



COOPERATION AND DEVELOPMENT NETWORK
Eastern Europe

Structures and documents in Green Youth Organizations



What is governance?

How to govern a NGO ?

Governing of an NGO and its Principles

- Accountability*
- Fairness*
- Transparency*
- Responsibility*

The Principle Actors in the Governance Systems of an NGO

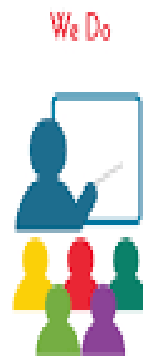
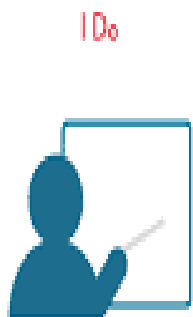


- Highest governing body: ultimate decision-making*
- Principal governing body: governance*
- Management team or chief executive: management*
- Supervisory board: control and audit*
- Checks and balances*



Governance and Management within an NGO:

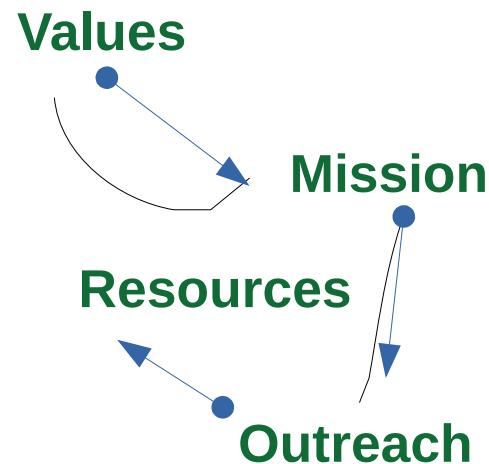
*The usual rule is that
management runs
the organization from
day to day...*



Most chief executive job descriptions include:

- 1. Hiring, firing, and supervising the staff.*
- 2. Managing and evaluating programs and operations.*
- 3. Identifying, acquiring, and managing resources.*
- 4. Preparing an annual budget.*
- 5. Proposing policies and strategic initiatives to the board.*
- 6. Communicating with stakeholders.*
- 7. Promoting the organization in the community.*
- 8. Supporting the board in its work*

No matter what the size, mission, age, or budget of an NGO, its board's basic duties are to set policy, exercise oversight, and provide strategic direction in the following areas:



The board and chief executive work in partnership.

- The board evaluates the chief executive regularly.



- The board plans for chief executive succession

Institutionalisation of Value & Principles, Ethical Standards within a NGO



NGOs are mission-based organizations

1. The board safeguards the mission of the organization.
2. The board supports the mission through effective planning.
3. The board supports the mission through regular evaluation.



The board should consider how to measure results by asking what are the key:

a) indicators of the situation?

b) sources of information to use in assessing the indicators?

c) the current level of the indicators and what level do we want to achieve?

d) How will we monitor our progress over time?

NGOs promote the highest professional and ethical standards.

1. The board articulates the professional and ethical standards of the organization.

The code includes:

- *The NGO's mission*
- *Accountability and transparency*
- *Use of resources*
- *Board leadership*
- *Management practices*

Avoidance of conflict of interest.

2. Board members are not paid for their service

3. The board establishes a conflict-of-interest policy

Common examples of conflict of interest include:

- When a board member of a grant-making NGO is also the executive director of a grantee organization.
- When a board member is also the executive director of an NGO that competes against the first NGO for funds.
- When a board member obtains an interestfree loan from the organization.
- When a board member's spouse is hired to provide professional services to the NGO
- When a board member is related to a member of the staff.



Conflict-of-interest policies:

1. Statement of purpose.
2. Guidance for conduct.
3. Annual disclosure

4. The board sets the standard for professional conduct.

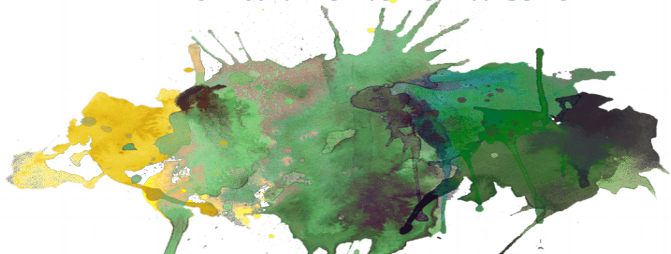


- The board sets rules for its own operation.
- The board practices informed decision-making.
- The board holds regular and professionally run meetings
- The board documents its proceedings.
- The board has annual goals and action plans.
- The board has an efficient committee structure.

The sample points for standards for professional conduct:

- 1. Conducting board member elections**
- 2. Handling board member resignation and removal from office**
- 3. Filling vacancies on the board**
- 4. Board member orientation**
- 5. Board committees**
- 6. Board self-assessment**
- 7. Calling board meetings**
- 8. Emergency decisions**
- 9. Preparing and distributing the meeting agenda**
- 10. Meeting attendance**
- 11. Quorum**
- 12. Voting methods**
- 13. Preparing and approving meeting minutes**
- 14. Drafting and approving new policies**
- 15. Board member reimbursement**

5. The board looks after its own development.





Thank you!



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