**Board Implementation Checklist**

(Adapted from, Wyatt M. A handbook of NGO governance. Budapest, Hungary; European Center for Not-For-Profit Law, January 2004. <http://ecnl.org/dindocuments/455_Governance_Handbook.pdf>)

Use the following checklist to rate your Board’s performance. Board members should compare their answers and, together, identify areas of strength and weakness. An action plan for improving the Board’s performance can follow.

|  | **Yes** | **Partly** | **No** |  |
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| 1. |[ ] [ ] [ ]  Our organisation has a formally established governing structure. |
| 2. |[ ] [ ] [ ]  Our Board makes decisions collectively. |
| 3. |[ ] [ ] [ ]  Our Board has a designated leader or Chair. |
| 4. |[ ] [ ] [ ]  Our Executive Director (or equivalent) has a written job description outlining performance expectations and goals. |
| 5. |[ ] [ ] [ ]  Our Board evaluates the Executive Director (or equivalent) annually. |
| 6. |[ ] [ ] [ ]  Members of staff, including the Executive Director (or equivalent), are **not** voting members of our Board. |
| 7. |[ ] [ ] [ ]  The Executive Director (or equivalent) is not the Board Chair. |
| 8. |[ ] [ ] [ ]  Our organisation has a mission statement which is known throughout the organisation. |
| 9. |[ ] [ ] [ ]  Our Board focuses on strategic leadership and ‘big picture’ thinking. |
| 10. |[ ] [ ] [ ]  Our Board does not micro-manage or engage unnecessarily in operational details. |
| 11. |[ ] [ ] [ ]  Our Board makes sure that adequate planning takes place throughout the organisation. |
| 12. |[ ] [ ] [ ]  Our Board makes sure that regular evaluations of programmes and operations are performed and acted upon. |
| 13. |[ ] [ ] [ ]  Our Board understands the organisation’s finances and regularly monitors the financial condition. |
| 14. |[ ] [ ] [ ]  Our Board ensures that internal financial controls are in place and working. |
| 15. |[ ] [ ] [ ]  Our Board ensures that the organisation’s accounts are regularly audited. |
| 16. |[ ] [ ] [ ]  Our Board takes part in resource development. |
| 17. |[ ] [ ] [ ]  Our Board ensures an annual report is produced and distributed. |
| 18. |[ ] [ ] [ ]  Our Board members are not paid for their service and derive no other direct or indirect gain from their Board service. |
| 19. |[ ] [ ] [ ]  Our Board has established and enforces a conflict of interest policy. |
| 20. |[ ] [ ] [ ]  Our Board sets a high professional and ethical standard. |
| 21. |[ ] [ ] [ ]  Our Board has a clear set of rules for its own operation. |
| 22. |[ ] [ ] [ ]  Our Board meets regularly (in person or online), with dates set in advance. |
| 23. |[ ] [ ] [ ]  All Board members arrive at, or log in to, meetings punctually and are prepared to take part in proceedings. |
| 24. |[ ] [ ] [ ]  Board meetings focus on policy, oversight, and strategic direction. |
| 25. |[ ] [ ] [ ]  Board meetings involve active discussion and decision-making rather than rubber-stamping and listening to staff reports. |
| 26. |[ ] [ ] [ ]  The Chair of our Board knows how to lead discussions, maintain discipline, and include all Board members in accomplishing necessary work. |
| 27. |[ ] [ ] [ ]  Board meetings keep to the preset agenda. |
| 28. |[ ] [ ] [ ]  Our Board keeps minutes of all of its meetings. |
| 29. |[ ] [ ] [ ]  All Board members have written guidelines outlining expectations of their Board service. |
| 30. |[ ] [ ] [ ]  Our Board works well as a team. |
| 31. |[ ] [ ] [ ]  Our Board sets annual goals for itself. |
| 32. |[ ] [ ] [ ]  Our Board assesses its own performance regularly. |
| 33. |[ ] [ ] [ ]  Individual Board members serve set terms within a system of regular rotation. |
| 34. |[ ] [ ] [ ]  Our Board recruits new members strategically. |
| 35. |[ ] [ ] [ ]  New Board members are thoroughly orientated into the organisation and Board service. |
| 36. |[ ] [ ] [ ]  Our Board members serve enthusiastically as ambassadors for the organisation. |
| 37. |[ ] [ ] [ ]  Our Board establishes relevant committees to assist it in its work, e.g. audit/finance committee. |