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FOUNDATION



Foundation

You commit yourself as a director for your foundation? You think the common goal is important and you contribute to it as treasurer, secretary, president or another board position. You want to 'govern well', but what does that mean exactly? What are the guidelines for good governance? You want to avoid, of course, that you can be held liable for improper governance.

The ten criteria

To help you govern well, Supportpunt has conducted research on this*. From this research came guidelines that are important for you as a director. These guidelines are divided into ten criteria.

- 1. The basics;
- 2. Accountability;
- 3. Checks and balances;
- 4. Effectiveness and efficiency;
- 5. Support;
- 6. Democracy;
- 7. Transparency;
- 8. Integrity;
- 9. Inclusiveness;
- 10. Civic engagement.

These 10 criteria are designed to your association's board, especially the treasurer, secretary and president. As a board, you are jointly responsible for policy, taking into account your statutory objectives and stakeholders.

*Source: Hoeijmakers, R. (2017) Steering sports boards





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Necessary

Advisable

Very good

Getting started

If, as a board, you follow the guidelines in this document, you are well on your way towards good governance. But following all guidelines does not guarantee prevention of mismanagement. The guidelines are a starting point for discussion within your board. There are three types of guidelines:

• Necessary: directives arising from statutes or law.

 Advisory: guidelines that often do not contain a statutory or legal requirement, but are important for the survival of the organisation.
Very good: guidelines that not demands, but required from society.

You can complete this document together with your fellow directors, or separately. In doing so, you should ask yourself each time: "Are we keeping ourselves to this guideline?". You can always choose from three options; yes, no and t know. When you have gone through all the guidelines, a picture of the emerges; its strengths and opportunities. By doing so, you can make your association even stronger and make even more people happy with your organisation's cause.

Do you still have questions while reading through the guidelines or afterwards? Then contact Supportpunt via 040-2027390 or email info@supportpunt.nl.

Are you a director of an association? No worries, Supportpunt has also got you and your association created a document. You can find this on Supportpunt's portal.



1. The basics

Before starting your board work, it is important that all board members are aware of some basic principles. These principles are crucial for good governance and a strong foundation.

A.	You are familiar with your foundation's bylaws.	⊻ X ?
В.	You and your fellow board members abide by the rules stemming from your foundation's bylaws.	⊻ X ?
С.	You and your fellow board members are familiar with the by-laws and the rules therein.	⊻ x ?
D.	You and your board will make after each financial year a financial statement at least a balance sheet, a profit and loss account and notes thereto.	⊻ × ?
Е. 444	You and your fellow directors are correctly registered in the Chamber of Commerce register.	⊻ x ?
F. ፍሏታ	You and your fellow directors have knowledge of relevant laws and ensure they not violated.	¥ X ?
G.	Should the foundation ANBI status, you are aware of the ANBI requirements and guidelines as are your fellow board members.	⊻ × ?



2. Accountability

The board is responsible for the organisation and the board is internally and externally transparant and accountable for its tasks, authorities and working methods

A. ☆☆	Your foundation has defined the powers of board members.	⊻ × ?
B. ☆	The foundation you are active in has a division of labour for each board position.	⊻ x ?
С.	Your foundation has a method for complaints.	⊻ × ?
D. ☆	You and your directors annually evaluate the policies of both the board and those of the existing committees within your .	¥ X ?
E. ☆	Together with your fellow directors, you review the financial results annually against the budgets set.	¥ X ?
F. ቲሏጵ	The board records board decisions in minutes and stores them centrally so that they are available to all board members.	⊻ × ?



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3. Checks and balances The foundation's board uses control mechanisms.

A. ☆☆	You and your fellow directors have a payment procedure, which multiple independent signatures.	⊻ X ?
B. ☆☆	You and your fellow directors an internal audit committee.	⊻ X ?
C. ☆	When your foundation has an above-average number of stakeholders, the board considers external control such as a supervisory board to its survival.	⊻ X ?
D. ☆	Your foundation has a procedure that is followed when a director resigns.	⊻ × ?
E. ☆	Together with your fellow board members, you have a good overview of the risks involved in being and not being insured. In doing so, like your fellow board members, you have an overview of all the foundation's insurances.	⊻ X ?



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4. Effectiveness and efficiency

The board ensures that predetermined goals are achieved and financial and human resources are optimally deployed to achieve the goals.

