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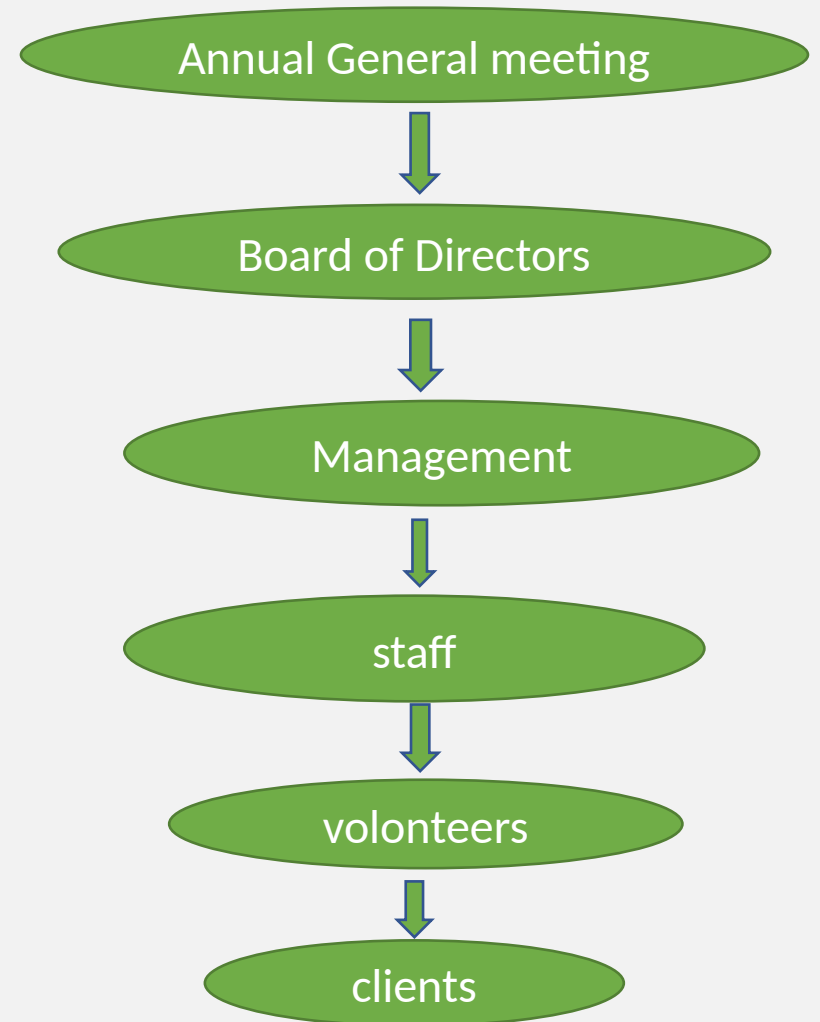
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## What is Governance?

- ✓ Governance discussed about the structures, systems, and practices an organization, gives authorities to make decision, define how decisions are to be made, and establish the organization's strategic direction;
- ✓ report on its performance in achieving intended results and use performance information to drive ongoing improvements and corrective actions.



## What is Governance in not-of-profit organization?

- ✓ The Board is responsible for the overall management including strategic planning and annual budgets, financial review, reporting and disclosure, risk assessment and internal controls and board governance.



## Risk Assessment

the Board's role in risk management:

- ✓ Risk direction: Understanding what risks may prevent the organization from reaching its goals. Best way is to the Board to designated Risk Committee to ensure effectiveness.
- ✓ Risk control: Making sure the organization is moving in the right direction. Best accomplished by an audit committee.



## Risk Management

- ✓ In a not-for-profit organization, the Board is responsible to run the organization.
- ✓ To reduce risk, boards must be aware of their responsibilities and develop policies to ensure these responsibilities are met.
- ✓ Risk can occur in areas such as:
- ✓ People: health and safety concerns, wrongful dismissal suits, conflicts of interest, service quality, etc.



