

## 5 'TOP TIPS ON GOOD GOVERNANCE

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### 1. Put it in writing

- Clear and explicit mandates
  - “what is our role?”
  - “what are we responsible and accountable for?”
- Clear delegations of authority
  - “what’s my limit?”
  - “what can’t I do?”
- Clear lines of interactions with other bodies
  - “who do we report to?”
  - “who reports to us?”

### 2. Publish it

- People need to know about it to make it effective
- Especially to the people who you most need to know about it
- Refresh people’s memories regularly

### 3. Apply it

- Be careful about when you make exceptions – people love to quote precedents
- Short cuts can come back to bite you

### 4. Review it

- Things change
- Out of date guidelines lead to making exceptions – *see tip 3*
- Schedule in at least an annual review of your most important policies and guidelines – *then see tip 2*

### 5. Stand up for it

- Be clear on your right to stand behind your policies
- Know what the policies and guidelines are – *see tip 1*
- Know the reasons why the policies exist – and rehearse them
- If the pressure gets too heavy – know who to escalate to

*This was prepared for an international meeting of the Vodafone Foundations”.*