

**NEW CONSULTANCY AND RELIEF ORGANIZATION
NCRO**

Board of Director Policy Governance



2014



Address: West street of Maraston, House # 643, Nahya-e-3, Jalalabad City, Nangarhar Province, Afghanistan
Website: <http://ncro.ngo>

NCRO Board of Directors

Governance Policy

This Policy Governance defines and guides applied relationships between NCRO Organization owner or Director and its board of directors.

1. Ownership:

NCRO founders are known as its only owners. NCRO does not have any other shareholder or stakeholder. The NCRO Board of Directors acts as the informed voice of NCRO owners and director.

2. Position of NCRO Board of Directors:

The NCRO Board of Directors is accountable to the owner that the organization is successful. However it is not advisory to staff but it is an active link in the chain of command. All authority in the staff organization and in components of NCRO setup flows from the Board of Directors.

3. NCRO Board of Directors Holism:

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The NCRO Board of Directors authority is held and used as a body. The Board of Directors speaks with one voice and expresses instructions as a whole. Individual members of the Board of Directors have no authority to instruct staff.

4. Ends Policies:

The NCRO Board of Directors defines in writing its expectations about the intended effects to be produced, the intended recipients of those effects, and the intended worth (cost-benefit or priority) of the effects. All decisions made about effects, recipients, and worth are Ends decisions. All decisions about issues that do not fit the definition of Ends are means decisions. Means are simply not Ends in Policy Governance.

5. NCRO Board of Directors Means Policies:

The NCRO Board of Directors defines in writing the job results, practices, delegation style, and discipline that make up its own job. These are Board of Directors means decisions categorized as Governance Process policies and Board of Directors - Management Delegation policies.

6. Executive Limitations Policies:

The NCRO Board of Directors defines in writing its expectations about the means of the operational organization. However, rather than prescribing Board of Directors - chosen means - which would enable the Director to escape accountability for attaining Ends, these policies define limits on operational means, thereby placing boundaries on the authority granted to the Director. In effect, the Board of Directors describes those means that would be unacceptable even if they were to work. These are Executive Limitations policies.

7. Policy Sizes:

The NCRO Board of Directors decides its policies in each category first at the broadest, most inclusive level. It further defines each policy in descending levels of detail until reaching the level of detail at which it is willing to accept any reasonable interpretation by the applicable delegate of its words thus far. Ends, Executive Limitations, Governance Process, and Board of Directors - Management Delegation policies are exhaustive in that they establish control over the entire organization, both Board of Directors and staff. They replace, at the Board of Directors level, more traditional documents such as mission statements, strategic plans and budgets.

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8. Clarity and Coherence of Delegation:

The identification of any delegate must be unambiguous as to authority and responsibility. No subparts of the Board of Directors, such as committees or officers, can be given jobs that interfere with, duplicate, or obscure the job given to the Director.

9. Any Reasonable interpretation:

More detailed decisions about Ends and operational means are delegated to NCRO Director. In the case of NCRO Board of Directors means, delegation is to the Director unless part of the delegation is explicitly directed elsewhere, for example, to a committee. The delegate has the right to use any reasonable interpretation of the applicable Board of Directors policies.

10. Monitoring:

The Board of Directors must monitor organizational performance against previously stated Ends policies and Executive Limitations policies. Monitoring must discover if the organization achieved a reasonable interpretation of these Board of Directors policies. The Board of Directors must therefore judge the Director interpretation for its reasonableness, and the data demonstrating the accomplishment of the interpretation. The ongoing monitoring of Board of Directors Ends and Executive Limitations policies constitutes the NCRO Director Performance evaluation.