Organisational governance
Organisational governance
by Rachel Blackman
Drawings: Bill Crooks
Design: Wingfinger

The author wishes to thank Alan Murray, David White, David Mundy and Dewi Hughes for their insight and guidance during the preparation of this book. Thanks also to Tearfund’s partner organisations that field tested it.

Knowing how Tearfund’s publications are used by partners and other organisations helps us to improve the quality of future publications. If you wish to give feedback on this book, please write to Tearfund or e-mail roots@tearfund.org

Other titles in the ROOTS series are:

- ROOTS 1 and 2 – Advocacy toolkit
  A set of two separate books:
  Understanding advocacy (ROOTS 1) and
  Practical action in advocacy (ROOTS 2).
  Available only as a set.

- ROOTS 3 – Capacity self-assessment.
  An organisational assessment tool to enable organisations to identify their capacity-building needs.

- ROOTS 4 – Peace-building within our communities.
  Learning points taken from case studies of Tearfund partners who have been involved in encouraging peace and reconciliation in communities.

- ROOTS 5 – Project cycle management. Looks at the process of planning and managing projects using the project cycle. Describes planning tools such as needs and capacity assessments and stakeholder analysis and shows clearly how to develop a logical framework.

- ROOTS 6 – Fundraising. Shows how to develop a fundraising strategy and contains ideas to help organisations diversify their funding base.

- ROOTS 7 – Child participation. Looks at the importance of including children in community life and in project planning, implementation and evaluation.

- ROOTS 8 – HIV and AIDS: taking action. Looks at how Christian development organisations can respond to the challenges brought by HIV and AIDS, such as reducing their impact, preventing the spread of HIV and addressing HIV and AIDS issues within organisations.

- ROOTS 9 – Reducing risk of disaster in our communities. Looks at a process called ‘Participatory Assessment of Disaster Risk’, which enables communities to consider the hazards they face, their vulnerabilities, their capacities, and how they can take action to reduce disaster risk.

All are available in English, French, Spanish and Portuguese.

For further details write to Resources Development, PO Box 200, Bridgnorth, Shropshire, WV16 4WQ, UK, or e-mail: roots@tearfund.org

© Tearfund 2006
ISBN 1 904364 63 2

Published by Tearfund. A company limited by guarantee. Registered in England No 994339. Registered Charity No 265464.

Tearfund is an evangelical Christian relief and development agency working through local partners to bring help and hope to communities in need around the world.

Tearfund, 100 Church Road, Teddington, TW11 8OE, UK
Tel: +44 (0)20 8977 9144
E-mail: roots@tearfund.org
Web: www.tearfund.org/tilz
Organisational governance

by Rachel Blackman
Contents

Introduction 5
What is organisational governance? 5
Why should development organisations have a governing body? 6

Section 1 The role of the board 9

Section 2 Working with the rest of the organisation 15
2.1 Delegating authority and responsibility 16
2.2 Developing policies 26

Section 3 Key responsibilities of the board 29
3.1 Recruit and support the Chief Executive Officer 29
3.2 Ensure that the mission, purpose, vision and values are identified 31
3.3 Ensure that strategic planning is carried out 34
3.4 Ensure that legal requirements are fulfilled 41
3.5 Ensure the organisation has enough resources to fulfil its mission 42
3.6 Assess progress 45

Section 4 Establishing and maintaining a board 49
4.1 Roles of board members 49
4.2 Board membership 52
4.3 Recruiting new members 54
4.4 Selecting people for key positions within the board 59
4.5 Resigning from the board 60
4.6 Internal board policies 61
4.7 Board manual 62
Section 5  Making boards more effective  65
  5.1  Committees  65
  5.2  Agenda for meetings  68
  5.3  Chairing a board meeting  70
  5.4  Minutes of meetings  73
  5.5  Sharing information  74
  5.6  Decision-making  78
  5.7  Board development  82

Section 6  Action planning  87

Section 7  Resources and contacts  89
  Glossary  91