

# Facilitator's Guide

## Online Courses & Vignette Series



MAY 2023

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ONLY

The YALI Network Online Courses are organized in 5 major subject categories:

- ▶ Business and Entrepreneurship
- ▶ Civic Leadership
- ▶ Leadership
- ▶ Public Management
- ▶ Policy

\* Available in French  
 + Available in Portuguese  
 ^ Available in Spanish (offline and YouTube only)  
 Ω Available in Arabic (offline only)

There are a total of 31 courses and 6 vignette series. Each includes multiple lessons.

- ▶ **Business and Entrepreneurship (8 courses) \*+**
  - Course: Agripreneurship: A Path to the Future
  - Course: Fundamentals of Starting and Running a Business
  - Course: Fundamentals of Business Expansion
  - Course: Fundamentals of Responsible Leadership for Entrepreneurs
  - Course: Smart Entrepreneurship: Next Steps in Expanding Your Enterprise
  - Course: Fundamentals of Personal Money Management
  - Course: Digital Marketing for Entrepreneurs ^
  - Course: The Resilient Entrepreneur (*English only*)
- ▶ **Public Management (2 courses) \***
  - Course: Basics of Public-Private Partnerships
  - Course: Strengthening Public Sector Service
- ▶ **Civic Leadership (4 courses) \*+**
  - Course: Effective Communication for Healthy Outcomes
  - Course: Creating and Maintaining Social Enterprises
  - Course: Community Organizing for Action
  - Course: Community Journalism: Basic Principles for Effective Storytelling ^
- ▶ **Leadership (6 courses) \*+**
  - Course: Fundamentals of Grant Writing
  - Course: Responsible Leadership on Transparency & Good Governance
  - Course: Management Strategies for People and Resources
  - Course: Strategies for Personal Growth and Development
  - Course: Workforce Collaboration and Development
  - Course: Developing, Mentoring and Supporting Youth Leadership
- ▶ **Policy (9 courses) \*+**
  - Course: Understanding Climate Change
  - Course: Understanding Elections and Civic Responsibility
  - Course: Understanding the Rights of Women and Girls Ω
  - Course: Advancing the Role of Women in Politics, Peace and Security, and Economic Institutions ^
  - Course: Understanding Human Rights
  - Course: Understanding Renewable Energy
  - Course: The Climate Crisis: Addressing Five Key Areas for Change ^
  - Course: Understanding and Countering Disinformation ^
  - Course: The Legal Barriers to Women's Rights and Opportunities (*English only*)
  - Course: Fundamentals of Climate-Smart Entrepreneurship (*English only*)

- ▶ Mandela Washington Fellowship Institute Courses (3 courses) \*+
  - Course: Fundraising Concepts
  - Course: Design Driven Entrepreneurship
  - Course: Servant Leadership – The Deciding Difference
- ▶ Vignette Series (6 series) \*+
  - What is Gender-Based Violence?
  - Joy of Volunteering
  - Perfecting Your Pitch
  - What's the Harm?
  - Stop Reflect Verify
  - EQ - Emotional Intelligence

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## ENTREPRENEURSHIP

### Course: Agripreneurship: A Path to the Future

This three-part course provides essential information on building a successful agricultural entrepreneurship. Highlighting the importance of agriculture to security, nutrition, employment and cultivating valuable agribusiness relationships are the key points covered.

#### Lessons:

##### *Agriculture and Entrepreneurship: Creating a Way Forward*

Learn what agriculture is and why it matters, what it means to have food security, and how young professionals can contribute to the development of an advanced agricultural economy.

Instructor: Keegan Kautzky

##### *Finding Opportunities Along the Agricultural Value Chain*

Take an in-depth look at the agricultural value chain. Understand the full range of functions along the value chain, opportunities for professionals within the value chain, and new ways technology is being used to add value to agricultural entrepreneurship.

Instructor: Rahama Wright

##### *Investing in Agriculture*

Learn how to turn your agricultural idea into a business. Understand where to invest your money, how to cultivate a business relationship, and find success in agricultural entrepreneurship.

Instructor: Anthony Ayebare

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### Course: Fundamentals of Starting and Running a Business

This course explains critical aspects of entrepreneurship, from the process of developing a business, to how to identify and expand in the marketplace, and how to pitch to new investors.

#### Lessons:

##### *Developing a Business Model*

Learn how to develop business models that include a description of the target customer, an outline of an identified problem and an explanation of how a product or service will solve that problem.

Instructor: Evan Burfield

##### *Creating a Business Plan*

Composing a business plan is the first and most important step in launching a business. This lesson highlights the key elements of a business plan that will attract the right investors and help you recruit the right team.

Instructor: Claude Grunitzky

##### *Identifying Your Markets*

To develop a successful product, entrepreneurs need to examine the market in which they want to operate. They also must be able to identify their potential



customers and their personal strengths and weaknesses, then structure their business accordingly.

Instructor: Claude Grunitzky

#### *Pitching Your Business Ideas for Investment*

Most entrepreneurs will require funders who are willing to put financial resources toward an idea. This lesson will introduce some of the best practices for developing your pitch to potential investors.

Instructor: Claude Grunitzky

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### Course: Fundamentals of Business Expansion

Growth is one of the biggest challenges for most businesses. Learn how to raise capital and realize growth by using your business model to assess new markets and potential dates for expansion.

#### Lessons:

##### *Raising Capital*

The type of capital you need and where you get it depends on the type of business you run and the market you operate in. Learn about different types of capital and when to seek it.

Instructor: Evan Burfield

##### *Growing Your Business*

To grow your business, it is crucial to find the right product for the right market. This video will teach you the best ways to find, keep and grow a customer base.

