

“Capacity Development, Governance, and Leadership”

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- Capacity development/building
- Governance
- Leadership and board
- Organization development and iteration

Capacity Development- *United Nation Development Program (UNDP)*

- Capacity development is a process through which individuals, organizations and societies obtain, strengthen and maintain the capabilities to set and achieve their own development objectives over time.
- Simply put, if capacity is the means to plan and achieve, then capacity development describes the ways to those means.
- The ability to perform functions, solve problems, and achieve objectives.



Capacity Development

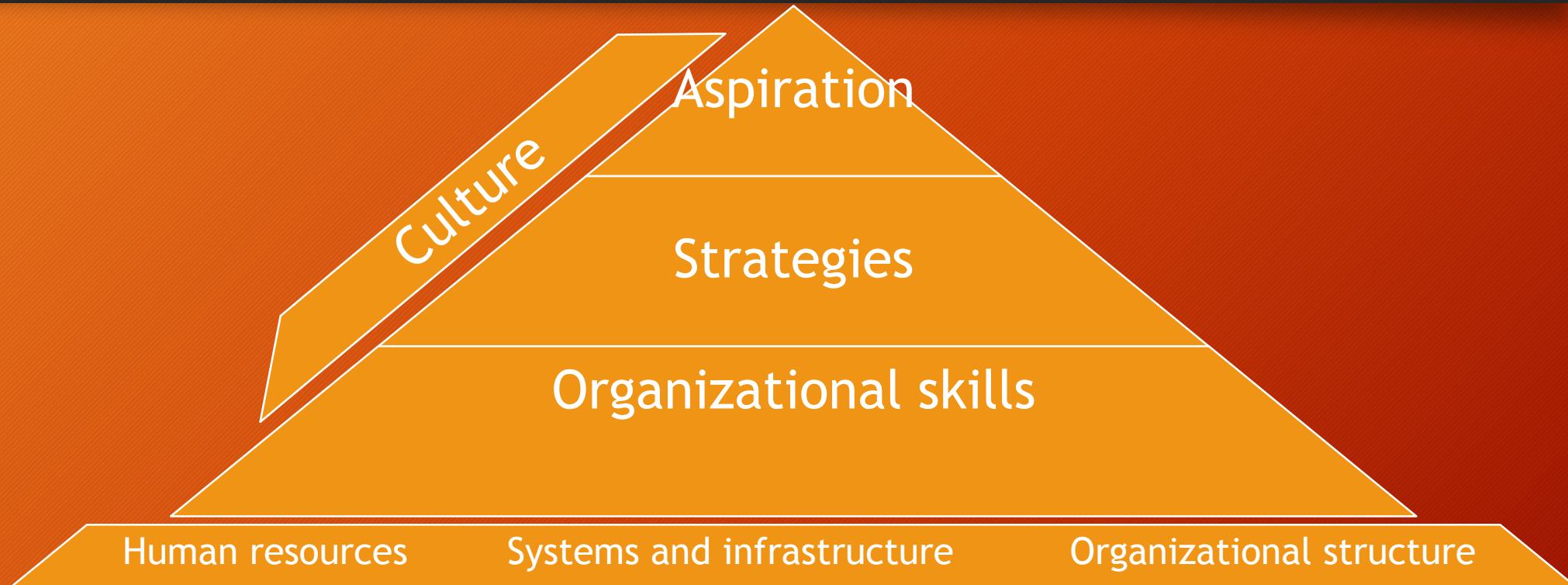
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At three levels:

- Enabling environment
 - A social system that includes people, societal norms, policies, laws and rules that governs civic engagement
- Individual
 - Workforce - skills, knowledge and experience
 - Leadership - comprehensive understanding
- Institutional
 - Internal structure
 - Policies, procedures and iterative planning

Capacity Development/building

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From Venture Philanthropy Partners' Inc.

www.lastmile4d.org

Capacity Development/building

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Higher-level elements:

- Aspirations - mission, vision ...
- Strategy - actions and programs
- Organizational skills - planning, resource management ...

