

# I03 – Training package for social and green NGO leadership

Prepared by UPB



NGEnvironment

Foster European Active Citizenship and Sustainability  
Through Ecological Thinking by NGO's

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### Collaborating Organisation in the development team

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### Contributors

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### Change log

	Name	Date	Description
	Marc	12/04/2019	Development of the 1st draft of the document.
	Marc	03/05/2019	Deliver of the 1st draft of the document.



**NGEnvironment -  
Foster European Active Citizenship and Sustainability  
Through Ecological Thinking by NGOs**  
Project Nummer: 2018-1-DE02-KA204-005014  
IO3 – Training Package for social and green NGO leadership

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## 1. Introductory Hint

This information on the structure of IO3 and the ‘Training package for social and green NGO leadership’ are developed in the framework of the Erasmus+ project “Foster European Active Citizenship and Sustainability Through Ecological Thinking by NGOs [NGEnvironment]” (ref. no. 2018-1-DE02-KA204-005014). The project is financed by the European Commission under ERASMUS+ and it will be implemented by a consortium of 8 organisations from EU countries – Germany, Portugal, Greece, Malta, Ireland, Spain, Italy and Romania.

## 2. Aim of the Training package

The aim of the NGEEnvironment project is the quality development for NGOs. There is the need to train capable leaders able to express their willingness to engage in the issues and challenges they see around them. NGEEnvironment will train such leaders, helping to develop the skills needed to find creative solutions to local/regional problems, through associativism, recognising potential leadership and harnessing such qualities for the benefit of the environment and of others, through job creation, social inclusion and active citizenship, sharing benefits with all – as the true objective and building block of NGO democratic and open participation and of sustainability. The project will demonstrate, as intended by the European Commission, that green entrepreneurship is an effective means to boost employment and the efficient use of natural and social capital. There are different target groups within NGEEnvironment and the NGO staff members are one of those:

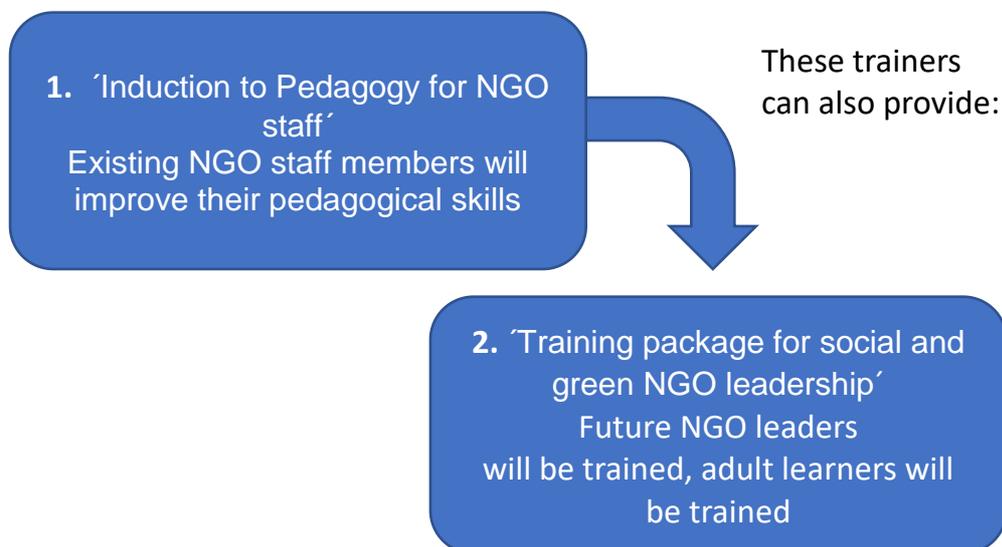
### Target groups of NGEEnvironment

- (1) adults citizens  
willing to become NGO leaders/entrepreneurs,
- (2) existing NGO staff  
who are to receive updated training in a  
perspective of lifelong learning,
- (3) existing NGO staff  
willing to share their expertise and to support the  
new leaders by participating in the immersion  
process.

In NGEnvironment the ‘Training package for social and green NGO leadership’ is crucial and the most important part of the project. It is the part of the NGEnvironment project which addresses the needs of directly the existing NGO staff as well as the adult learners mentioned as target groups before.

In addition to the induction programme designed in IO2, this training package of IO3 is one of two training packages, (a) the pedagogical one (IO2), and (b) this one to specifically train adult new NGO leaders fostering a set of basic competences (IO3).

Therefore, the training within IO2 can be used separately but it can also be the basis for courses in IO3.



**The training package of IO3 directly addresses these three target groups and its curricular structure will be presented in a blended learning scenario structure with face-to-face elements and online elements. The learning outcomes will be developed after the meeting in Spain when the partner provided feedback on the general structure of the curricular design of the training with its modules.**

This information on the training package provides the idea of the modules as well as deadlines. All partners will take part in the IO 3. Some partners are actively involved in the development process and some are focussing on feedback and translation into the partner languages.

