

The governance approach is an internal document for the ENPHE governing board and membership. It outlines the greater process which ensures that the network complies with own given governance principles, and it applies processes leading towards action.

BACKGROUND

There is no universally agreed definition of governance as it highly refers to the specific internal and external circumstances a network is facing. In principle, governance is understood as a management process which ensures that a network complies with given requirements. It sets strategic direction, outlines operational priorities and policies, and monitors and evaluates network performance.

With it, there is no single governance approach that can fit all networks, as every network is different. Instead, every network needs to develop their own, specific governance approach that should be based on proven, sound and simple principles and a clear operational and regulatory framework.

FRAMEWORK

The following figure describes the ENPHE governance model. It links individual building blocks which – taken together – make up ENPHE's specific governance framework.



The governance model describes a multi-layered bottom-up process leading towards action. ENPHE's values and principles form the foundation and build the framework. Based on the values and principles, the mission and vision for the network have derived. They lead into key strategies.

In order to translate overarching objectives into concerted action a four-year strategy and annual action plans are developed and executed. Considering ENPHE's limited human and financial resources, and the voluntary character of its committee structures, prioritization is important when implementing them.

As a key principle ENPHE follows-up on its strategies and action plans to evaluate what has been achieved. With an annual activity report, the network holds itself accountable for setting realistic objectives and following up on them.

Finally, our statutes and operational guidelines concerning structures and processes provide a stable regulatory and operational bracket around ENPHE's content driven agenda and activities.

PRINCIPLES

The governance model identifies the individual building blocks of ENPHE'S governance approach and brings them into an order. It describes "what" is involved in the governance approach. The following principles describe "how" ENPHE approaches things and "how" the executive board foresees to govern the network in practice.

GOOD GOVERNANCE: Acting on behalf of ENPHE means to fully adhere to the generally accepted principles of Transparency, Accountability, Democracy, Integrity and Ethical Behaviour. ENPHE's work is based on trust and transparency related to objectives, processes and the use of resources.

DEDICATION AND OPENESS: The governance of ENPHE is built around the principle of a dedicated leadership that is fed by active contribution. Acting on behalf of ENPHE means to act honestly, in good faith and in the best interests of ENPHE and its members, in order to support the network in fulfilling its mission and discharging its accountabilities. This implies openness from all stakeholders.

SIMPLICITY AND FLEXIBILITY: As a network with limited resources, ENPHE strives to keep things simple. It regulates and structures its collaboration framework to a certain degree in order to effectively reach its objectives. However, it tries to handle collaboration as simple and hands on as possible. This includes to ensure that ENPHE structures and

processes are flexible so that they can be adapted to accommodate change and be kept up to date.

COMMITMENT: As a network ENPHE is aware of the danger that day-to-day business frequently demands postponing important but less mandatory network activities. Thus, a focus on pursuing the network activities from start to finish line is foreseen. If necessary, the scope of the ENPHE cooperation will be adapted (limited) to an extent so that the voluntary board and members can complete the activities that were started under the given resources.



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