Foundational elements -

- Systems and infrastructure, administrative, accounting ...
- Human resources
- Organizational structure - governance, management ...

Cultural

Governance

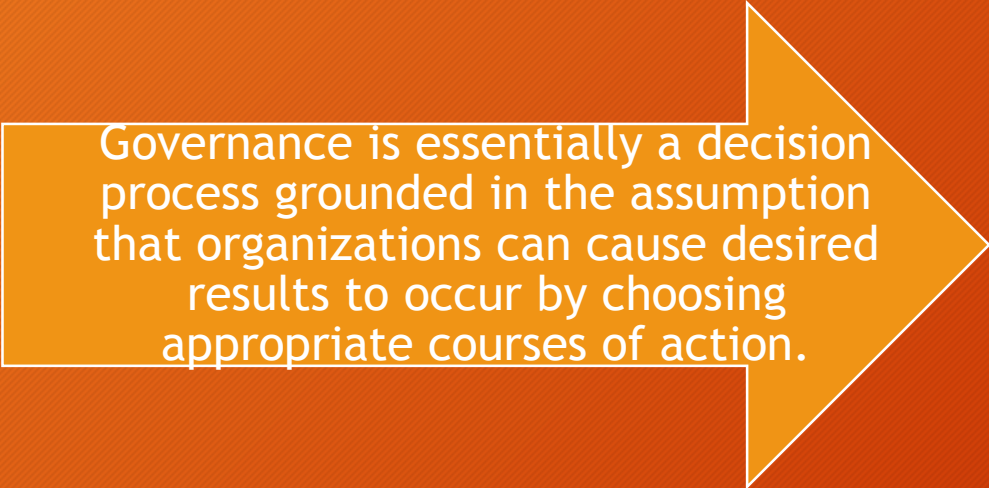
- Governance is the process of providing strategic leadership to an NGO → setting direction, making policy and strategy decisions, overseeing and monitoring organizational performance, and ensuring overall accountability.
- Nonprofit governance is a political and organizational process involving multiple functions and engaging multiple stakeholders.





Governance determines who has power, who makes decisions, how other players make their voice heard and how account is rendered.

Institute on Governance



Governance is essentially a decision process grounded in the assumption that organizations can cause desired results to occur by choosing appropriate courses of action.

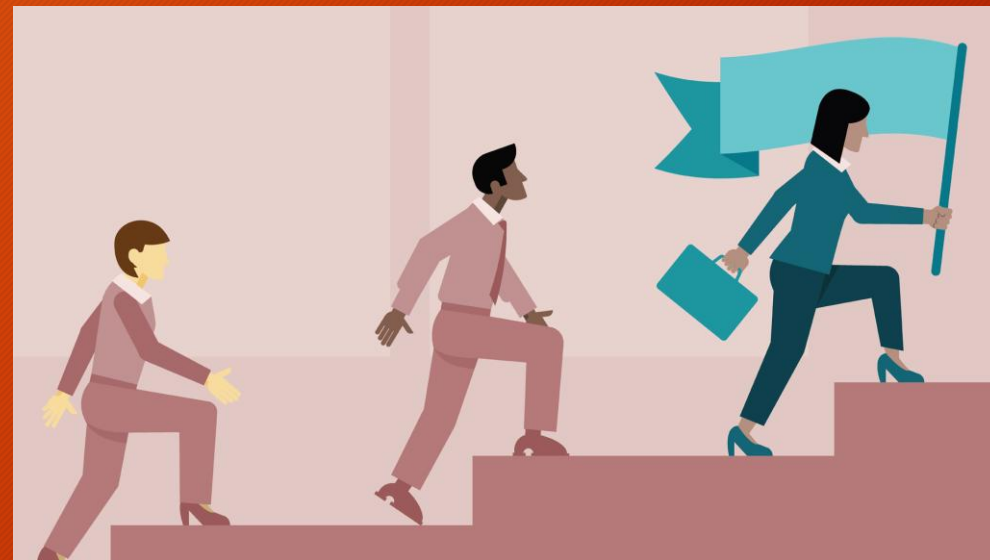
Informed organizational choices:

- Why we are here?
- What we want to accomplish?
- How to best achieve the desired results?
- What resources are needed?
- How to secure the resources?
- How do we know if we are making a difference?