Instructor: Evan Burfield

##### *Growing Your Startup*

Smart growth is the key to a successful business. This lesson will help you to identify the right time to expand a business and find new capital markets.

Instructor: Saran Kaba Jones

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### Course: Fundamentals of Responsible Leadership for Entrepreneurs

Responsible business practices and business ethics are inseparable from good leadership and success on the entrepreneurial journey. This three-part course provides guidelines that entrepreneurs can follow to maintain transparency and good governance in their operations and successfully deal with complex ethical situations.

#### Lessons:

##### *Basic Principles of Ethical Business Leadership*

Understand the two standard theories of ethics for businesses and entrepreneurs, examine why behaving in an ethical manner is necessary for leadership, and review questions entrepreneurs should ask themselves when developing an ethical philosophy.

Instructor: Dr. Siri Terjesen

##### *Framework for Ethical Team Building*

Examine how entrepreneurs should approach team building and personnel management to recognize and avoid conscious and unconscious biases, learn

why discrimination and nepotism can lead to failure, and understand the importance of diversity and inclusion in building a successful enterprise.  
Instructor: Nuria Diallo Padro

*Avoiding Pitfalls and Managing Your Business Ethically*

Learn how entrepreneurs can ethically guide their businesses to better manage risk, how they can make values-based decisions that will serve their customers, partners, and investors, and review best practices that will help avoid pitfalls that can result in devastating consequences for businesses, employees, and communities.

Instructor: Dante Disparte

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Course: Smart Entrepreneurship: Next Steps in Expanding Your Enterprise

This course focuses on key challenges facing those transitioning from startup to successful entrepreneurs. The three-part course will provide practical advice for growing a business, including formalizing your business and creating sustainable practices, creating and managing products with value, and marketing tools, tactics, and best practices.

Lessons:

*Growing and Thriving as an Entrepreneur*

Work through the initial stages of business start-up and development and begin planning for growth, including formalizing business structures and understanding financing, failure, and sustainability.

Instructor: Samira Cook-Gaines

*Managing Your Products and Services Along the Value Chain*

Understanding the value chain and how to maximize activities that allow companies to gain a competitive advantage.

Instructor: Natalia Olson-Urtecho

*Marketing Your Business*

Understanding the tools, tactics, and technologies available to market products and services to maximize your reach and attract and keep customers.

Instructor: Samira Cook-Gaines

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Course: Fundamentals of Personal Money Management

The ability to efficiently and effectively manage your finances and investments by making smart decisions is key to personal and entrepreneurial success. This three-part course is designed to introduce basic money management knowledge to achieve financial goals. It will identify and explain different aspects related to income, savings, investments, credit, debt, and risk management. It will also examine patterns and behaviors regarding money management and how those perceptions influence financial decisions.

Lessons:

*Budgeting for Your Future*

Examine the six basic money management concepts, identify and avoid behaviors or decisions that will adversely affect your financial well-being, explain how smart money management decisions will help grow your personal wealth and economic security.

Instructor: Yulianna Charris

*Investing, Credit, and Debt Management*

Explore the principles of investing, from interest rates to different types of investment vehicles. Understand the importance of credit and debt management, and learn the importance of making disciplined choices in order to better manage your money.

Instructor: Theophilus N.A. Tagoe

*Making SMART Money Choices*

Put your money management knowledge and skills into action by investigating what factors influence how you think about money. Learn how to set SMART goals for money management, and examine six different strategies to modify behaviors in order to reach financial goals.

Instructor: Mike Poulin

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Course: Digital Marketing for Entrepreneurs

This three-part course will discuss practical ways entrepreneurs can develop and maximize marketing for their online businesses. It will cover such topics as personal branding, best practices for website design, keys to developing a digital marketing strategy, and ways to maximize online marketing using available tools like social media and search engines.

Lessons:

*Creating Your Online Brand*

In this lesson, learn to understand the key differences between traditional marketing and online marketing, the key components of personal branding, and why creating a personal brand is important for entrepreneurs.

Instructor: Christopher Gray

*Developing a Digital Marketing Strategy*

Learn how to find and target your ideal customers online and convert them into buyers using a variety of digital marketing strategies, along with what to do and not do when building the right digital marketing strategy for your business.

Instructor: Christopher Gray

*Maximizing Your Digital Marketing*

This lesson looks at how entrepreneurs can maximize their digital marketing strategy using tools and tactics like social media and search engines.

Instructor: Christopher Gray

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Course: The Resilient Entrepreneur: Planning, Adapting and Persevering

In this course, we are going to discuss what it means to be a resilient entrepreneur and how you can initiate processes to identify potential hazards and threats and then plan, adapt and persevere. We will look at ways that entrepreneurs can plan for and manage their businesses through crises and downturns. We'll also look at strategies and best practices for business survival during times of personal, economic, political and other disruptions.

### Lessons:

#### *Planning for Resilience*

We study the importance of planning ahead for any potential adverse effects on your business, including building strong, ethical relationships with partners and customers.

Instructor: Deana Neely

#### *Adapting for Sustainability*

This lesson looks at keys to adapting your personal mindset and business, and how adaptation is vital to building a sustainable business model. We will also review tips for providing excellent customer service in order to create a loyal customer base.

Instructor: Deana Neely

#### *Persevering Through Challenges*

We look at some best practices for how young entrepreneurs can survive economic, political and environmental crises that can put their businesses at risk.

Instructor: Angelique Sina

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## PUBLIC MANAGEMENT

### Course: Basics of Public-Private Partnerships

Public-private partnerships are often the most effective and efficient means to resolving major societal challenges that are too big for one entity alone. Learn how to initiate, implement and evaluate a public-private partnership.

