

# Guidelines good governance



**ASSOCIATION**

**Support  
punt**

## Association

You commit yourself as a director for your association? You think the common goal is important and you contribute to this as treasurer, secretary, president or another board position. You want to 'govern well', but what does that mean? What are the guidelines for good governance? You want to avoid the possibility that you could be held personally 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 help the board of your association, especially the treasurer, secretary and president. As a board, you are collectively responsible for implementing policies approved by the members.

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

## Getting started

If, as a board, you follow the guidelines in this document, you are well on your way towards a good governance. But following all guidelines does not guarantee the 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 are not demands, but are required from society.

You can complete this document together with your co-governors or separately. In doing so, you should ask yourself each time: "Are we keeping ourselves to this guideline?". You can choose from three options; yes, no and don't know. When you have gone through all the guidelines, a picture of the organisation 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.

While reading through the guidelines or after, do you have questions, don't quite get there? Then contact Supportpunt via 040-2027390 or email [info@supportpunt.nl](mailto:info@supportpunt.nl).

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



Necessary



Advisable



Very good

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## 1. The basics

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

- |                 |   |   |
|-----------------|---|---|
| <b>A.</b><br>☆☆ | You are familiar with the statutes of your association.   | <input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> |
| <b>B.</b><br>☆☆ | You and your fellow board members follow the rules set out in your association's bylaws.  | <input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> |
| <b>C.</b><br>☆☆ | You and your fellow board members are familiar with the by-laws and the rules contained therein.  | <input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> |
| <b>D.</b><br>☆☆ | Together with your board, you prepare financial statements after the end of each financial year that include at least a balance sheet, a profit and loss account and notes thereto. | <input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> |
| <b>E.</b><br>☆☆ | You and your co-governors are correctly registered in the Netherlands Chamber of Commerce register (KVK).   | <input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> |
| <b>F.</b><br>☆☆ | There are quite a few legal and statutory requirements for organising a general membership meeting (ALV), you and your fellow board members know these rules.                       | <input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> |
| <b>G.</b><br>☆☆ | You and your fellow drivers have knowledge of relevant laws and ensure they not violated.   | <input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> |
| <b>H.</b><br>☆☆ | You and your fellow board members are aware that your members jointly determine policy and that the board serves the members. So you have to answer to them at the ALV.             | <input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> |

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## 2. Accountability

The board of the association defines responsibilities by function. The board concludes its activities annually.

The annual report and accounts are a central part of the ALV. The ALV takes annually, where the full board gives account to the members and asks for discharge (approval) for the policy pursued.

- |                 |   |   |
|-----------------|---|---|
| <b>A.</b><br>☆☆ | Your association has defined the powers of board members.   | <input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> |
| <b>B.</b><br>☆☆ | The association where you are active has a division of labour for each board position.  | <input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> |
| <b>C.</b><br>☆☆ | Your association has a method for handling complaints.  | <input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> |
| <b>D.</b><br>☆☆ | You and your fellow directors annually evaluate the policies of both the board and those of the existing committees within your organisation. | <input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> |
| <b>E.</b><br>☆☆ | Together with your fellow board members, you review the financial results annually against the prepared budgets.                              | <input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> |
| <b>F.</b><br>☆☆ | The board board decisions in minutes and stores them centrally so that they are available to all board members.                               | <input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> |
| <b>G.</b><br>☆☆ | During ALV votes, there is a minimum attendance requirement.  | <input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> |

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## 3. Checks and balances

The board of the association  
uses control mechanisms.



- A.

☆☆

You and your fellow directors have a payment procedure that requires multiple independent signatures.

☒☐☐
- B.

☆☆☆

You and your fellow directors appoint an internal audit committee.

☒☐☐
- C.

☆

When your association has above-average membership, as a board you consider external control such as a supervisory board to ensure survival.

☒☐☐
- D.

☆

Your association has a procedure that is followed when a director resigns.

☒☐☐
- E.

☆☆

Together with your fellow board members, you are well aware 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 association's insurances.

☒☐☐



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## 4. Effectiveness and efficiency

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

- |                 |   |   |
|-----------------|---|---|
| <b>A.</b><br>☆☆ | Your association has a mission and vision.  | <input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> |
| <b>B.</b><br>☆☆ | Together with your directors, you draw a multi-year policy plan.  | <input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> |
| <b>C.</b><br>☆☆ | You set annual targets and work plans with your fellow directors.   | <input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> |
| <b>D.</b><br>☆☆ | You and your fellow directors make an annual appropriate financial budget.  | <input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> |
| <b>E.</b><br>☆☆ | Together with your fellow directors, you are responsible for controlling environmental, financial and other , among others. | <input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> |
| <b>F.</b><br>☆☆ | Together with your directors, you set the agenda of board meetings in advance.  | <input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> |
| <b>G.</b><br>☆☆ | Someone on the board is responsible for the minutes of board meetings.  | <input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> |
| <b>H.</b><br>☆☆ | The association where you are active has taken out directors' liability insurance.  | <input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> |
| <b>I.</b><br>☆☆ | The association where you are active has a volunteer and recruitment policy.  | <input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> |

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## 5. Support

Creating support within the association on future decisions by involving members and/or directors.