Leadership

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Leadership is the ability to influence, inspire and motivate others to achieve or even go beyond their goals. It is also the ability to anticipate and respond to change. Leadership is not necessarily synonymous with a position of authority; it can also be informal and be held at many levels.



UNDP

Leadership - Board vs. Management

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Board

A board is an organized group of people with the collective authority to control and foster an institution that is usually administered by a qualified executive and staff

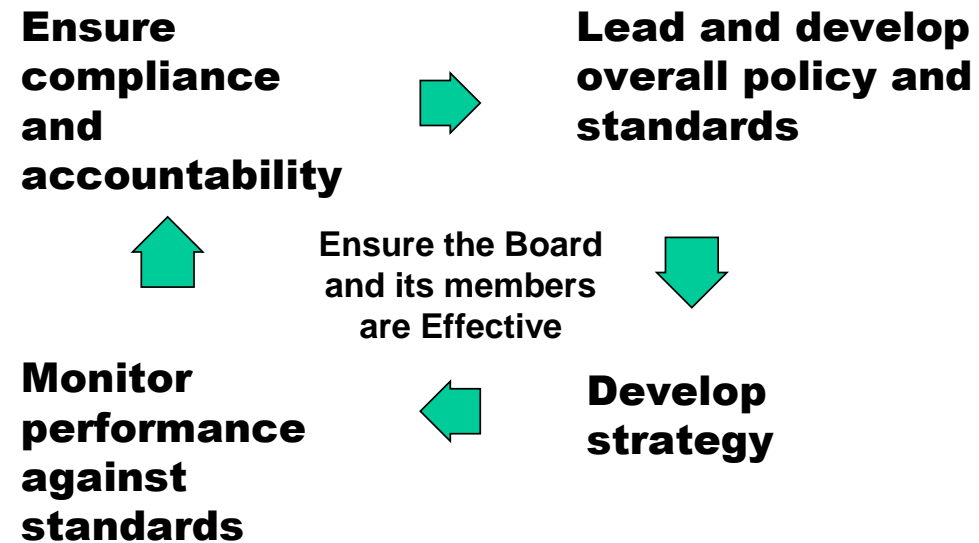
Management

- *Management* refers to the routine decisions and administrative work related to the daily operations of the organization.
- Management decisions should support or implement goals and values defined by governing bodies (such as the Board of Directors) and documents (such as the bylaws)

Governance is the act, process or power of governing.

<https://www.boardeffect.com/blog/board-of-directors-vs-management/>

Five part role of the Board



Adapted from: Bob Garrett (1995) "The Fish Rots From the Head" London, Harper Collins