A.	Your foundation has a mission and vision.	$\forall \times ?$
B. ☆	Together with your directors, you draw a multi-year policy plan.	⊻ × ?
C.	You annual targets and work plans with your fellow directors.	⊻ × ?
D. ☆	You and your fellow directors make an annual appropriate financial budget.	⊻ × ?
E. ☆	Together with your fellow directors, you are responsible for controlling environmental, financial and other risks, among others.	⊻ X ?
F. ☆☆	Together with your directors, you the agenda of board meetings in advance.	⊻ × ?
G.	Someone on the board is responsible for the minutes of board meetings.	$\forall \times ?$
н. ☆	The foundation where you operate has taken directors' liability insurance.	
Ϊ.	The foundation where you are active has	
ረት	a volunteer and recruitment policy.	⊻ × ?





A. ☆☆	Together with your fellow board members, you try to create as much support as possible for administrative decisions.	⊻ X ?
B. ☆	Together with your fellow board members, you try to build support within your foundation prior to taking important decisions.	⊻ X ?
C.	You and your fellow directors maintain good relations with stakeholders. This involves regular consultations with stakeholders.	⊻ X ?



6. Democracy

5. Support

stakeholders.

Opinions and views of various stakeholders are taken into account in decisions and the future direction of the foundation. In doing so, the board acts democratically.

A.	During administrative votes, there is a minimum attendance requirement.	⊻ X ?
B. ☆	Together, you and your fellow board members have enough knowledge to run the foundation with sufficient participation.	⊻ X ?
C. ☆	You and your fellow board members feel that you meet often enough.	⊻ X ?



7. Transparency

Within your foundation, there is an open exchange of information by the board about the functioning of the foundation as well as the mission, vision and direction of the foundation.

A. ☆	Together with your directors, you publish your foundation's articles of association, rules and objectives.	⊻ X ?
B. ☆	You and your fellow board members publish foundation contact details, e.g. foundation email addresses.	⊻ X ?
C. ☆☆	Together with your fellow directors, you publish the annual report.	☑ 🛛 ?
D. ☆	For important decisions, the board seeks advice from external experts. The board is transparent this.	⊻ X ?
E. ☆	Your foundation has rules regarding expenses and allowances for board members. These are also published and accessible to stakeholders just like the actual funds that to board members.	⊻ x ?

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Directors of the foundation act according to the standards of the foundation and society.

8. Integrity

А.	Your foundation has rules on conflicts of interest for board members.	⊻ X ?
B. ☆	Your foundation has rules how to deal with AVG, confidential and classified information.	⊻ X ?
c. ☆	The foundation where you are active has rules on Statements of Good Conduct (VOG) for board members and volunteers.	⊻ X ?
D. ☆	Your foundation discloses the ancillary positions of the members of the supervisory board and management board in the annual report.	⊻ X ?
E. ☆	Your foundation has a code of conduct for board members.	⊻ X ?



9. Inclusiveness

The composition of the board of the foundation represents the stakeholders of the foundation.

A. ☆	Together with your fellow board members, you try to make the board consist of both men and women.	V X ?
B. ☆	The foundation board tries to involve both young and old members on the board.	⊻ X ?
C. ☆	You and your fellow board members try to be a company made up of people with different levels of education.	⊻ × ?
D. ☆	Your foundation tries to be a board that reflects those involved.	⊻ × ?
E. ☆	You and your fellow directors have an affinity with the main activity and the people involved.	⊻ × ?



A. ☆

B. ☆

C. ☆

The board of the foundation shows responsibility towards its surroundings and the environment.

You determine policies and activities together with your fellow directors. You take negative environmental impacts into account.	Y X ?
Together with your fellow board members, you are committed to improving the health of your volunteers.	V X ?
As a director, you promote equality, fairness and diversity within the foundation (e.g. policy against discrimination).	Y X ?



Footnote

The starting point for this document is the board model. However, it can also be used if your foundation has a board-director model. In the agreement you have drawn up with the director (or business manager), you lay down which tasks are delegated from the board. Responsibility always remains with the board. When a foundation has a board-director model, 'good employment practices' are added to the tasks of the board.

Do you still have questions while reading through the guidelines or afterwards? Then contact Supportpunt via 040-2027390 or e-mail info@supportpunt.nl.

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