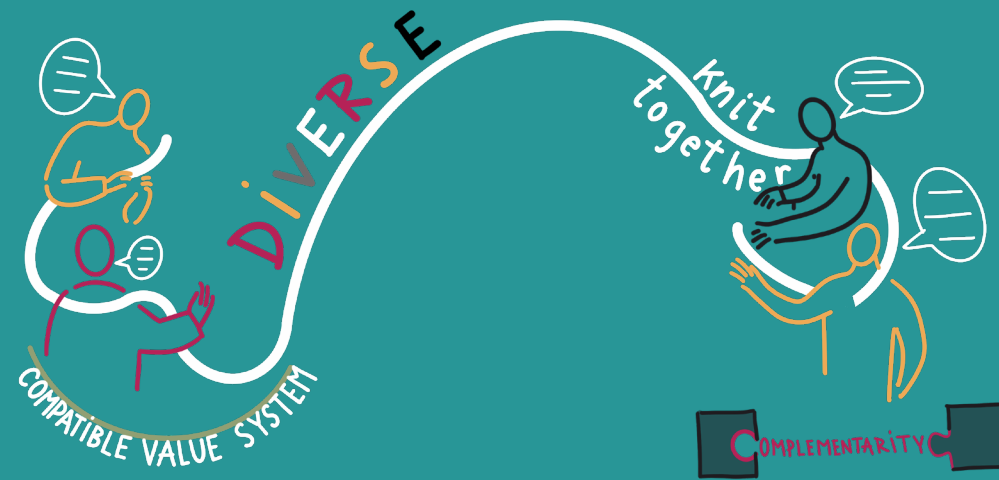


# Governance



# Governance

## WHAT IS IT ABOUT

Using task forces as an experiment for future governance structure

Good governance – Task forces as learning experiences

The board of the foundation will **start its formal function at the legal set-up of the foundation**. Nonetheless, in the initiative group phase, there are several approaches that initiators can take to be in a better position when deciding who the board members for the future foundation will be. Also, to have a good process base on how to work collectively as a board.

The practice that we propose for the set-up period is to **organize the work of the initiative group and of potential allies and collaborators from the community in different committees or task forces** responsible to create a strategy and offer oversight for particular aspects of the initiative group work.



16

Capsule #3 Booster

## 16 What it is about

Using task forces as an experiment for future governance structure

## 17 Skills of the board

Bringing together diverse experiences, perspectives and skills

## 18 Reflecting and learning

Matching board skills with foundation's future development goals

Such committees could be a fundraising committee, the organizing team of the Donors Circle or a task force that reaches out to the community, maps assets and engages others. The jury that selects projects for grant making in the Donors Circle or for other funds that the foundation wants to develop also has a number of similarities to the tasks that the board members will carry in the future.

**These are helpful exercises** to check the engagement and commitment of the different people contributing to the community foundation initiative group. They also help contributors understand the different roles of the future foundation and offer a **testing ground for how they can work together** as a collective body that is able to produce results through collaboration.

# Governance

16

## What it is about

Using task forces as an experiment for future governance structure

17

## Skills of the board

Bringing together diverse experiences, perspectives and skills

18

## Reflecting and learning

Matching board skills with foundation's future development goals

## SKILLS OF THE BOARD

Bringing together diverse experiences, perspectives and skills

The future board will be a **collective decision-making body** and it requires a **diversity of skills and perspectives** – the capacity to think strategically, to provide oversight to the organization and to reach out to the community and develop resources.

What should initiators look for, when pursuing people for this kind of work, in light of their potential invitation to be part of the future community foundation's board of directors?

For the future board, the local initiative groups would be looking for a **diversity of perspectives**, by means of their **professional background or life experiences**.

## SKILLS OF THE BOARD



17

Capsule #3 Booster

It is good to have a **combination and complementarity of skills and perspectives**, bringing together experiences in the entrepreneurial field, communication and marketing, human resource development, financial management, legal advisory, program design, community and organizational development.

They can also look for diversity across **gender, generations and regional representation** – for example, making sure you have people from both urban and rural areas or from a variety of neighborhoods in the city, not just the center.

All of these elements, in the initial phase, can help the local initiative groups reach out to and select good potential future board members.

# Governance

## REFLECTING AND LEARNING

Matching board skills with foundation's future development goals

What can initiators learn from these experiences of working with people through task forces and committees? Who should "pass the test" and be considered for a position in the board of the future community foundation?

Let's recall what is important for good governance, as a sort of checklist.

As mentioned, there can be a **diversity of backgrounds** in terms of skills contributed or position in the community, people with diverse perspectives who can find a common ground through dialogue.



Another crucial element is for people who will be invited into the board to **have a philanthropic motivation** – to be there to give resources and support the foundation and the community. It is not recommended to have people who see their engagement with the board as a way of promoting themselves in the community. It is important to invite people who are **genuine and generous**.

It is also useful to realize what are the strategic priorities of the foundation in the first three to five years of work. Then, considering these, **create the profiles and skill sets** that board members need so as to be able to offer support towards these objectives and priorities that are strategic to the foundation.

16

### What it is about

Using task forces as an experiment for future governance structure

17

### Skills of the board

Bringing together diverse experiences, perspectives and skills

18

### Reflecting and learning

Matching board skills with foundation's future development goals

# Governance

16

## What it is about

Using task forces as an experiment for future governance structure

17

## Skills of the board

Bringing together diverse experiences, perspectives and skills

18

## Reflecting and learning

Matching board skills with foundation's future development goals

For example:

- If the foundation wants to be a **bridge builder** in the community, it is important to bring on your board people who have the capacity to **communicate and collaborate across a variety of groups**.

- If they want to be a good **grantmaker and supporter**, it is important to bring on the board people who **understand community development**.

- If they want to be a good **fundraiser and philanthropic counselor**, it is important to bring on the board people with the capacity to understand and **communicate with potential donors**, including researchers, entrepreneurs and marketers.

- If they want to **function well and be cohesive as an organization**, it is important to bring on the board somebody who understands the importance of **consensus building, mediation, collective decision-making and organizational development**.

- **If they want to build permanent funds**, it is important to bring on board somebody who understands **investments**.

Of course, all of these areas will be important, but the initiative group needs to make sure the particular essential skill sets for the next period of time are well represented as perspectives within the board.