

**COUNTRY DIRECTOR**  
 Foreign offices managers training\*  
**October 2024 - May 2025**

\* the contents of this course integrate and complete the project management program (PMD) but do not replace it

<b>SUBJECTS</b>	<b>OURS</b>	<b>DATE</b>	<b>TIME</b>
<b>OPEN DAY COUNTRY DIRECTOR</b>	<b>1</b>		<b>18-19</b>
Opening meeting with all trainers and participants	1,5	23/10	16.00
<b>STRATEGY AND VISION</b>	<b>18</b>		
Identify the priorities in terms of impact you want to achieve.	3	23/10/2024	5pm-8pm
Update the mapping of stakeholders who in various capacities can contribute to the achievement of short, medium and long-term results.	3	30/10/2024	5pm-8pm
Detail the main changes in terms of medium and short term outcomes necessary to generate the desired impact.	3	06/11/2024	5pm-8pm
Identify priority outcomes for the next 3-4 years and structure them into an annual plan	3	13/11/2024	5pm-8pm
Define the quantitative and qualitative evaluation indicators of these outcomes.	3	20/11/2024	5pm-8pm
Define the guidelines for a monitoring and evaluation system for the results generated.	3	27/11/2024	5pm-8pm
Share and enrich strategic planning through discussions with key stakeholders external to the organization.			
<b>COUNTRY HR COORDINATION</b>	<b>18</b>		
<b>Human Resources</b>			
Assess the needs in human resources / consultancy and selection, ensuring the application of useful criteria for the country program with a view to complementarity of profiles and sustainability in terms of loads and resources with an inclusive and diverse approach.	3	04/12/2024	5pm-8pm
Knowledge of tools to organize activities in the country (organization chart, tasks and job descriptions, processes and procedures, etc.) and supervision of the correct application of internal procedures	3	11/12/2024	5pm-8pm
Manage human resources by assigning tasks and responsibilities and verifying the results achieved. Ensure that all figures under your direct responsibility are aware of their duties. Contribute to the staff evaluation process. Animate, support and promote the growth of capabilities and skills of the country team. Identity and belonging to the organization by the local team, team building techniques.	3	18/12/2024	5pm-8pm
<b>Value leadership</b>			
The differences between value leading and managing. Identify core values, principles and styles for effective leadership. Integrating values into decision-making and team management processes.	3	08/01/2025	5pm-8pm
Emotional intelligence etc and strategic thinking for leaders. Examining power relations. Understand what motivates you and your network and linking motivation to skill.	3	15/01/2025	5pm-8pm
Holding conversations that matter and the art of feedback. Conflict Resolution in diverse teams.	3	22/01/2025	5pm-8pm
<b>COUNTRY PROGRAM COORDINATION</b>	<b>18</b>		
Supervision and coordination of programs facilitating connections between projects, proposal writing, project and country budget elaboration, implementation and monitoring actions, supervising reporting processes and capitalizing and systematizing experiences in all the phases of project management.	3	29/01/2025	5pm-8pm
	3	05/02/2025	5pm-8pm
Build and maintain relationships of trust with local authorities, civil society and the private sector, institutional donors, diplomatic missions, the international community, the press and all other stakeholders. Analyze strengths, weaknesses, opportunities and risks with in-country partners and support mutual empowerment through transformative capacity building, etc.	3	12/02/2025	5pm-8pm
How to reduce the environmental impact of your activities in your offices and projects. Introduction to the environmental accounting of our work: measuring CO2 and zero greenhouse gas emissions, implementing actions to reduce them and compensate for the residual ones. Introduction to the circular economy: reduce consumption and prioritize sharing, borrowing, reusing, repairing, refurbishing and recycling existing materials and products.	3	19/02/2025	5pm-8pm
Introduction to the economy of rights: selecting suppliers, products and places of production paying attention to the social dimension.	3	26/02/2025	5pm-8pm
Elements of geopolitics and mechanisms for monitoring the geopolitical situation of the country. Assess, mitigate and manage risks in the country ensuring adequate security standards.	3	05/03/2025	5pm-8pm
<b>LEGAL AND TAXATION SYSTEMS</b>	<b>6</b>		

