



GOVERNANCE & LEADERSHIP

TRAINING PROGRAMME ● ● ● ● ●

TRAINING DESCRIPTION

Coop Governance Programme





TRAINING PROGRAMME

COURSE NAME

Cooperative Governance Programme

DURATION

4 days + follow-up day after 6 months

FOR WHOM

- Board of Directors and Supervisory Board
- Managers



Cooperative business development & farmer entrepreneurship Advice – Training - Exchange

Agriterra professionalises ambitious farmer cooperatives and organisations worldwide. Cooperative expertise and peer-to-peer advice from the Dutch agri- & food top sector are key principles; advice, training and exchange are the key methodologies.

Agriterra developed a range of practical training products for cooperatives and agricultural organisations in emerging economies.

COOPERATIVE GOVERNANCE PROGRAMME

Objective

Governance is the heart and motor of cooperatives. Professional and well performing cooperatives are governed by bodies formed by farmer leaders who have strong capacities and skills, know their roles and responsibilities and – equally important – know the limitations of their duties as well.

This training plan is designed to strengthen an organisation's governance practice and build the skills and capacities of those individuals involved so they can:

- understand the governance structure and role and responsibilities of each governing body within the cooperative
- reflect and adapt the cycle of recruitment, development and retirement of members of the board and supervisory board
- adopt governance systems suitable for running the organisation
- promote transparency and good governance within the cooperative

Participants will gain more knowledge and insights on good governance within their own cooperative.

Who is this programme for?

This training is directed at the farmer leaders of agricultural cooperatives with a high level of responsibility within the organisation.

Specifically, this programme is designed for:

- Members of the board of directors and supervisory board who want to increase their knowledge and skills in governing their cooperative. As the board of directors works in close collaboration with the manager, he/she is also invited.
- This course is for members of the board of directors and supervisory board, and managers to reflect on their roles and responsibilities and collaboration among each other in order to improve the governance of the cooperative.



Selection of participants

The selection of attendees for any training course is essential for its success. Therefore, to obtain the best results from these sessions, the cooperatives invited to the training course should keep in mind the following criteria when proposing the course to their members:

- Select those members who have (or may hold in the near future) a post of responsibility.
- There should be a mid to long-term commitment between these members and their organisations. Selecting those elected members who have just begun or are only halfway through their term is best.
- Try to respect a gender balance by promoting a balanced male-female representation. This contributes to a strong peer organisation for future decision-making. Also try to involve young members if possible.

Three cooperatives will be invited to participate. Per cooperative, four board members, a supervisory board member and a manager will be invited to participate.

Training Content

The main components of the training are:

- The "what, why, and who" of cooperative governance
- Pillars of good governance; fundamentals of good governance
- Practical example of governance structures and roles and responsibilities of each governing body
- Division of tasks and responsibilities of Board of Directors and the manager
- Human resource component of governance; recruitment, development and retirement of members of the Board and Supervisory Board
- Youth involvement and gender balance in governance
- Case Study and interview
- Strengthen the Board of Directors and Supervisory Board

Governance Health Check

The training includes a "Governance Health Check". The purpose of including this health check in the training programme is to help organisation's representatives to reflect on the situation together (and also compare with the practice of other organisations) and share their knowledge and experience once they return to their own cooperatives. This will facilitate change and improvement, given that the participants initiate an assessment process of the organisation's governance using this health check as a tool.

The health check has six sections, corresponding to the content of the training programme. During the programme, participants will join together with the fellow colleagues of their cooperatives and will review and discuss their governance practice.

Based on the health check, members will join together and elaborate a plan of approach to tackle the identified weaknesses. All participants will have the support of an Agriterra representative who will facilitate the process.



Training Results

After the completion of the programme:

DO:

- Participants feel free to communicate in an open way and are willing to share both good practices as well as main challenges.
- Participants can share dilemmas and provide feedback during an intervision session.