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Office of the Vice President

## Risk Management

- ✓ Finances: property loss, asset loss, damage or theft, misappropriation of funds.
- ✓ Reputations and goodwill: loss of reputation can affect the ability to raise funds and attract staff, volunteers, and clients.
- ✓ Technology and intellectual property: loss of data due to loss of computer, theft of sensitive data



## Awareness of different strategies to minimize risk

- ✓ Different risks require different strategies to deal with them. Some risks may require a combination of strategies.
- ✓ Avoid the risk: Stop doing the activity or fix the problem.
- ✓ Reduce the risk: Change the activity or create procedures to decrease the risk.





## Awareness of different strategies to minimize risk

- ✓ Transfer the responsibility: Purchasing insurance and outsourcing are ways to transfer the responsibility for the risk to someone else. Not all responsibility can be transferred.
- ✓ Accept the risk: Some activities have risks that cannot be avoided. Plan for the possibility and move on.



## Financial Management

- ✓ The following list can serve as a guide for policy review or updating:
- ✓ Has the Board adopted a written policy stating the responsibilities and authorities it has delegated?
- ✓ Does the Board periodically review the activity of the individual(s) who have been assigned financial duties to ensure they have not exceeded the scope of their authority?



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## Financial Management

- ✓ Does the Board review the financial statements of the organization on a regular basis?
- ✓ Is your organization required to file annual reports to Revenue Canada or with any other government agency? If so, are they filed on a timely basis?
- ✓ Has the Board of Directors given all organization banks resolutions authorizing bank accounts and designated cheque signers?



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## Financial Management

- ✓ Does the Board determine that organization activities remain consistent with those indicated in its operating budget?
- ✓ Is your current budget consistent with your organization's goals and plans?
- ✓ Do you review monthly or quarterly based on actual income and expenditures compared with your current budget?



## Board Development

Board of directors must attend Trainings that can include:

- ✓ Information sessions at board meetings: Short sessions can liven up meetings as well as introduce new outside resources.
- ✓ In-service training and workshops: Special sessions can help to examine issues in depth.
- ✓ Retreats: Can allow more time to explore options, consider the organization's direction, create new ideas, and get to know each other.



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## Board Development

- ✓ External workshops and conferences: External services can offer different viewpoints. The Board should commit funds to finding a foundation or corporate sponsor who offers bursaries.
- ✓ Books, audiovisual materials and electronic resources: These resources should always be available to all board members.



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## Board Development

- ✓ Distance education: Board members who may be geographically isolated can still participate via self-directed learning, teleconferencing, and other methods.



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## Planning and Strategic Direction

- ✓ Strategic planning is a governance tool to help an organization narrow its focus and work steadily towards achieving its goals. Creates a clear direction for your organization
- ✓ Helps board, executive and staff have a shared understanding and common language
- ✓ Can improve morale as leaders communicate their intentions for meeting their mandate to staff and volunteers .





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## Identifying and sequencing the steps in the planning process

- ✓ The board is responsible for setting the direction of the organization and ensuring it stays on course to achieve its goals.
- ✓ A strategic planning session can last as little as two to three hours. Consider: where your organization is now, where it should be in the future and how you are going to get there.  
profondeur;



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## How to use planning documents to make informed decisions?

- ✓ Once the strategic plan is in place, it should be consulted when major decisions are required.
- ✓ Administrative governing boards will be actively involved in the implementation of the plan, while policy governing boards can delegate the implementation to their Senior Staff Person



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Korea's National Government of Tourism

## How to use planning documents to make informed decisions?

Ensuring the plan is acted upon:

- ✓ Have the monthly report at your meetings connected to your goals. Provide a progress report on their initiative.
- ✓ Review your plan every two to three months so you know where things are at, and what may need to be revised or changed.
- ✓ Assign tasks to have completed by a certain date. Follow up at the appropriate time. Remind people of approaching deadlines.



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Korea's National Park of the Future

## How to use planning documents to make informed decisions?

- ✓ Have the Board review the plan each year and identify priorities for the year based upon what was completed and the resources available to you at that time.
- ✓ Once your plan is done, take a few moments for reflection with your executive and planning team.



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Office of Multicultural Communities & Services

## conclusion

✓ You will have more information on and on as we are working to give tip on how to run not-for-profit organization in Ontario



## References

**Graphic Designer: Gisma Elnour,**  
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