General and legal elements of non-profit organizations and individual legal responsibilities. Life cycle of an association in the local regulatory context of reference" Fiscal points of attention in the planning and management of a non-profit organization in compliance with Italian and local legislation.	3	12/3/25	5pm-8pm
Procedures and regulations relating to project management, offices, current accounts and personnel consistent with internal regulations, financiers' requirements and country legislation.	3	19/3/25	5pm-8pm
<b>ADVOCACY AND PUBLIC SPEAKING</b>	<b>12</b>		
Supporting local CSOs advocacy. What is advocacy and how to define an advocacy strategy by identifying objectives and targets, mobilize stakeholders, plan advocacy activities including campaign, participation in local strategic platforms, working groups, meetings, promoting the positioning of the institution and facilitate the advocacy activities of local partners through international networks (International Advocacy Channels, opportunities at different levels to support local civil society).	3	26/3/25	5pm-8pm
Speaking in different the contexts. Understanding and proactively dealing with the audience. To be aware and managing your mindset, fears, imagination, key messages	3	2/4/25	5pm-8pm
Managing your "standing" and 'poise' in general- nonverbal and paraverbal and transmitting authority and confidence	3	9/4/25	5pm-8pm
Managing the speech contents delivery (starting, developing, closing).	3	16/4/25	5pm-8pm
<b>APPLY AN INCLUSIVE, INTERCULTURAL AND DECOLONIZED APPROACH</b>	<b>18</b>		
<b>DECOLONIZE AID</b>			
Decolonize the knowledge: what is "decolonizing aid" and "decolonized approach" to partnership and cooperation, multiple voices, expertise from the global south, extended participation to strategic planning and priorities definition, internal training and external eye. Decolonize the language: inclusive language, language barriers, implicit discrimination verbal/non-verbal attitudes, "we-they", "local, beneficiaries", project-based terminology, self-definition, translation and use of vehicular languages. Decolonize the communication: external communication and representation of people/ issues, communication and fund-raising, multiple voices, representing the (internal) diversity.	3	23/4/25	5pm-8pm
Decolonize the alliances: selecting/ reinforcing partnership and alliances to decolonize aid, overcoming unbalanced relations, capacity building vs. dialogue, competition over funding... Decolonize the trend(s): external barriers and constraints (donors, policies), influencing the public debate, advocacy to change the rules...	3	30/4/25	5pm-8pm
<b>INTERCULTURAL APPROACH</b>			
Define culture and its various components (values, norms, communication styles, etc.) and the impact of culture on individuals and societies. Intercultural Competence (cultural empathy, communication skills, flexibility). Identify common barriers such as stereotypes, prejudice, and ethnocentrism. Discussion on how these barriers hinder effective cooperation. Building Intercultural Awareness encouraging reflection on how culture influences perceptions and behaviors.	3	7/5/25	5pm-8pm
Strategies for effective cross-cultural communication (active listening, asking clarifying questions, adapting communication style). Tips for navigating language barriers and non-verbal cues. How cultural differences influence decision-making processes and methods for making inclusive and culturally sensitive decisions in diverse settings. Case Studies and Role-Playing : (a) case studies or scenarios depicting intercultural cooperation challenges, (b) simulation dividing participants into groups for role-playing exercises to practice resolving conflicts and misunderstandings.	3	14/5/25	5pm-8pm
<b>INCLUSIVE APPROACH</b>			
Definition of diversity and inclusion. Benefits of DEI such as improved team performance, innovation, and employee satisfaction. Identify common barriers to DEI in project management, such as unconscious bias, lack of diverse representation, and ineffective communication. Explore techniques for recognizing and mitigating unconscious bias in project management processes, such as hiring, performance evaluation, and resource allocation.	3	21/5/25	5pm-8pm
Strategies for creating a diverse and inclusive work environment and to ensure DEI in project planning, execution, and resource allocation. Considering diverse needs and perspectives throughout the project lifecycle. Encourage the solicitation of feedback from team members and stakeholders to identify areas for improvement.	3	28/5/25	5pm-8pm
	<b>90</b>		