

Project III

Development Process for HR Governance Strategy

Proposal to the Board of Directors

September 23, 2024

Kick-off: Week of September 23, 2024

Deadline: End of December, 2024

Project Manager: Karen Peersman

Project Team: Leo Scheers, Rita Bastiansen, Anne-Lise Passelecq, Jan Gillaerts

Introduction

OVO aims to create a clear and inclusive management framework to increase the involvement of its over 170 volunteers in the OVO community and the decision-making processes.

OVO seeks to diversify its volunteer base, particularly among people of African descent and youth, and enhance community engagement. This project focuses on human capital, including board members, volunteers, staff and local representatives.

Currently, OVO faces challenges such as a lack of diversity, a declining sense of community and reduced motivation among its human capital. Addressing these issues requires a stronger human resources policy and framework. This should include strategies to increase diversity and a communications plan that fosters collaboration and keeps everyone informed and engaged. A clear governance policy is also essential to prevent and resolve conflicts of interest.

The main objective of this project is to strengthen governance structures and processes so that all members can function optimally and actively participate in decision-making and strategic initiatives. An assessment of current governance practices will help identify areas for improvement.

The goal is to ensure that OVO remains a vibrant and effective organization where both staff and volunteers feel valued and empowered to make meaningful contributions.

Objectives

The main goals of this project are:

1. A clear comprehensive **governance framework** with policies to effectively manage potential conflicts of interest.
2. Fostering a **culture of collaboration** focused on OVO's mission and encouraging teamwork between staff and volunteers to maximize entrepreneurial impact in Africa.
3. Establish a **volunteer engagement and management framework** with actions to keep everyone engaged, motivated and informed and encourage volunteer involvement.

4. Update the **HR policy** for staff, volunteers and local representatives, with a focus on diversity and expertise management..

In scope: Human capital: staff, local representation, volunteers, Board of Directors

Out of scope:

- Governance in terms of operational topics such as loan structuring, impact, etc., as well as an evaluation of the focus on selection based on criteria such as geographical, thematic, social and ethical.
- The implementation of this project is also out of scope.

Proposition Development Steps

1. Data review and desk research (week 1-2)
 - Review existing data (surveys etc) and policies.
 - Identify how other (profit and non-profit) organizations are handling HR governance.
2. Engage various stakeholder (week 2-5)
 - Interviews, workshops to gain insight and support for proposed solutions
3. Draft the initial propositions and documents (week 5-8)
 - HR Management framework (including expertise management platform)
 - Internal communication Strategy
 - Governance policies (diversity policy, conflicts of interest policy)
 - Share drafts with stakeholders for feedback to refine the proposed partnership models.
4. Finalization (week 8-9)
 - Incorporate feedback from discussions to finalize the HR Governance strategy proposal by the end of December.

Expectations from the Board

We request your approval to proceed with this plan. Additionally, feel free to forward any feedback, suggestions, or questions prior to the September 23 meeting so we can incorporate them into our discussions.