### Lessons:

#### *Initiating a Public-Private Partnership*

Public-private partnerships borrow the best attributes of each sector. Learn more about the advantages of a public-private partnership and how to initiate one.

Instructor: Dr. Eric Bing

#### *Implementing a Public-Private Partnership*

Public-private partnerships can accomplish much more together than could one organization alone. To maximize impact, learn how to implement a partnership with clarity, accountability, focus and strong leadership.

Instructor: Dr. Eric Bing

#### *Evaluating a Public-Private Partnership*

To ensure a successful public-private partnership, evaluations must have a clear logic model, goals, and measures, and must be closely monitored to ensure the desired outputs and impacts are achieved. Learn about these important features and how to evaluate a public-private partnership.

Instructor: Dr. Eric Bing

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### Course: Strengthening Public Sector Service

Becoming a strong and effective public servant is not easy. This course will discuss ways to uphold transparency and objectivity while being adept at communicating with the public.

### Lessons:

#### *Establishing Professional Ethics in Government*

An ethical public servant is committed to transparency and objectivity. This lesson examines a few ways elected officials and civil servants can work to avoid situations that can lead to ethical lapses.

Instructor: Allison Silberberg

#### *Becoming an Effective Public Servant*

After being elected to public office, how does one ensure that the needs of the community are being met? This video provides advice from Allison Silberberg, former mayor and vice mayor of the city of Alexandria, Virginia.

Instructor: Allison Silberberg

#### *Communicating with the Public*

This lesson examines the tools needed for elected officials and public servants to establish accurate, efficient, responsive and varied channels of communication with the citizens they serve.

Instructor: Allison Silberberg

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## CIVIC LEADERSHIP

### Course: Effective Communication for Healthy Outcomes

Effective communication is vital to the public's understanding of health care in their communities. *Effective Communication for Healthy Outcomes* is a three-part course on the importance of identifying and consuming credible health information, the responsibilities of citizens, government and civil society to provide consistent and accurate information about critical health topics, and step-by-step instructions that YALI Network members can take to develop and implement a health communications awareness campaign in their communities.

### Lessons:

#### *Global Health Security and You*

Understand the global health security agenda and ways to improve the efficiency of health care through improvements in data and communication infrastructure.

Instructor: Dr. Khadidiatou Ndiaye

#### *Health Communications: The Message, The Messenger, & The Audience*

Analyzing the importance of which health message is being delivered, who delivers the health message, and whether the message is being delivered in a way that is simple enough for an audience to understand.

Instructor: Dr. Austin Demby

#### *Building a Public Health Communication Campaign*

Follow these step-by-step instructions for designing a public health campaign, from the research that goes into starting a health communications campaign, to the implementation of the campaign, and ultimately to reflection on whether the campaign was a success.

Instructor: Dr. Edmund Rutta



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**Course: Creating and Maintaining Social Enterprises**

This course examines key aspects in developing nongovernmental organizations (NGOs) including the importance of partnerships with the private sector and government, how to determine if a social enterprise identifies and meets the needs of the community, and how to effectively advocate for youth.

**Lessons:*****Creating Your NGO's Strategic Plan***

A strategic plan provides a road map for your organization's future by ensuring that you have a clear mission, vision and goals. Learn about how you can create and implement an effective strategic plan.

Instructor: Hilary Binder-Aviles

***Creating Partnerships***

Nongovernmental organizations cannot achieve their vision alone. They must partner with other NGOs, the private sector and government to reach their goals. Learn how partnerships facilitate relationship building, coordination and collaborations on projects.

Instructor: Hilary Binder-Aviles

***Managing and Evaluating Projects***

Work plans, operating procedures and evaluation plans are integral parts of good project management. Learn about these tools and how to create and use them.

Instructor: Hilary Binder-Aviles

***Advocating for Youth***

What makes for a practical and realistic response to challenges that today's youth face? Learn how to identify these challenges, engage the relevant stakeholders and galvanize people to act.

Instructor: Omékongo Dibinga

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**Course: Community Organizing for Action**

Grassroots campaigns and volunteers are essential to the success of most nongovernmental organizations involved in community development. Learn how to inspire and engage volunteers to be proactive in their communities and organize grassroots campaigns.

**Lessons:*****Attracting and Motivating Volunteers***

A strong body of volunteers can make the difference between success and failure. Learn how to recruit and retain volunteers who are committed to your organization's mission.

Instructor: Jeff Franco

***Inspiring Community Participation***

This lesson demonstrates how to inspire citizens to take positive actions on their collective behalf and maintain their involvement for the long term.

Instructor: Jeff Franco



### *Engaging Your Community*

Community engagement is about involving the people you serve as beneficiaries and as partners in your mission. Learn about ways to foster community engagement.

Instructor: Hilary Binder-Aviles

### *Creating a Successful Grassroots Campaign*

This lesson provides step-by-step recommendations for building a realistic and achievable movement for change by implementing grassroots campaigns, identifying tasks and delegating responsibility.

Instructor: Omékongo Dibinga

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## Course: Community Journalism: Basic Principles for Effective Storytelling

This course identifies the principles of journalism and how to ethically and effectively share stories and information with your community. The course will look at how to responsibly gather information from reliable sources, how to ethically collect and disseminate information, what tools are available to community journalists, and what the best practices are when telling stories that are pertinent to your community.

### Lessons:

#### *The Principles of Journalism*

This lesson examines how to responsibly gather information, how to cultivate and manage reliable sources of information, and how to act ethically in collecting and disseminating information.

#### *Creating Your Stories*

This lesson explains the differences between telling stories and sharing information. It also examines the ways that traditional news stories and community stories differ, as well as the best practices for telling stories that matter to your community.

