

COUNTRY DIRECTOR
 Country managers training*
2025

The Country Director represents the organization at the foreign headquarters and, depending on the organisation, supervises the different departments (programs and support). The course is designed as continuous training to strengthen the skills of project leaders who intend to take on greater responsibility in the field of cooperation initiatives or to provide professional updating to figures who already hold the role. The course is made up of as many modules as the main responsibilities that a Country Director faces in his/her work.

Training objectives:

- To be able to develop a country strategy coherent with the NGO vision
 - To coordinate the HR coordination
 - To coordinate the Country Program
- To ensure an inclusive, intercultural and decolonized approach
 - To ensure the respect of law and rules
 - To communicate and advocate effectively

Methodology

The methodology used in the course is aimed at strengthening theoretical knowledge and developing skills through lectures and exercises.

Access to the course requires previous experience in the role of country director/trie or at least 3 years as project manager.

A certificate of attendance is issued to anyone who participates live in at least 75% of the lessons while obtaining the certificate is issued to those who pass the exercises carried out in the individual modules.

The lessons are held in synchronous online mode via the Zoom platform. The lessons will be recorded and are shared with the other course materials.

SUBJECTS	HOURS	DATE	TIME	TRAINER
OPEN DAY COUNTRY DIRECTOR	1	24/2/25	18-19	
Opening meeting with all trainers and participants	0,5	10/03/2025	4pm-4:30pm	
STRATEGY AND VISION	18			
Identify the priorities in terms of impact you want to achieve.	3	10/03/2025	5pm-8pm	Mapping Change - Cecilia Rossi Romanelli
Update the mapping of stakeholders who can contribute to the achievement of short, medium and long-term results.	3	17/03/2025	5pm-8pm	
Detail the main changes in terms of medium and short term outcomes necessary to generate the desired impact.	3	24/03/2025	5pm-8pm	
Identify priority outcomes for the next 3-4 years and structure them into an annual plan	3	31/03/2025	5pm-8pm	
	3	07/04/2025	5pm-8pm	
	3	14/04/2025	5pm-8pm	
COUNTRY HR COORDINATION	18			
Human Resources				
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	28/04/2025	5pm-8pm	MSF - Silvia Fontana
Knowledge of tools to organize activities in the country (organization chart, tasks and job descriptions, processes and procedures, etc.) and supervision of internal procedures' correct application	3	05/05/2025	5pm-8pm	
Manage human resources by assigning tasks and responsibilities. Verify the achieved results. 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. Identify and belonging to the organization by the local team, team building techniques.	3	12/05/2025	5pm-8pm	
Value leadership				
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	19/05/2025	5pm-8pm	Social Change School - Marco Crescenzi
Emotional intelligence ethic and strategic thinking for leaders. Examining power relations. Understand what motivates you and your network and linking motivation to skill.	3	26/05/2025	5pm-8pm	
Holding conversations that matter and the art of feedback. Conflict Resolution in diverse teams.	3	09/06/2025	5pm-8pm	
COUNTRY PROGRAM COORDINATION	18			
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	16/06/2025	5pm-8pm	COSPE - Varius
	3	23/06/2025	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	30/06/2025	5pm-8pm	
Introduction to the economy of rights: selecting suppliers, products and places of	3	07/07/2025	5pm-8pm	

production paying attention to the social dimension.	3		14/07/2025	5pm-8pm	Rete Clima - Giacomo Magatti
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		21/07/2025	5pm-8pm	Think Global - Claudio Gatti
LEGAL AND TAXATION SYSTEMS	6				
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		8/9/25	5pm-8pm	
Procedures and regulations relating to project management, offices, current accounts and personnel consistent with internal regulations, financiers' requirements and country legislation.	3		15/9/25	5pm-8pm	COSPE - Chiara Pirola
ADVOCACY AND PUBLIC SPEAKING	12				
Advocacy: Supporting national CSOs advocacy and leverage grassroots and marginalised voices. What is strategic advocacy and how to define an advocacy strategy by identifying transformative objectives of changes, power dynamics and targets, mobilize stakeholders, plan advocacy activities including campaign, participation in strategic platforms, working groups, meetings. The role of an INGO and how to position the institution while facilitating the direct protagonism of local partners through international networks (International Advocacy Channels, opportunities at different levels to support local civil society).	3		22/9/25	5pm-8pm	Clasco - Varius
Public speaking: Speaking in different contexts. Understanding and proactively dealing with the audience. To be aware and managing your mindset, fears, imagination, key messages	3		29/9/25	5pm-8pm	
Managing your "standing" and 'poise' controlling nonverbal and paraverbal communication and transmitting authority and confidence	3		6/10/25	5pm-8pm	Social Change School - Marco Crescenzi
Managing the speech contents delivery (starting, developing, closing).	3		13/10/25	5pm-8pm	
APPLY AN INCLUSIVE, INTERCULTURAL AND DECOLONIZED APPROACH	18				
DECOLONIZE AID					
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		20/10/25	5pm-8pm	Clasco - Varius
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		27/10/25	5pm-8pm	Clasco - Varius
INTERCULTURAL APPROACH					
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		3/11/25	5pm-8pm	Reading University - Federico Faloppa
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		10/11/25	5pm-8pm	Reading University - Federico Faloppa
INCLUSIVE APPROACH					
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		17/11/25	5pm-8pm	COSPE - Azeb
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		24/11/25	5pm-8pm	COSPE - Azeb
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