Leadership - *Management*

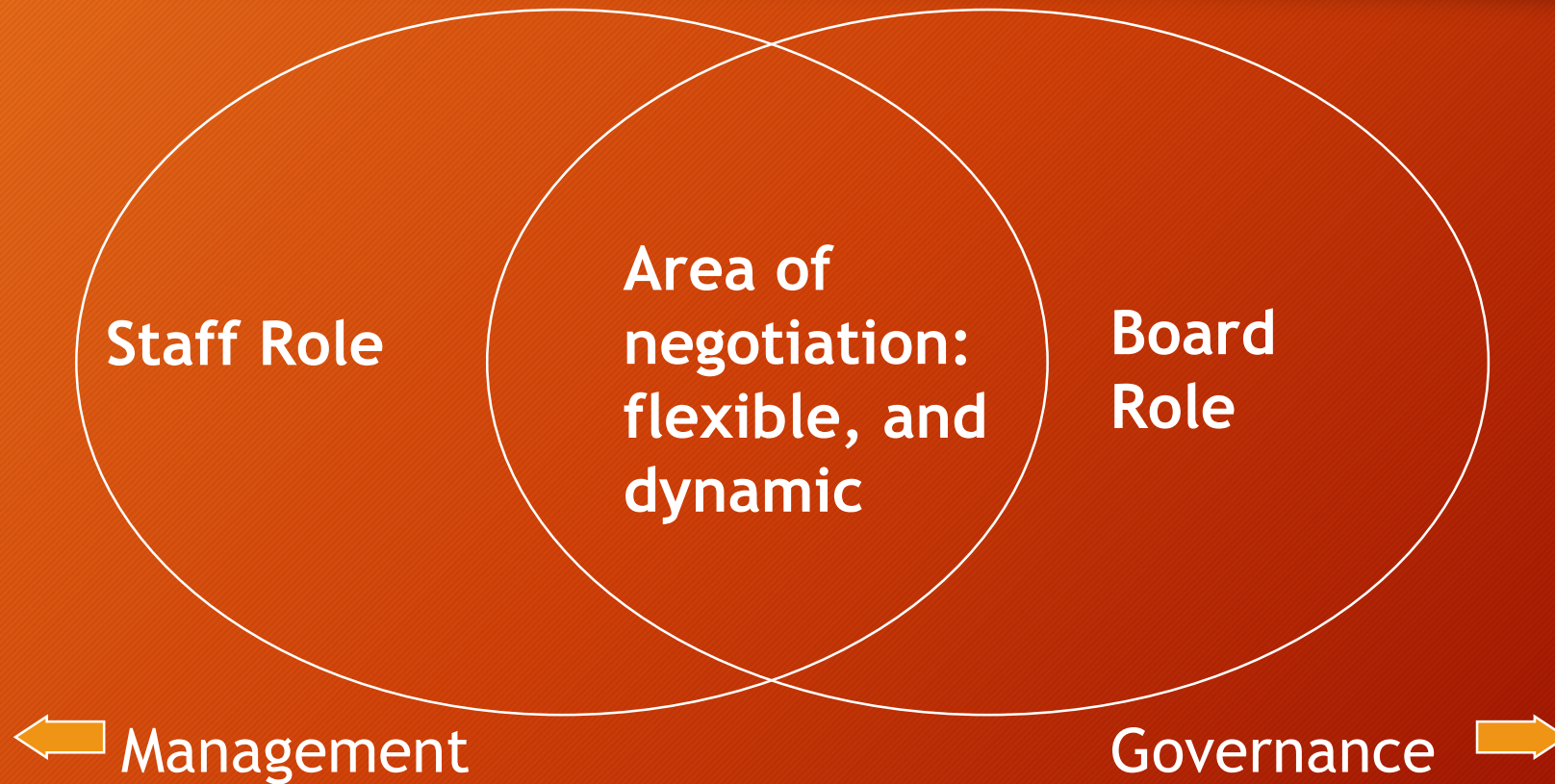
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- Making operational decisions
- Making operational policies
- Keeping the board educated and informed
- Bringing well-documented recommendations and information to the board



Leadership -*linkages*

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Organization development and iteration

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Start-up	1 st phase of growth	Transition	2 nd phase of growth	Integration
<ul style="list-style-type: none">▪ Leadership▪ Dynamic▪ Vision▪ Energized▪ Agile	<ul style="list-style-type: none">▪ Beyond start-up▪ New Leadership▪ Succession planning▪ Resource strap	<ul style="list-style-type: none">▪ Systems▪ Standardisation▪ Specialisation	<ul style="list-style-type: none">▪ Stagnation▪ Leadership Out of synch▪ less clarity	<ul style="list-style-type: none">▪ Engaged leadership▪ Engaged staff▪ Team work▪ Diversity of skills▪ Energy shift

THANK YOU!

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