#### *Sharing Your Stories*

This lesson discusses the four tools or technologies that are available to community journalists and how each can be used to effectively tell your stories.

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## LEADERSHIP

### Course: Fundamentals of Grant Writing

This course reviews the basic steps in drafting a grant proposal for funding, including planning, researching and writing a grant as well as best practices for following up with potential funders. The course outlines the different types of funders, what a grant seeker should consider when developing a project idea and how it could be funded, understanding how a proposal will be reviewed and the financial concerns of funders, what typical elements are included in a grant proposal, and managing the relationship with a funder, whether the proposal was successful or rejected.

### Lessons:

*Planning to Write Your Grant Proposal* — Learn about the different types of funders to approach for grants and the differences between operational support and program or project support.

Instructor: Jasmine McGinnis Johnson

*Researching Your Grant Proposal* — Learn how to research and identify the right funder for your project, why it's important to research and follow a funder's application guidelines, and ways to make your proposal stand out from the rest.

Instructor: Jasmine McGinnis Johnson

*Writing a Grant Proposal* — Examine the key elements that make up a grant proposal, including the narrative or project description, statement of need, organizational overview, budget and supporting materials.

Instructor: Jasmine McGinnis Johnson

*Following Up on Your Grant Proposal* — Learn the importance of keeping funders informed of your progress and how to do it, the keys to maintaining a good relationship with your funders, how to leverage successful projects for future funding, and what to do if your project is rejected.

Instructor: Jasmine McGinnis Johnson

#### Course: Responsible Leadership on Transparency & Good Governance

This three-part course examines the concepts of transparency and good governance and how their lack in both the public and private sectors can lead to devastating consequences for people and institutions. The course also takes a look at the ways in which governments, businesses and individuals can create systems and practices to reduce and eliminate corruption while promoting transparency and good governance.

##### Lessons:

##### *Why Transparency and Good Governance Matter*

What does it mean when we say “transparency and good governance”? This lesson defines both concepts, the benefits when they are present, and the harmful effects on people and institutions when they are absent. It also takes a look at international norms and treaties that seek to ensure that governments and businesses are held to common standards of conduct.

Instructor: Nancy Boswell

##### *Institutionalizing Transparency and Good Governance*

This lesson discusses the different types of institutional frameworks or “checks and balances” and how each is critical to good governance. The lesson covers the five institutional frameworks that are necessary to achieve good governance: a commitment to transparency, effective governmental structures and oversight, anti- corruption laws, whistleblower protections, and freedom of the press.

Instructor: Jessica Tillipman

##### *It Starts with You — Promoting Transparency and Good Governance*

This lesson offers ways that citizens can promote transparency and good governance by engaging with their leaders, utilizing tools such as the internet and social media, increasing corporate social responsibility, finding ways to educate others and promote individual responsibility, and celebrating those “heroes” who are working to end corrupt practices.

Instructor: Ken Opalo

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Course: Management Strategies for People and Resources

This course outlines the essential skills required to lead individuals and organizations, whether solving problems, creating the optimal team or maneuvering through difficult management situations.

Lessons:

*Leading People and Change*

Leaders not only act as the head of corporations and governments. They also must address and solve a multitude of problems every day.

Instructor: Dr. D. Christopher Kayes

*Creating and Managing A Team*

This lesson guides leaders in selecting, training, mentoring, and managing a team that will perform optimally. It reviews what creates a motivated and productive work environment.

Instructor: Sadhana Hall

*Managing Situations*

Management is a key component of leadership and is what brings about change. Learn about the four essential skills that all managers must master to be successful.

Instructor: Dr. D. Christopher Kayes

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Course: Strategies for Personal Growth and Development

Learn different ways you can develop your business, organization and personal skills.

Lessons:

*Developing a Personal Code of Ethics*

Learn how to build a personal code of ethics that will help you as a leader and boost confidence in your decision-making.

Instructor: Dr. D. Christopher Kayes

*Networking to Get Ahead*

Knowing how to network effectively is essential to growing both personally and professionally. This lesson reviews how to create a positive, useful network and the work required to maintain it.

Instructor: Sadhana Hall

*The Art of Public Speaking*

Whether it's speaking up in a meeting or giving a presentation to a boss or clients, public speaking is essential to success. Learn how to write and deliver a speech clearly using concise, persuasive language.

Instructor: Allison Shapira

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Course: Workforce Collaboration and Development

Brush up on best practices in developing a collaborative work environment, including identifying key priorities, developing staff competencies and ensuring a diverse and effective workforce.

### Lessons:

#### *Setting and Achieving Goals*

As a leader, you have a vision for your organization that must include short- and long-term goals. This lesson looks at the importance of setting clear goals and involving your team members as well as the basic steps of proper goal-setting.

Instructor: Sadhana Hall

#### *Designing and Delivering Training*

Knowing the basics of how to design and deliver training is necessary to providing a positive learning experience that will benefit the individual and organization.

Instructor: Marcella Simon

#### *Improving Your Network, Your Team and Your Organizational Structure*

Recruiting and developing the right team is critical to success. A diverse set of individuals who can challenge and support your management decisions are key to succeeding in a global market.

Instructor: Greg Fairchild

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### Course: Developing, Mentoring and Supporting Youth Leadership

This course is intended to help create effective and lasting efforts to steer youth toward positive outcomes by sharing strategies, resources, and best practices around youth development and how individuals can create and scale projects and programs to achieve broad impact. The course will specifically look at the mentor-mentee relationship, how to create effective programs for professional skills development, and how to guide youth through conflict management and resolution.

### Lessons:

#### *Building Trust and Mentoring Youth*

This lesson defines mentorship, the role of a mentor, and how to construct a trusting mentor-mentee relationship involving youth.