- |                 |   |   |
|-----------------|---|---|
| <b>A.</b><br>☆☆ | Together with your fellow board members, you try to create as much support as possible within the association prior to the ALV. | <input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> |
| <b>B.</b><br>☆☆ | Together with your fellow board members, you try to create as much support as possible for administrative decisions.            | <input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> |
| <b>C.</b><br>☆☆ | Together with your fellow board members, you try to create support within your association prior to taking important decisions. | <input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> |



## 6. Democracy

Open and equal access of members to determine the direction and leadership of the association.

- |                  |  |   |
|------------------|--|---|
| <b>A.</b><br>☆☆☆ | During administrative votes, there is a minimum attendance requirement.  | <input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> |
| <b>B.</b><br>☆☆  | Together, you and your fellow board members have enough knowledge to run the association with sufficient member participation. | <input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> |
| <b>C.</b><br>☆☆  | You and your fellow board members feel that you meet often enough.   | <input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> |
| <b>D.</b><br>☆☆☆ | Together with your fellow board members, you are accountable at the Annual General Meeting (AGM).                              | <input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> |
| <b>E.</b><br>☆☆☆ | Like your fellow board members, you are appointed during an ALV vote.  | <input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> |
| <b>F.</b><br>☆☆☆ | Your association organises an AGM at least once a year.  | <input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> |

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## 7. Transparency

Within your association, is an open exchange of information by the board on the functioning of the association. Also, the mission, vision of the association are known to the members.

- |                  |  |   |
|------------------|--|---|
| <b>A.</b><br>☆☆☆ | You and your directors publish the agenda and minutes of the AGM.  | <input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> |
| <b>B.</b><br>☆☆  | Together with your directors, you publish the statutes, rules and objectives of your association.  | <input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> |
| <b>C.</b><br>☆   | You and your fellow directors publish directors' contact details, e.g. association e-mail addresses.   | <input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> |
| <b>D.</b><br>☆☆  | Together with your fellow directors, you publish the annual report.  | <input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> |
| <b>E.</b><br>☆   | For important decisions, the seeks advice from external experts. The board is transparent this.  | <input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> |
| <b>F.</b><br>☆   | Your association has rules regarding expenses and allowances for board members. These are also published and accessible to members just like the actual funds that to board members. | <input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> |



## 8. Integrity

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

- |                  |   |   |
|------------------|---|---|
| <b>A.</b><br>☆☆☆ | Your association has conflict-of-interest rules for board members.  | <input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> |
| <b>B.</b><br>☆☆  | Your association has rules how to deal with AVG, confidential and secret information.                                 | <input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> |
| <b>C.</b><br>☆☆  | The association where you are active has rules on Certificate of Good Conduct (VOG) for board members and volunteers. | <input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> |
| <b>D.</b><br>☆   | Your association has a code of conduct for board members.   | <input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> |



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9. Inclusiveness

The composition of the association's board represents the members.

- A.  
☆

Together with your fellow board members, you try to make the board consist of both men and women.

☒☐☐
- B.  
☆

The association board tries to involve both young and old on the board.

☒☐☐
- C.  
☆

You and your fellow board members try to be a company made up of people with different levels of education.

☒☐☐
- D.  
☆

Your association tries to have a board that reflects the members.

☒☐☐
- E.  
☆

You and your fellow directors have an affinity with the main activity.

☒☐☐



10. Community involvement

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

- A.  
☆

Together with your fellow directors, you determine policies and activities and take negative environmental impacts into account.

☒☐☐
- B.  
☆

Together with your fellow board members, you are committed to improving the health of your volunteers and members.

☒☐☐
- C.  
☆

As a director, you promote equality, fairness and diversity within the association (e.g. policy against violence & transgressive behaviour).

☒☐☐

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Do you have questions while reading the guidelines? Then contact Supportpunt via 040-2027390 or e-mail [info@supportpunt.nl](mailto:info@supportpunt.nl).

Supportpunt has taken the utmost care in developing and compiling these guidelines. However, Supportpunt does not guarantee the accuracy of the information provided. Supportpunt is not liable for inaccuracies or missing information regarding the content of the checklist. All information may, without prior notice, be changed or removed by Supportpunt at any time.