

# Governance



**As philanthropy consultants with over two decades of experience, we understand what it takes to run a grantmaking organization.** This includes supporting your Board of Directors, Advisory Council, or other governing body. Whether you want to evaluate existing policies, procedures, or committees or establish new ones, Geneva Global and Global Impact can serve as a neutral third party to help establish, initiate, or implement strategic governance structures. Pulling in examples from the latest research, best practices, and relevant peer organizations, we can work closely with you to craft a fit-for-purpose solution for your governance needs.

## Governance Services .....

Foundations and organizations, whether in their infancy, undergoing expansion, or maintaining the status quo, often recognize the necessity to refine and strengthen their board leadership. Drawing from our experience working with many of your peers, we can integrate best practices into your new board orientation or aid in clarifying roles, fostering a shared understanding of success with board members.

**In this work, we favor a co-creation approach, merging our knowledge with your comprehensive understanding of the organization's intricacies and priorities.** This may involve interviews with board members, staff, or key partners, aiming to produce a roadmap tailored to your specific goals. Once clear on an agreed-upon approach, we delve deeply into the processes and procedures of your board of directors, advisory council, or any decision-making group. Subsequently, we offer recommendations for improvement, working alongside you to finalize or, if desired, implement a plan for these suggestions.

Specifically, we can analyze, provide recommendations, and support efforts linked to the full range of aspects essential to the effective operation of a governing body.

## Our Governance Services to Meet Your Needs

**Committees**, helping identify which committees would best serve your organization's governance and operations, who should serve on them, what their respective scopes of work might entail, when should they meet and with what agenda, and other matters.

**Board approval processes** for specific programs or portfolios, helping revise existing processes or formulate new ones to ensure that the delegation of authority and approvals are appropriate, efficient, and obtained and recorded transparently.

**Handbooks** and other documentation that serve the board or council, aiming to consolidate the leaders' understanding of your organization and their roles and responsibilities therein while also establishing systems

or strategies to ensure that members receive the information in a timely manner and that it informs their respective decisions and actions effectively and efficiently.

**Council or Board Member** matrix, offering model profiles of who might most productively serve on your board or council, possessing the knowledge, networks, and motivation to help your organization, project, or program achieve its goals.

**Coaching** for Executive Directors, CEOs, or Board Chairs on how to strengthen their leadership, address governance issues, and manage various relationships related to board governance and engagement.

## Governance Services Continued...

**Operational roadmaps and scenario planning** to anticipate and manage potential risks and opportunities for the organization and its governing body.

**Policies, plans, institutional structures, and strategies** for optimal oversight and guidance of the organization's operations, including its programs, grants management, internal systems, and other dimensions of its work.

**Strategy and planning** for board formation, turnover, development, evaluation, and/or operations of boards and associated governance bodies.

## Governance Policies

We can review your organization's policies with or for you, helping you ensure that these align with best practices and support most effectively your goals and operations. We can identify policies that are missing, require strengthening, and that may be redundant or outdated. Our team can then help you formulate a new set of policies or provide a plan for you to do so. Geneva Global can draw on our vast experience to help you create bespoke policies relating to areas including:

- **Anti-money laundering**
- **Conflict of interest**
- **Document retention**
- **Dispute resolution**
- **Whistleblower**
- **Delegation of authority**
- **Child protection**
- **Anti-corruption**

### Case Study: Apparel Impact Institute

**When the Apparel Impact Institute (Aii) engaged Geneva Global, it was a newly minted, rapidly growing nonprofit organization.** It needed help setting up its "backbone" governance structures and guidance on developing its re-granting programs. The organization's fast-paced growth gave this assignment urgency as its infrastructure, governance policies, and grantee selection practices had to be clear in order to provide direction and support for continuing development.

### They turned to Geneva Global's team for help to...

- **Review Aii's full set of existing processes and procedures**, including its handbook for the board of directors, organizational decision-making structures, advisory council selection, and grant-awarding processes.
- **Confirm that its systems are transparent, efficient, understandable, and in compliance** with U.S. regulations and best practices.
- **Plan for future staff, budget, and programs** by developing an operational roadmap that included pivotal milestones such as the hiring of a CFO, upgrading their CRM, and seeking additional funding.

**"The Geneva Global team worked closely with our leadership to ensure we were retooling the organization in a way that expanded beyond our current experience and set us up for success for our future."**

– Lewis Perkins, President & CEO

**Samantha Grant**, *Director of Programs*  
USA +1 (610) 254-0000 | [sgrant@genevaglobal.com](mailto:sgrant@genevaglobal.com)

**Nathaniel Heller**, *Vice President & Managing Director*  
USA +1 (610) 254-0000 | [nheller@genevaglobal.com](mailto:nheller@genevaglobal.com)



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[info@genevaglobal.com](mailto:info@genevaglobal.com) | [genevaglobal.com](https://genevaglobal.com)