Instructor: James DiDonato

#### *Encouraging Skills Development*

This lesson looks at the best practices for developing skills such as emotional intelligence, communication, teamwork, leadership and project management in youth that are essential tools as they move into adulthood and seek employment.

Instructor: Cornelius Williams

#### *Strategies for Personal Conflict Resolution*

This lesson defines conflict and how individuals approach conflict, as well as strategies for working with youth to manage and resolve it.

Instructor: Joni Rae

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## POLICY

### Course: Understanding Climate Change

Temperatures are rising, weather is becoming more extreme and less predictable, and drought is an increasing danger for communities from California to the Sahel. For many around the globe, dire predictions and warnings have been how citizens have learned about the dangers of climate change. In this course, the focus is on the science of how climate change occurs, the impact on the environment and human development, and practical and innovative solutions to address the causes of climate change while meeting the needs of the world.

#### Lessons:

##### *The Basics: The Science of Climate Change*

A primer on the basic science of climate change, examining the differences between climate and weather and how scientists determine that the planet is getting hotter. This lesson also takes a detailed look at greenhouse gases - what they are, the role of human behavior in releasing them, and their effect on climate change.

Instructor: Melanie Nakagawa

##### *The Impacts: How Climate Change Affects Africa*

This lesson takes a look at the very real effects of climate change on human and animal populations and migration, rainfall-dependent agriculture and the serious problems of drought and changes in typical precipitation patterns, and the intensification of illnesses such as mosquito borne diseases and respiratory and cardiovascular sickness.

Instructor: Wanjira Mathai

##### *The Solutions: Taking Action to Reduce Climate Change*

Learn about technologies - big and small - that are being used to reduce the effects of climate change, including solar, wind, and hydroelectric power, as well as the importance of preserving and maintaining forests and what you can do to help stop climate change.

Instructor: Wanjira Mathai

### Course: Understanding Elections and Civic Responsibility

This three-part course seeks to educate and inform on the role of citizens in the electoral process and provide guidance on how to exercise civic responsibility and hold candidates and officials accountable - before, during, and after elections. Individual lessons in this course will cover general information on the voting process, grassroots organizing for campaigns, and practical skill development for capacity building and advocacy.

#### Lessons:

##### *Getting the Most From Your Vote*

In this lesson, presenter Thierry Uwamahoro reviews voter rights and responsibilities, the benefits of active political engagement by citizens, how to make informed voting choices, and the necessity to maintain personal integrity as a voter.

Instructor: Thierry Uwamahoro



### *Grassroots Organizing For Civic Engagement*

Veteran campaign consultant Buffy Wicks provides an overview of how to lead and enable citizens to create change in their communities, offering guidelines and best practices for developing and running a grassroots campaign.

Instructor: Buffy Wicks

### *Engaging with Candidates and Elected Officials*

This lesson focuses on how to engage with a candidate or elected official, including detailing the recommended steps to take to prepare for a meeting as well as best practices for conducting yourself and your business during the meeting in order to get results.

Instructor: Lex Paulson

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## Course: Understanding the Rights of Women and Girls

This three-lesson course addresses the marginalization and unique challenges facing women and girls - from gender discrimination and inequality in education to a lack of opportunity in business to assaults on their safety and dignity from gender-based violence. The course offers practical steps for individuals in business, government, and civil society to take to alleviate these challenges and empower female populations politically, socially, and economically.

### Lessons:

#### *Supporting a Girl's Right to Learn*

When women and girls have equal access to education, societies prosper. This lesson examines the many benefits to individuals, families, and communities when they prioritize girls' education, how gender discrimination and outdated social constructs are barriers to educational opportunity, and the necessary partnerships required to achieve gender equality in education.

Instructor: Cassandra Quin Butts

#### *Paving the Way for Women Entrepreneurs*

This lesson features the pivotal role women play in a nation's economy, how gender bias creates obstacles for women starting new businesses, and strategies and tools to address certain types of gender discrimination including negative gender stereotyping that can keep women from succeeding in business and the workplace.

Instructor: E. Diane White

#### *Ending Violence Against Women and Girls*

Gender-based violence is a global epidemic. It crosses every social and economic class, ethnicity, race, religion, and education level, and transcends international borders. This lesson covers the facts and consequences surrounding violence against women and girls, the responsibility that men have in preventing gender-based violence, and the necessary and practical approaches to ending it.

Instructor: Jimmie Briggs

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## Course: Advancing the Role of Women in Politics, Peace and Security, and Economic Institutions

This course looks at ways men and women can work to increase women's participation in political processes, advance women's role in the peace and security of their communities, and create opportunities for women to be successful in the workforce and as entrepreneurs.

### Lessons:

#### *Advancing Political Participation*

This lesson examines the main obstacles women face when deciding to enter politics and takes a look at possible strategies to overcome them.

Instructor: Caroline Hubbard

#### *Advancing Peace and Security*

This lesson explains the Women, Peace and Security (WPS) policy agenda and the critical role women play in conflict prevention, resolution and peacebuilding, as well as how women and girls are critical to efforts to advance peace.

Instructors: Sahana Dharmapuri and Erin Cooper

#### *Advancing Economic Prosperity*

This lesson discusses specific things women can do to increase their chances of success in business and outlines ways that men can support women and become allies on their entrepreneurial journeys.

Instructor: Joni Rae

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## Course: Understanding Human Rights

Human rights are the basic rights and freedoms to which all humans are entitled, whatever their nationality, gender, ethnic origin, sexuality, color, physical ability, religion or language or social or economic status. No practice or tradition is greater than the human rights that belong to all of us. These rights are all interrelated, interdependent and indivisible. This course provides details on the evolution of laws and protections and how to work on behalf of human rights.