KNOW:

- The fundamentals of good governance are clear.
- Participants know and understand the different cooperative board models.
- The role of the board member is clear.
- The role of the supervisory board member is conceivable.
- The role of the general manager is explicit.
- The basic rules of member commitment are clear.
- The code of conduct is explained.
- Criteria for good teamwork
- Aspects of recruitment: competences, knowledge, skills, experience

UNDERSTAND:

- Participants define their own governance challenges.
- Participants agree and understand the right collaboration between general manager and chairman.
- Importance and practice of succession planning and a retirement scheme
- Importance of youth involvement

Training methodology

The training methodology is very practical, calls for everyone's participation and quite often, is very fun! It is based on real questions, in line with the reality of the participants. This qualifies them to apply proven techniques instead of just theoretically talk about them. The Agripool expert is key in peer-to-peer exchange.

Training is carried out in small groups so that the individual needs of all participants are met. Various learning methods are used to stimulate interest and to grasp the different learning styles of the participants, including illustrated presentations, group exercises and debates, practical case studies and practical problem solving activities. Training is backed by lots of material that participants can take with them and use after the course, including the detailed course manual.

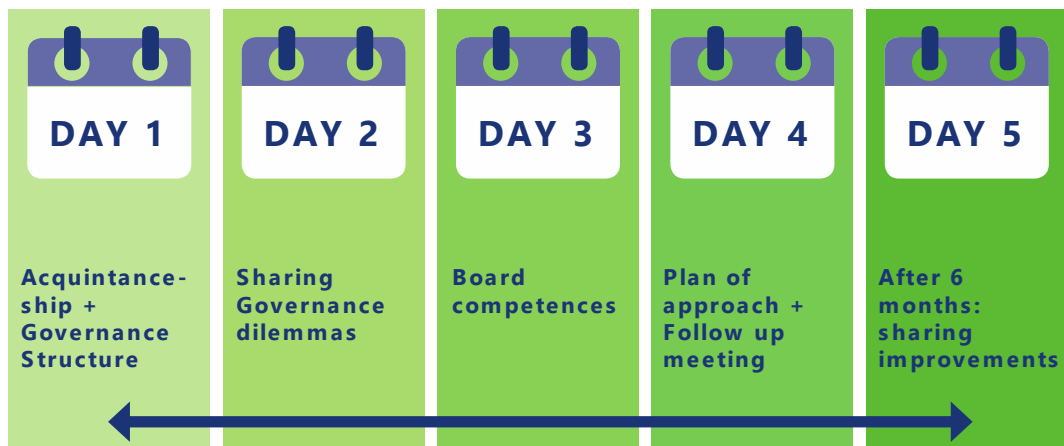
Each cooperative will complete the Governance Health Check, an instrument developed by Agriterra to indicate the status of governance in a cooperative. During the last day, a plan of approach will be drafted and presented. Six months after the program, the participating cooperatives will come back for a follow-up day. They will bring their complete Board and give a presentation to the other participants of the progress made in the field of governance.



The facilitators

All Agriterra's trainings are conducted by high qualified professional trainers that have been introduced to our very specific methodology through a very solid process of induction. We believe that our trainings should be delivered in the spoken language of the participants, that is why we have invested in a wide number of local trainers that can use the common language and jargon of their own organisations. Our motivation and knowledge of our clients make our team a powerful solution to the specific needs that any farmer's organisation could face in terms of governance. And we all share the same conviction: good governance transparency, trust and loyalty are the best choice for sustainable business!

Programme overview



DAY 1

SESSION TOPICS

1. Board Model

2. Roles and Responsibilities:

- Board members
- Supervisory board member
- General manager

3. Division between governing bodies and business activities



DAY 2

SESSION TOPICS

1. Retirement scheme - succession planning
- 2.
3. Implementing strategic plan
4. Member involvement – communication with the members
5. Youth involvement

DAY 3

SESSION TOPICS

1. Team functioning in the board (movie + statements)
2. Recruitment: competences/knowledge/skills
3. Profiles
4. Governance Resource Management – development: flow in/through/out
5. Youth involvement

DAY 4

SESSION TOPICS

1. Plan of approach
2. Follow up meeting
3. Support to achieve results plan of approach