The training package will be available in all partner languages. The modules will be provided on the NGEnvironment project website ([www.ngenvironment-project.eu](http://www.ngenvironment-project.eu)). Also the versions of this file will be available as PDF files for download.

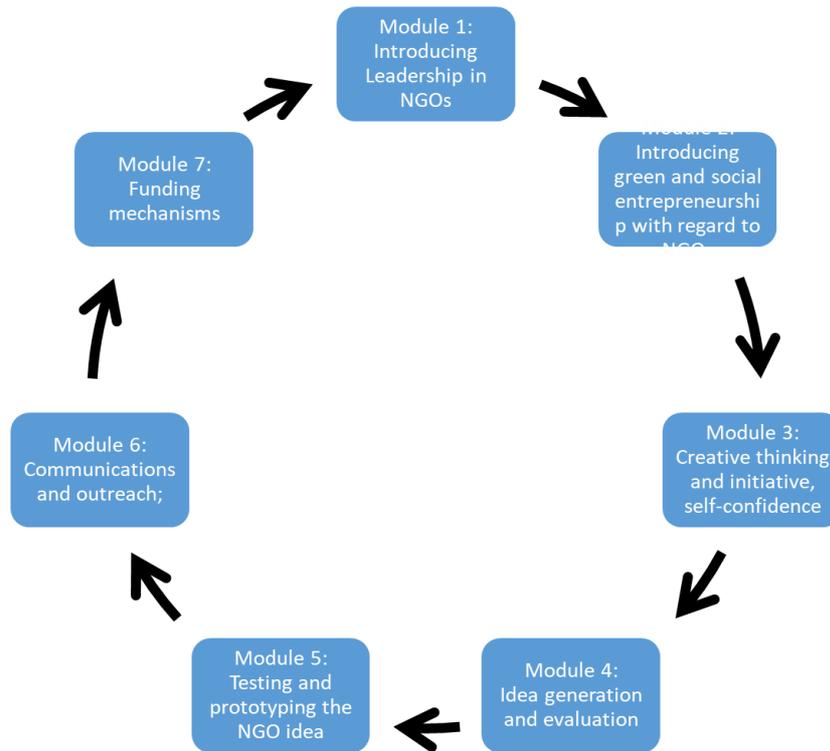
### 3. Introduction to the training package for social and green NGO leadership

In response to learning outcomes identified during the research phase University of Paderborn will lead the development of the new NGO leadership curriculum in close collaboration with Rightchallenge and Society for Environmental Education in Corinthia. All partners in the consortium will work to support their development work and validate the course content and incorporate end-user feedback. Once the final version of the courseware has been proof-read, edited and signed-off, all partners will translate it into their local language. All course materials will be accessible on the project's website.

The leadership-training course addresses specifically the development of management and entrepreneurial skills for the NGO sector. It will be developed to support the acquisition of key high-value competences necessary for the establishing of green and social civic action. The development of this new training course will require an 'ab initio' approach as there is little in terms of available coherent educational resources addressing leadership/entrepreneurship for the specific NGO target group in any of the partner countries.

It is accepted that considerable differences in civic perceptions, acceptance to NGO action, green and social opportunities and external supports for the development of associativism will exist in partner countries, therefore, the range of modules required to address the topic area will necessarily be comprehensive to ensure the training course has a practical value in all partner countries. The agreed learning outcomes outlined in the Summary Research Report will be the constant benchmark for partner work and this will allow partners to tailor content to suit local cultural and societal values. Demonstrating the flexibility of the proposed curriculum will also aid further transferability beyond the project consortium. The training course developed will specifically address the needs of NGO leaders/staff members in terms of appropriateness of learning environments, structure and relevance of learning content and accessibility of learning platforms – especially because this course will be inclusive to all kind of audiences, including disadvantaged groups.

The training course will include all the normal leadership and entrepreneurship development modules like; (1) Introducing leadership in NGOs; (2) Introducing green and social entrepreneurship in NGOs; (3) Creative thinking, initiative and self-confidence; (4) Idea generation and evaluation; (5) Testing and prototyping the NGO idea; (6) Communications and outreach; (7) Funding mechanisms.



The training course will have 5 days of face-to-face learning actions that will be complemented with the online resources available in the project’s website.

An additional element of the training course will be a one-week NGO immersion programme (O2) where the trainees will be placed in existing NGOs to develop a clear understanding of what is involved in running and managing an NGO. This immersion programme will be the first stage in a long term mentoring programme designed to support the new NGO leaders through the early stages of the foundation of their organisations.