### Lessons:

#### *The Legal and Moral Obligations to Protect Human Rights*

Human rights are the basic rights and freedoms to which all humans are entitled. How we define and defend the rights of all humans is based on treaties and customary law that nearly every nation on the planet has adopted. In this lesson, we will look at the evolution of human rights law and treaties that outline the minimum legal standard of treatment that must be afforded to everyone.

Instructor: Mary Kalemkerian

#### *Protecting Human Rights to Benefit All*

Often the most vulnerable in a population are its most marginalized.

Marginalizing people based on race, gender, sexual orientation, religious beliefs, physical disability, or economic or social status means to relegate them, their views and their needs to the fringes of society. In this lesson, we look at what it means to provide equal protection and an equitable playing field for all members of society, and why human rights protections that benefit everyone are critical to a peaceful and just world.

Instructor: Jennifer Thomas

### *Ensuring the Human Rights of All*

Advocating for human rights requires educating oneself on the principles of human rights and how the principles are being applied within your community. It starts with thinking not only about your own rights, but also about the rights of the most vulnerable and marginalized. This lesson looks at ways individuals and groups can support the cause of human rights and stand for all.

Instructor: Peter Sampson

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### Course: Understanding Renewable Energy

Renewable energy is any energy source that is naturally replenished — those derived from the sun, wind, rain, tides, waves and geothermal heat. Developing the best practices and technologies to transition countries to renewable energy from fossil fuels is one of the most exciting challenges of our time. Renewable energy creates new opportunities and jobs for many different sectors. It's the energy of tomorrow. This course will explore the present and future of renewable energy. It takes a look at how existing power systems work and can be adapted to a renewable energy future, and talks about what you can do to make an impact.

#### Lessons:

##### *The Energy of Tomorrow*

The world has seen rapid growth in the development of renewable energy in recent years, particularly wind and solar. These renewable resources are rapidly becoming the energy of the 21st century. In this lesson, we will take a brief look at the current state of electric power generation and explore the trends that are pointing us toward a very different future, relying much more heavily on clean, renewable energy.

Instructor: Stephen Koopman

##### *The Power System*

This If wind and solar are now cost-competitive with traditional energy sources in many parts of the world, then why haven't we already converted all of our energy systems to run on renewable energy? In this lesson, we will learn how power systems operate, how power companies and their system operators can use renewable energy sources to meet the needs of their customers, and what countries can do to guarantee that their renewable energy-based power supplies are available when and where they need them.

Instructor: Crescent Mushwana

##### *Energy and You*

Utility companies play a large role in defining the renewable energy field, but you as a consumer also play a large role in both energy production and consumption. What are ways that you can reduce your energy usage every day and what impact will it make on the world? In this lesson, we will offer ways that individuals can help their communities and countries move to renewable energy sources and also look at specific measures that individuals can take to reduce their energy demand and be more efficient consumers.

Instructor: Peter Mukoma

## Course: The Climate Crisis: Addressing Five Key Areas for Change

In this course, we will focus on understanding five key areas of the climate crisis, with suggestions for achievable solutions, equitable goals, and entrepreneurial opportunities to mitigate and adapt to climate change and create resilient ways to meet the challenge. The course is presented by five experts in the areas of climate science, technology, and entrepreneurship.

### Lessons:

#### *Introduction*

Identifies five key areas of the climate crisis, why each area requires urgent action, and how individuals, businesses, communities, and governments can work toward immediate and lasting solutions.

#### *Part 1 - Forests*

Forests looks at the role of deforestation and ecosystem loss and its relation to climate change, and why we need a global effort to conserve and restore forests and other ecosystems.

Instructor: Jonah Busch

#### *Part 2 - Emissions*

Emissions looks at one example of efforts to transition to clean energy while also reducing outputs of greenhouse gases.

Instructor: Rob Hanson

#### *Part 3 - Water*

Water examines water-related risks worsened by climate change, population, and urbanization, with a series of possible solutions to meet these challenges.

Instructor: Shama Perveen, Ph.D.

#### *Part 4 - Food*

Food reviews how climate change is affecting agriculture and food security, and looks at innovative solutions being implemented in local communities.

Instructor: Caitlin Welsh

#### *Part 5 - People*

People explores opportunities for entrepreneurs to innovate in a circular economy, both locally and globally.

Instructor: Stephanie Benedetto

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## Course: Understanding and Countering Disinformation

An examination of how disinformation is used to manipulate populations in adverse ways, to attack basic freedoms and human rights, and to limit the ability of citizens to engage in legitimate discourse with each other and their governments by creating fear and distrust. The course will look at the destructive effects of disinformation on communities and across international borders and will outline some of the most well-known tactics of disinformation actors. Finally, we will look at ways that individuals and organizations can work to counter the growing and ever-changing scourge of disinformation.

### Lessons:

### *Disinformation — With Intent to Harm*

A definition of disinformation and a look at why it is created, who creates it, where it is spread, and why we are susceptible to its influence.

Instructor: Katya Vogt

### *The Disinformers*

A look at the bad actors and organizations creating disinformation to manipulate populations and weaken faith in democratic institutions.

Instructor: Jacobo Licona

### *Countering Disinformation*

A review of best practices for countering disinformation, including how consumers can identify ways to slow and stop the spread of disinformation.

Instructor: Sarah J. Wachter

## Course: The Legal Barriers to Women's Rights and Opportunities

This course examines the legal and regulatory barriers hindering women's rights and access to equal economic opportunity. These laws codify discriminatory practices that put women at risk of harassment and violence as well as prevent women from fully participating in the economy.

### Lessons:

#### *Barriers to Economic Opportunities*

The legal barriers and discriminatory laws still faced by women and their negative consequences, limiting their potential economic contributions and impeding overall economic growth.

