

OVO UPDATE 27/2/2025
HR Governance & Survey



entrepreneurs
for entrepreneurs

Sustainable cooperation with Africa



AGENDA OVO update HR Governance & Survey

- 1.Context and timeline
- 2.Survey insights
- 3.Strategic Actions & Focus



Context

September 2024: approval Board of Directors: strategy revision: 3 key projects

1. Project I: **Redesign Partnerships with NGOs:** Improve collaboration for mutual benefits
2. Project II: **Access to Finance Models:** Develop models to improve financial support for SMEs, while improving the revenue for OVO
3. Project III: **HR Governance Improvement:** Strengthen governance structures for better volunteer engagement



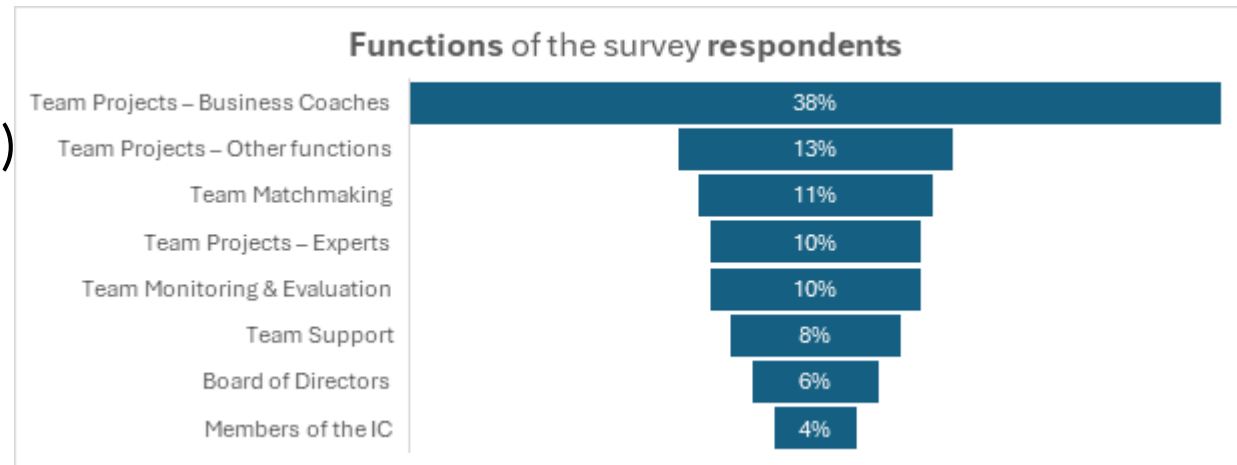
Timeline

- **September '24:** Approval Board
- **October:** workshops
- **November:** OVO update for all volunteers on recommendations of the workshops
- **November:** survey to all volunteers
- **January:** proposal HR Governance policy document presented to the Board of directors – final approval Board of Directors March
- **February:** OVO update
- **2025-2026:** implementation



Survey

- **Objective:**
 - identify strategic improvements for volunteer experience and organizational effectiveness.
- **Participants:** 168 invited (all volunteers)
Reponses: 53 (31.5% response rate)



- **Conclusion:**
 - While overall satisfaction is high within the group of respondents, there are clear areas where improvement is possible. By implementing improvements in communication and support, OVO can build a more engaged and satisfied volunteer base.



Survey - insights

□ **Volunteer Engagement & Representation:**

- 86% understand OVO's mission; only 33% know its strategy and budget.
- 66% feel represented by the Board, 79% see value in including the African diaspora and local partners in decision-making.
- 68% identify as active volunteers, 21% ad hoc experts, 11% ad hoc experts but want to be more involved
- 56%: enough opportunities to interact face-to-face with other volunteers

□ **Volunteer Management & Support:**

- 77% indicated to be unclear or not sure about OVO's expectations for their current role
- Onboarding:
 - 32% see added value in 1on1 mentoring, 60% is willing to be a mentor.
 - 25% see added value in follow up meeting for new volunteers.
- 56% would benefit from attending other team meetings to better understand OVO's operations.



Survey - insights

□ **Communication & Decision-Making:**

- 64% feel decisions are well communicated.
- 43% feel included in decision-making, with 39% believing diverse perspectives are represented.
- 74% feel the amount of communication aligns with their role at OVO
- 79% don't feel informed about the activities of other teams

□ **Conflict of Interest & Code of Conduct:**

- Examples: local team member or coach (offering to) acting as consultant, coach taking over ownership
- 6% encountered a conflict of interest as a volunteer; 13% witnessed one among peers.
- 42% find OVO's conflict of interest policy clear, while 49% are unclear or unsure.



Policy - Challenges

- Lack of an overall governance policy
- Weaker sense of community within the organization
- Low volunteer satisfaction and motivation
- Lack of updated HR policies throughout the organization



Policy - Objectives

- ❑ **A governance framework** with clarity around decision-making processes and authority.
- ❑ **An HR policy:** in line with legal provisions and best practices. This policy will address volunteer management, diversity and expertise management, as well as communication and information flows.
- ❑ **Improve communication strategy for volunteer engagement and inclusion**



Actions and focus

- From the results of the workshop, the survey and feedback from COB and BoD, the following topics were selected as priorities:
 1. Values (including Code of Conduct) & Mission
 2. Role descriptions
 3. Rasci, decision and information flows
 4. Talent Management



1 Values & Mission

- Redefining Mission and values (Q1 2025)
- Update strategic framework (cfr. Version 2017) and communicate (Q2 2025)
- Update the Code of Conduct, including procedure for possible conflicts of interest. (Q3 2025)
- Establish a diversity policy/charter with clear effort commitments. (Q4 2025)
- Attention to values in onboarding process, events, ...



2 Role Descriptions

- Awareness about
 - organisational structure
 - roles & responsibilities, mutual expectations
 - > role descriptions (Q1-2 2025)
- Differentiate between ad hoc experts and volunteers



3 Rasci, decision and information flows

**RASCI: tool for mapping responsibilities and authority at the policy level
(Responsible, Accountable, Supporting, Consulted and Informed)*

- Clear RASCI framework for responsibility mapping
- Clear structure of powers committees (Board of Directors, Committee Operational Board, Daily Board)
- Cascade of communication flows (reporting decisions, track record decisions...)
- Communication about strategy and budget
- Diversity in decision-making bodies
- Internal communication strategy and plan - Information: newsletter, OVO updates, Intranet
- Efficient meetings



4 Talent Management

- Onboarding process: professionalize and optimize
 - Optimal guidance for volunteers
 - One on one mentoring
 - Follow up meetings for new volunteers
 - Diversity in recruitment
 - Develop an updated vademecum for each team
- Improving volunteer training & evaluation
 - Training program for new volunteers
 - Professionalization of coaching: training for business coaches
 - Evaluations
- Platform for expertise management



Thank you for participating!

&

a big thank you to everyone who played
a role in realising this project!