The courseware and pedagogical instructions will be fully available in all partner’s languages, allowing any public or private body (including existing NGOs) to implement the training independently, training and capacitating NGO leaders throughout Europe and abroad. Attending to the lack of such resources, despite its urgent need, partners expect it will be highly appreciated and used.

By capacitating NGO leaders, NGEnvironment will contribute to improve/extend the supply of high quality learning opportunities tailored to the needs of low-qualified adults so they acquire literacy and entrepreneurship skills, with the recognition of such skills. Since NGOs boost public participation and may provide social integration mechanisms, NGOs have the power to give voice to citizens that are many times left aside in societal processes.

Used media within this IO3 are oral information in the courses, services, text files, Publications, Presentation of the modules on the internet and the videos/audios.

## 4. Suggested first deadlines concerning the construction of the Training package for social and green NGO leadership

In response to learning outcomes identified during the research phase University of Paderborn will lead the development of the new NGO leadership curriculum in close collaboration with Rightchallenge and Society for Environmental Education in Corinthia. All partners in the consortium will work to support their development work and validate the course content and incorporate end-user feedback. Once the final version of the courseware has been proof read, edited and signed-off, all partners will translate it into their local language. All course materials will be accessible on the project’s website.

A first draft of the structure of the curriculum will be presented on the second partner meeting in Santander Spain. The modular structure and the blended learning approach will be discussed there. The final courseware will be ready in English by month 13 and signed-off in the 3rd partners meeting. The course will be piloted and tested in month 13 in Italy and after final tuning and adjustments will be translated to all partners’ languages.

A minimum of 20 NGO new leaders or existing staff member will complete the course in each partner country.  
 Up to now, there is no shift in the working period on IO3:

**Start date: 01-11-2018**  
**End date: 31-01-2021**

The structure of the module is presented in the table below:

<b>O3: Training package for social and green NGO leadership</b>		
<i><b>What?</b></i>	<i><b>Who?</b></i>	<i><b>When?</b></i>
Basic information about the need for IO3 and the Induction programme	All partners	KO meeting
Preparing the structure of IO3	UPB in cooperation with the development partners Society for Environmental Education in Corinthia and Rightchallenge	31 <sup>th</sup> of April 2019

<b>O3: Training package for social and green NGO leadership</b>		
<b><i>What?</i></b>	<b><i>Who?</i></b>	<b><i>When?</i></b>
Discussion and Agreement on the structure of IO3	All partners	May 2019 - 2 <sup>nd</sup> NGEEnvironment meeting in Spain
Preparation of first publications	All partners	Until 31 <sup>st</sup> of October 2019
Draft module creation in English (devison of the seven modules see below)	UPB in cooperation with the development partners Society for Environmental Education in Corinthia and Rightchallenge	Until LTTA in October 2019
First iteration of English draft versions of the training package at the LTTA in Italy	All partner	October 2019
Creation of the English version: Module 1: Introducing leadership	UPB	Until 30 <sup>th</sup> of April 2020
Creation of the English version: Module 2: Introducing green and social entrepreneurship	Society for Environmental Education in Corinthia	Until 30 <sup>th</sup> of April 2020
Creation of the English version: Module 3: Creative thinking, initiative, self-confidence	Society for Environmental Education in Corinthia	Until 30 <sup>th</sup> of April 2020
Creation of the English version: Module 4: Idea generation and evaluation	UPB	Until 30 <sup>th</sup> of April 2020
Creation of the English version: Module 5: Testing and prototyping the NGO idea	UPB	Until 30 <sup>th</sup> of April 2020
Creation of the English version: Module 6: Communications and outreach	Rightchallenge	Until 30 <sup>th</sup> of April 2020
Creation of the English version: Module 7: Funding mechanisms	Rightchallenge	Until 30 <sup>th</sup> of April 2020
Translation in all partner languages	All partners	Until 31 <sup>st</sup> of August 2020

<b>O3: Training package for social and green NGO leadership</b>		
<i><b>What?</b></i>	<i><b>Who?</b></i>	<i><b>When?</b></i>
Preparation of second publications	All partners	Until 31 <sup>st</sup> of October 2020
Running the training package in the partner countries	All partners	June 2020 to November 2020
Evaluation of the training package in the partner countries	All partners	June 2020 to November 2020
Preparation of Evaluation Report	UPB	Until 31 <sup>st</sup> of December 2020
Preparation of third publications	All partners	Until 31 <sup>st</sup> of January 2021

The partners need to decide, who will work on which module. Even so, the date needs to be fixed. These topics will be discussed in the second meeting in Santander, Spain.

Furthermore, the final courseware will be ready in English by month 13 and signed-off in the 3rd partners meeting. The course will be piloted and tested in month 13 in Italy and after final tuning and adjustments will be translated to all partners' languages.



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