

This section is a public document. It contains background about the objectives, use and target group of the governance guidelines

GUIDELINES OBJECTIVES

The objective is to create a practical governance framework with guidelines that regulate as much as necessary but as little as possible. The intention is not to make processes more complicated or overly formal, but to make governance more systematic, more explicit and more transparent.

The aim of the ENPHE governance guidelines is to ensure that the structures, responsibilities and functions of boards, committees, working groups and operational management recognize the expectations of its members. This includes to tune the network's strategic and operational set-up towards an effective running and transparent decision-making.

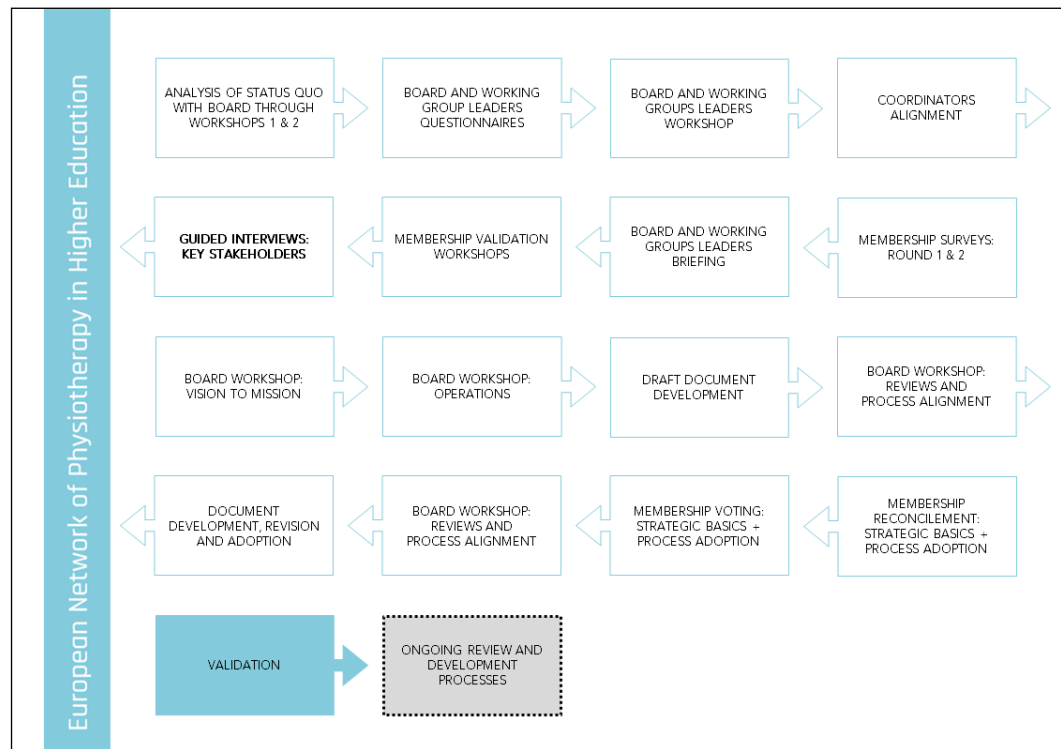
ADDED VALUE

By applying this principled governance framework, ENPHE will be well grounded in relation to the needs and wants of its member organisations, and capable of facing the network's changing environments.

The guidelines shall provide more clarity in terms of mutual expectations, better coordinated appearance to the outside, more efficient implementation of strategies into concrete action, easier transfer of tasks for example after a change of board members, and more continuity and dynamics in periods between meetings and events.

DEVELOPMENT PROCESS

The ENPHE governance guidelines are the result of a transparent and participative process supported by an external consultancy between 2018 and 2020. The holistic development included workshops, surveys and dialogue with the board, committees, working group leaders and full membership.



TARGET GROUP

The guidelines have both inward-looking and outward-looking function.

They are primarily prepared for ENPHE board members and others with key governance roles in the network. The guidelines assist them to implement a transparent governance operating model. It provides guidance to ENPHE committee and working group members, and staff to follow the board’s decision-making. It allows the ENPHE membership to comprehend, if and how their mandate is implemented strategically and operationally.

In its outward-looking function, the manual also addresses partners and other stakeholders of ENPHE in order to make the purpose, the objectives and the activities of the network comprehensible and transparent.

However, this does not mean that all parts of the governance package must be available for everyone. Therefore, each section is clearly marked whether it is an internal or public document.

The guidelines are prepared in thematic chapters. Each chapter contains a short introduction so that the reasoning can be understood. Then a short description of the agreed status quo is provided. The folder system allows to easily distribute and update all information.

As a credible driver of value-based educational developments in the field, ENPHE may seek to have own holistic good governance systems in place to be credible. Such a more formal and in-depth system would focus on the integrity of ENPHE. However, the present guidelines do not constitute such a formal good governance system.

These guidelines are tailored towards the specific needs and set-up of ENPHE. They focus on being practical, useful, feasible, transparent, and accepted by all members. However, governance is always work in progress.

Changes in the membership, the environment or unexpected challenges will confront the network. But also concepts of good practice change over time. This means that no governance guidelines are universal prescriptions and these guidelines cannot be set into stone forever.

Constant revision and improvement of these guidelines is mandatory for a successful governance of ENPHE. The single sections of the governance guidelines need to be regularly updated by the ENPHE Board. Depending on the chapter, this is recommended at least on a yearly to bi-yearly basis.



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