Instructor: World Bank Women, Business & the Law Project

#### *Barriers to Marital and Property Rights and Protection from Violence*

The impact that laws concerning marital rights and duties, property administration, inheritance rights, and protection from domestic violence have on women's economic participation.

Instructor: World Bank Women, Business & the Law Project

#### *Barriers to Pay, Access and Benefits*

The impact that laws concerning equal pay, access to certain industries, protection from sexual harassment, maternity and paternity leave, and pension have on women's economic participation.

Instructor: World Bank Women, Business & the Law Project

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## Course: Fundamentals of Climate-Smart Entrepreneurship

This course will provide entrepreneurs with recommendations for planning, implementing, and running sustainable climate-smart businesses. Those businesses responsibly manage natural resources, reduce their negative contributions to the climate crisis, respect Indigenous lands and ways of life, and are profitable.

### Lessons:

#### *A Path to Sustainable Entrepreneurship*

This lesson looks at the ways entrepreneurs can begin to think about adopting climate-friendly business practices. We will examine entrepreneurial opportunities for climate-friendly businesses. And we will look at ways that entrepreneurs can leverage relationships to foster innovation and collaboration.

Instructor: Stephanie Benedetto

#### *Entrepreneurship in the Green Economy*

In this lesson, we will define the green economy and review key questions entrepreneurs should consider as they look to create climate-smart “green” businesses.

Instructor: Stephanie Benedetto

#### *Entrepreneurship in the Blue Economy*

In this lesson, we will define the blue economy. We will examine why the blue economy is important to preserving the planet and its creatures in the near and long term. We will also review how basic entrepreneurship applies to blue businesses. This is all with the aim of mitigating the climate crisis.

Instructor: Rachael Zoe Miller

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## MANDELA WASHINGTON FELLOWSHIP INSTITUTE

### Course: Fundraising Concepts

This five-lesson course examines the key principles of fundraising for non-profit and for-profit endeavors. It provides instruction on how to create and implement strategic fundraising plans, how to design and execute marketing and communication strategies needed for fundraising, and the difference between fundraising for non-profit and for-profit organizations.

### Lessons:

#### *Developing a Fundraising Plan*

This lesson provides an overview and necessary actions that should be included in a strategic fundraising plan and how to ensure the plan is successful.

Instructor: Peter McFarren

#### *Components of a Fundraising Plan*

This lesson outlines the five components of a fundraising plan (Executive Summary, organization business structure, list of goals and objectives, organization’s timeline and budget, and an overview of the marketing strategy).

Instructor: Peter McFarren

#### *Marketing and Communication Plan*

This lesson illustrates how to create a marketing and communication plan to create greater awareness about a fundraising campaign among potential investors.

Instructor: Peter McFarren



### *Funding Opportunities for Non-profit Organizations*

In this lesson, funding opportunities and resources that are specifically available in the various non-profit sectors are reviewed.

Instructor: Peter McFarren

### *Funding Opportunities for For-profit Organizations*

In this lesson, funding opportunities and resources that are specifically available in the for-profit sector are discussed.

Instructor: Peter McFarren

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## Course: Design Driven Entrepreneurship

This four-lesson course explains Design Driven Entrepreneurship, a planning process that involves identifying, creating, testing, and implementing marketable solutions for challenges facing people and communities. This course covers the origins of human-centered design theory, the process and tools needed to design and maintain a human-centered business, and best practices for developing and testing products.

### Lessons:

#### *Design Driven Entrepreneurship*

This lesson introduces the idea of human-centered design and how to define an entrepreneur's "big idea."

Instructor: Rich Nadworny

#### *Value Proposition*

This lesson examines the value proposition and how to develop the "quick pitch."

Instructor: Rich Nadworny

#### *Bring Your Big Idea to Life*

This lesson reviews the "stakeholder map" and the relationships between different stakeholders.

Instructor: Rich Nadworny

#### *Creating a Prototype*

This final lesson reveals how to properly create and test a prototype of the "big idea."

Instructor: Rich Nadworny

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## Course: Servant Leadership – The Deciding Difference

Servant Leadership, a philosophy and set of practices meant to create a more just and caring world, has changed the way many people view their roles in professional organizations and government leadership. This course will go over the origins and principles of servant leadership, a comparative review of other key leadership styles, the benefits and criticisms of servant leadership, and how to become a servant leader.

### Lessons:

#### *What is Servant Leadership?*

This lesson covers the basics of leadership, the origins of servant leadership, and when to apply this style of management in organizations.

Instructor: Sandra Edmonds Crewe, Ph.D., ACSW



### *Five Key Styles of Leadership*

This lesson discusses five styles of leadership and how the concept of servant leadership compares.

Instructor: Sandra Edmonds Crewe, Ph.D., ACSW

### *Ten Principles of Servant Leadership*

This lesson outlines the behaviors and qualities of servant leadership, as defined by the originator of the concept, Robert Greenleaf.

Instructor: Sandra Edmonds Crewe, Ph.D., ACSW

### *Advantages of Servant Leadership*

This lesson explores the benefits and criticisms of servant leadership for organizations and governments.

Instructor: Sandra Edmonds Crewe, Ph.D., ACSW

### *Putting Servant Leadership Into Action*

This lesson focuses on taking the principles of servant leadership and applying them to your daily life.

Instructor: Sandra Edmonds Crewe, Ph.D., ACSW

## VIGNETTE SERIES

### Vignette Series: What is Gender-Based Violence?

When women succeed, we all succeed. By learning the basics of gender-based violence and how it affects communities, you'll be empowered to step up and speak out against it.

