for follow-up tasks, including deadlines and accountability measures, to ensure that decisions are implemented effectively.
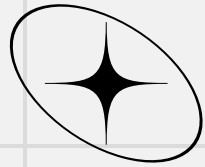
FOLLOW-UP & ACTION ITEMS

EVALUATION & FEEDBACK

- Collect feedback from participants on meeting effectiveness, including strengths, areas for improvement, and suggestions for future topics or formats.

- Use feedback to continuously improve meeting procedures, and increase engagement and productivity.
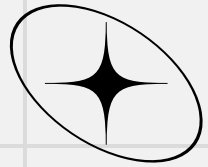
ACCESSIBILITY & INCLUSIVITY

- Ensure that meeting venues are accessible to all participants, including those with disabilities, and that accommodations are provided as needed.

- Foster an inclusive environment that respects diverse perspectives, languages and cultural backgrounds, and that encourages full participation from all attendees.
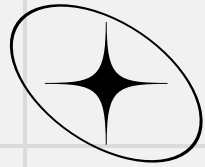
- Adhere to the allotted time for each agenda item to ensure that all topics are addressed within the scheduled meeting duration.

- Monitor time closely, and be prepared to adjust the agenda or defer non-urgent items ('parking lot') if necessary to maintain productivity and focus.

ADHERENCE TO TIME LIMITS

AGENDA PREPARATION

DECISION-MAKING PROCESSES

EVALUATION & FEEDBACK

FACILITATION

DOCUMENTATION & RECORD KEEPING

ACCESSIBILITY & INCLUSIVITY

PARTICIPATION & CONTRIBUTION

FOLLOW-UP & ACTION ITEMS

ADHERENCE TO TIME LIMITS

INDIVIDUAL

REFLECTION JOURNAL

Which types of decision-making processes do you prefer in general?
Which processes do you think may be most suitable if the women's groups formed a consortium or collective?
<u>Please share at least three reasons why.</u>
You may include more than one type of decision-making process.
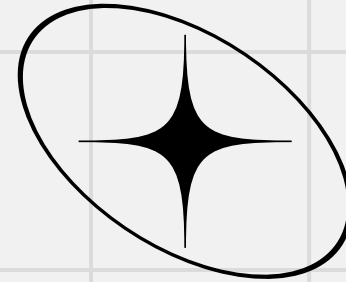
◆ DEADLINE ◆   **FRI, 26/4**

HOMEWORK

GROUP

PRESENTATION

In addition to the work carried out for this homework assignment last week, include a list of governance structures which your organisation currently lacks that you think is important to add. <u>List these based on priority</u> of most urgently in need, to least urgent, and the reasons why, if applicable.

◆ DEADLINE ◆   **WED, 24/4**

SESSION 2 END