

Madagascar Protected Area Foundation

REFLECTIONS ON BOARDS OF TRUSTEES OF FOUNDATIONS IN AFRICA



PRESENTATION

- A. About roles**
- B. About composition**
- C. About decision making**
- D. About voluntary work**
- E. About leadership**
- F. About executive evaluation**
- G. About board manual**

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A. ROLE

- 1. Develop a manual of the Board of Trustees**
- 2. Establish technical commissions**
- 3. Develop motivation systems**

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B. COMPOSITION

- 1. Technical diversity**
- 2. Diversity of interests**
- 3. Diversity of values**
- 4. Diversity of personalities**

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C. DECISION PROCESS

- 1. Fostering debates**
- 2. “Shyest” members speak up first**
- 3. Vote or secret poll**
- 4. Same level of information for all board members**
- 5. A member plays “devil’s advocate”**

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D. VOLUNTARY WORK

- 1. Contributing to the mission**
- 2. Recognition of the member's expertise**
- 3. Honor and prestige**
- 4. Trustworthiness**
- 5. Networking**

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E. LEADERSHIP

- 1. Clearly define the respective roles**
- 2. Keep the Board regularly informed**
- 3. Optimize the meeting time**
- 4. Make sure the Executive Secretary dares to take initiatives and responsibilities**

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F. EVALUATION OF THE EXECUTIVE SECRETARY

- 1. Tool for performance improvement**
- 2. Annual work plan**
- 3. Self-evaluation of Executive Secretary**
- 4. 360° evaluation**
- 5. Self-evaluation of the Board**

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G. BOARD MANUAL

- 1. Roles and responsibilities of the board and its members**
- 2. Board's organization chart and committees**
- 3. Composition of the board and recruitment criteria for new members**
- 4. Operational rules, particularly for meetings**
- 5. Means and criteria for member assessment**