

Governance Training Curriculum Overview

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This document presents an overview of the curriculum: its goal and objectives, intended audience, duration of the training, and the tools and guidance for organizing and using the training methodology and providing follow-up.

Purpose of Curriculum

To enhance the capacity of the board and management team to achieve the

organization's goals and objectives through clarifying its roles and responsibilities and strengthening its ability to collaborate effectively.

Implementation Experience

Governance training was conducted four times with partner organizations; typically the training is organization specific. Experience shows a ratio of 1 trainer or facilitator for every 10 participants is beneficial. The trainers should be cognizant of participant-centered learning techniques, design and facilitation skills, and have a good understanding of regulations guiding NGOs as well as sound management and governance practices. To prepare for the workshop, trainers should review relevant partner documents, including: the organizational structure, board Terms of Reference, organizational policies and procedures that guide management, and specific local laws governing NGOs. Adapting the included case studies or exercises to reflect the needs of the organizations attending the training is desirable. Experience shows it is also helpful to assist the organization to develop a final action plan to address identified challenges to achieving their strategic direction and governance structure.

Intended Audience

Board members, CEOs, senior management

Training Approach and Methodology

A participant-centered approach is applied to explore and build on participants' knowledge and experience. Sharing of organizational history, vision, achievement and challenges, and a collaboratively determined definition of governance sets the stage for analysis and improvement. A variety of methodologies, such as exercises, games, and role plays are used to illustrate how an organization understands, adapts, and monitors key governance concepts, board and management responsibilities and approaches. In particular, group work is used to ensure that responses on critical issues are debated collectively. A board self-assessment questionnaire is used to assess and identify key areas of strength and needed improvement. An action plan captures key challenges, strategies and indicators for monitoring achievement, and guides organizational follow-up and external support.

Goal and Objectives

Goal

To create a shared understanding of the benefits of good governance and to help the organization build and strengthen functional governance structures and systems

By the end of the training, participants will have:

1. Demonstrated knowledge of the concepts and practices of governance systems in non-profit organizations
2. Gained awareness and appreciation for the distinct but complementary roles of board and management in organizational governance
3. Learned the significance of clear policies, procedures and operational guidelines in good governance
4. Understood how to build a clear governance and management structure
5. Identified areas for board and management capacity strengthening and incorporated them into an action plan detailing governance practices and/or approaches to meet the specific needs of the organization



Contents

Board self-assessment questionnaire, PowerPoint presentations, self-evaluation tools, guidelines, discussions, critical reflection, role plays, and a governance action plan template

Number and Role of Facilitators

A trainer/facilitator to participant ratio of 1:10 is recommended.

Preparation Checklist:

Gather and prepare in advance: equipment and supplies, including a check of all AV equipment; trainer and participant materials; governance policies or frameworks

Follow-Up Support

The culminating action plan developed as part of the training provides a road map for participants and assists follow-up support from supervisors or facilitators.

Timeframe

The training is designed for two days.

Topics

- Overview of organizational history, vision, mission, and core values
- Organizational governance system: defining governance and its key functions
- Board TOR, roles, and capacity enhancement strategies
- Management team roles and responsibilities
- Leadership succession
- Policies and systems
- Governance challenges and proposed solutions
- Action planning presentation and discussion

Guidance and Tips

Presenters should:

- Determine in advance the roles and responsibilities of each trainer
- Review and practice the session exercises to provide clear, crisp guidance to participants
- Provide the objectives and plan for each session to participants at the start of the session so they are aware of the expectations and contents
- Be aware of the agenda, time, and materials needed to keep the program on track
- Use, as possible, the PowerPoint slides to summarize participant discussions

TA-NPI Partners

Round 2 Partners

- Baptist AIDS Response Agency in Africa (BARAA) – Nairobi, Kenya
- Handicap International HQ (HI) – Lyon, France, working in Rwanda
- Matibabu Foundation Kenya (MFK) – Ugenya/Kisumu, Kenya
- Sophumelela Clinic Inc. (SCI) – East London, South Africa
- Traditional and Modern Health Practitioners Together Against AIDS and Other Diseases (THETA) – Kampala, Uganda
- Religions for Peace HQ (RFP) – New York City, NY, USA, working in Ethiopia with EIFDDA and in Tanzania with IRCPT
- St. Boniface Haiti Foundation – Randolph, MA, USA, working in Haiti

Round 3 Partners

- Christian Blind Mission HQ (CBM) – Greenville, SC, USA, working in Tanzania with CCBRT
- Curamericas – Raleigh, NC
- Medical Teams International HQ (MTI) – Tigard, OR, USA, working in Mozambique with Kuwangisana
- National Organization for Peer Educators (NOPE) – Nairobi, Kenya