#### Lessons:

#### *Part 1 — Psychological and Economic Gender-Based Violence*

Description: A defining look at two of the four major categories of gender-based violence that, when present, are often a prelude to more violent forms of GBV.

#### *Part 2 — Physical and Sexual Gender-Based Violence*

Description: An overview of the more violent categories of GBV, causing direct pain and suffering, that can lead to injury or death.

#### *Part 3 — Addressing Gender-Based Violence*

Description: An introduction to the steps men and women can take to end GBV, including how individuals can support survivors and challenge harmful behaviors.

### Vignette Series: The Joy of Volunteering

If you think volunteering is just about working for free, you're missing an opportunity. This five-part vignette series outlines the benefits of volunteering and how it's not only important for your community but is a smart way to develop and enhance your professional skills.

#### *Part 1 What Does It Mean to Volunteer?*

Mimshach Obioha and Celestina Obiekea talk about what volunteering is and how being a volunteer benefits you and your community.

### *Part 2 Why Everyone Should Find Time to Be a Volunteer*

Volunteering has never been more important than it is today. By volunteering with organizations, people have the opportunity to be a part of solving societal problems.

### *Part 3 The Benefits of Being a Volunteer*

Mimshach Obioha and Celestina Obiekea talk the benefits to you and your community when you become a volunteer.

### *Part 4 Getting the Most from Volunteering*

Before you volunteer you should keep an open mind — you open yourself up to new ideas, knowledge and insights and you are able to see things from new and interesting perspectives.

### *Part 5 Getting Even More from Volunteering*

Watch Mimshach Obioha and Celestina Obiekea talk about being the best volunteer you can be by providing feedback and using the opportunity to network.

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## Vignette Series: Perfecting Your Pitch

Watch this video vignettes series of five short pitch videos written and presented by 3 Day Startup's Nick Chagin, for helpful tips and ways to make your pitch stand out from others.

### *Part 1 - Telling Your Entrepreneurial Story*

Description: Entrepreneurs need to take advantage of opportunities to share their ideas with others. That starts with developing a compelling pitch.

### *Part 2 - What Is a Pitch?*

Description: Defines a pitch and explains the differences between a formal and an “elevator” pitch.

### *Part 3 - The Importance of Persuasive Language*

Description: Explains why persuasive language, good word choice and confidence are essential to delivering a compelling pitch.

### *Part 4 - Telling Your Story Visually*

Description: A look at why slides and other visuals can help you create a more professional pitch and convey the brand identity you want to establish.

### *Part 5 - Understanding Your Audience*

Description: Explains why tailoring your pitch to a specific audience is essential.

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## Vignette Series: What's the Harm?

A cinematic look inside captivating moments at ethical crossroads. These scenarios find characters in moral dilemmas, behaving in ways that may not seem wrong, but that can have long term unintended consequences for individuals and communities.

### *What's the Harm in Violating Community Trust?*

The police officer in the video thinks accepting a “tip” from a woman running late is merely a mutually beneficial arrangement. Ask yourself: Can a police officer who accepts bribes really help the community or fellow officers?

*What's the Harm with Public Officials Amending Laws?*

A government official complains about a high level of public transparency as she looks to cover up illegitimate spending and conflicts of interest. Ask yourself: what is your government's policy on accepting gifts?

*What's the Harm in Granting Unfair Access?*

A corporate executive plans to bribe a government official to create a monopoly for his products by finding an excuse for banning his competitors. Ask yourself: Can a whole community benefit when access is granted to only a few?

*What's the Harm with Security Officials Taking a Bribe?*

An airport security employee plans to accept money to allow his cousin's friend, "Paul," to smuggle materials in a suitcase. Ask yourself: Are security officials accepting bribes and smuggling goods threatening your safety?

*What's the Harm in Selling your Vote?*

A candidate is offering to pay a mayor for support in a local election and promises that once he's in office he will "do everything by the book." Ask yourself: Do you know any potentially great public officials who won't seek office because the cost is too high?

*What's the Harm in Censorship?*

"Eric" is being pressured by his editor to drop his story. Ask yourself: Is your publication trying to find the truth and earn trust — or just earn money?

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Vignette Series: Stop Reflect Verify

These three fact-based vignettes shine a light on how "fake news" and misinformation are impacting media and society, particularly in this era of expanding media platforms and unlimited access. Watch these short videos to learn how you can be a smart consumer of news and information.

*Stop*

A brief overview of the expanded media landscape, detailing the multiple creators and unregulated distribution channels available today, and why it's important to stop before sharing information.

*Reflect*

It's important to pause and reflect on the information you're consuming. This vignette looks at examples of information that appears "real" but isn't, and the consequences associated with spreading it without thinking.

*Verify*

A look at how to spot "fake news" and misinformation whether it's from traditional media, social media, or your friends, and knowing what questions to ask about information to verify it.

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Vignette Series: EQ - Emotional Intelligence

In this five-part series, YALI Network member Mensah Philippe Houinsou explains the concept of emotional intelligence and how being able to perceive, generate, understand and manage emotions can be a useful tool to transform yourself, your business and your community.

*Part 1 What Is Emotional Intelligence?*

An overview of the concept of emotional intelligence, or EQ, and its basic principles.

*Part 2 It All Starts from Within*

The first step toward tapping into the power of your emotions is finding the ability to tune in to yourself and observe your emotions and feelings.

*Part 3 Knowing Yourself*

An explanation of the two competencies to be developed — enhancing your emotional literacy and recognizing patterns — which are the first steps in emotional awareness.

*Part 4 Choosing Yourself*

Learn to master four competencies that will allow you to start to respond to situations instead of reacting to them.

*Part 5 Giving Yourself*

Now that you've mastered the core competencies, put them into practice and put your vision and mission into action so you lead with integrity.