GENDER MAINSTREAMING
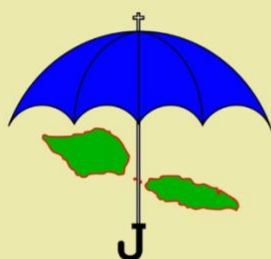# TRAINING STRATEGY FOR CSOS

SUNGO - SAMOA

Spotlight Initiative
To eliminate violence against women and girls

U N D P

5 GENDER EQUALITY

INTRODUCTION

Project Title: A Consultant is to develop civil society organization (CSO) user-centred toolkit focusing on gender equality (women and girls) in project design and management to engage with relevant CSOs, Taskforce members and the Spotlight Initiative CSO National Reference Group to obtain input in developing user-centred information and resources.

SCOPE OF WORK

The consultant will work directly with SUNGO CEO with assistance from the UNDP Spotlight Coordinator to:

Produce CSO user –centred information and resources for project design focusing on women and girls in addressing domestic violence against women and girls

Conduct a capacity development/training for SUNGO team on access, use and dissemination of these resources

TARGET AUDIENCE:

The target audience of this project were the following-Civil Society organisations, non -government organisations, community-based organisations that represent and serve women, men, senior citizens, persons with disabilities, boys and girls, marginalized individuals and groups.

BENEFICIARIES

Direct beneficiaries will be the civil society members comprising of advocates, women's rights movement, community-based organisations or local grassroot organisations, youth, disability, sexual orientation, gender identity groups, women, men, SOGI regardless of their

gender, sex, status, disability, age, religion, political affiliation, sexual orientation. This will include survivors of domestic violence, women, men, youth groups, persons with disabilities, faafafine/faatama, faith-based organisations

IMPLEMENTATION APPROACH

The implementation of the workplan will be done through joint efforts with SUNGO as implementing partners, however implementation can also be carried out by other non-government organisations or civil society

The coordination role for the plan was done by SUNGO as the supervisors of this Project.

SUNGO was also responsible for reporting back on the funds received and utilised for the joint workplan

## Best Practices for Creating Your Training Development Plan

The first step for creating an effective employee training plan is to assess your training objectives, including the **Who, Why, What, When**, and **How**.

- **Who** needs to be trained (Complete list of Trainees)
- **Why** do they need to be trained (New tools, new processes, new job roles, new skill sets, new employees, etc.)
- **What** do they need to know (Training topics)
- **When** do they need to be trained (Training timelines)
- **How** do they need to be trained (Training delivery)

Training Needs Assessment Phase

As mentioned above, during this first phase (the "training needs assessment" phase) is when you should be conducting a current skills vs required skills assessment across your employee training audience groups to determine how much training and coaching will need to be provided. Whenever you have a wide gap between existing knowledge and required

knowledge, you'll need to develop and deliver a *more extensive* employee training and development plan.
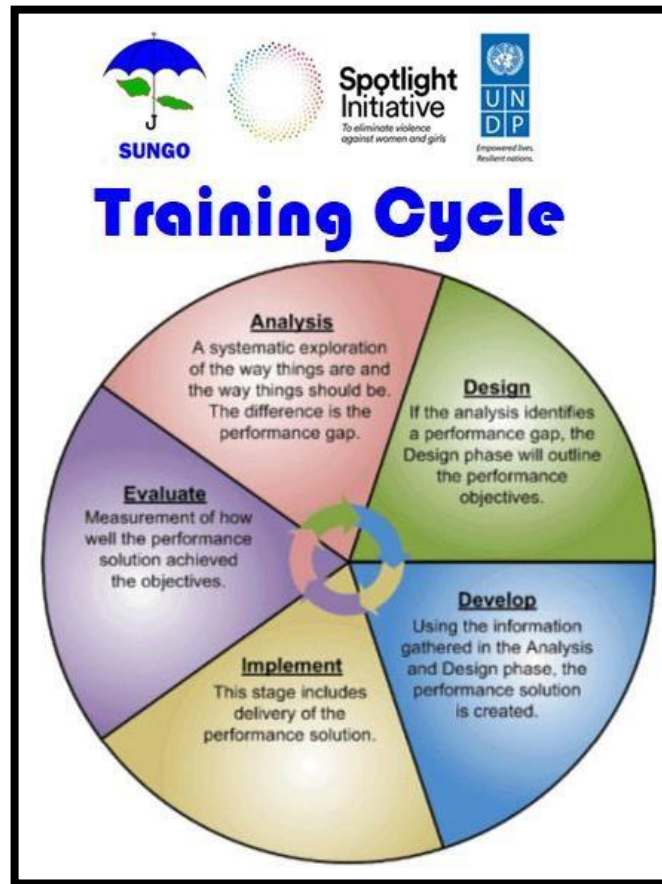
Stakeholder training evaluation can be based on the following:

1. What are learners' attitudes about the training they have taken?
2. To what extent are they gaining relevant knowledge and skills?
3. Are they retaining this knowledge?
4. Are they able to apply what they are learning to improve their work performance?
5. What are the results and overall impacts?

You can also ask employees to assess their own knowledge and skills to identify what trainings might be most worthwhile.

The proven 5 stages of a successful training and development process:

1. **Assess** needs and resources (this may include the challenging factors listed above)
2. **Motivate** trainers, learners, and learners' supervisors to participate
3. **Design** training appropriate for the target audience
4. **Deliver** employee training using methods that will lead to key results
5. **Evaluate** successes and areas for improvement and report findings

Training Strategy with formal Approaches activities and roles

Format	Approaches	Activities	Learning & Development Roles
Formal Training	Text Here	Text Here	Text Here
Talent Development Program	Text Here	Text Here	Text Here
Work Base Training	Text Here	Text Here	Text Here
Information Based/ Campaign	Text Here	Text Here	Text Here

PROGRAMME MANAGEMENT AND ADMINISTRATION

Plan		Do		Review
1. Training Needs Analysis	2. Training Strategy	3. Develop Training Module	4. Deliver Training Module	5. On-going Review of Training

Remember that you must plan for evaluation from the start!

Creating an employee training and development plan

If you are creating an employee training and development program, your plan might look something like this:

1. Recognize goals and identify the desired business impact
2. Identify employee competencies and analyze skill gaps
3. Interview employees to better understand their needs and motivations
4. Consider different training methodologies and materials needed (see lists below)
5. Plan for evaluating effectiveness and sustaining gains over time

Visualizing this plan will help you as you continue to reference it over time. You might create an infographic or a set of visuals that capture the **goals**, **skills**, **motivations**, **methods** and **measures** that comprise the elements of your training plan. Visual mind maps, flowcharts, timelines, checklists, graphs, and more can help keep you on track.

POPULAR TRAINING METHODS INCLUDE:

- In-person group lecture
- Instructor-led computer-based training
- Self-directed online learning
- In-person or virtual coaching and/or mentoring
- Blended learning, a combination of in-person and online
- Microlearning, or highly-focused activities

You don't need to choose one training method. Effective training programs take a layered approach, picking and choosing from these methods to train employees at the right time with the right method. This approach makes sure that, over time, employee performance improves in a sustainable way.

That said, online learning is often the only available option in 2021. The benefit is that employees can take a more self-directed approach, learning on-demand as needed.

Gathered Trainee Audience Information

Gathering the various list of Trainees from your training assessments will be an ongoing process. As you progress with your training information and requirements gathering, enter the gathered information into your AGS training plan implementation and management tool.

How to create a successful training and development strategy

Once you have made the case for a training and development program clear to stakeholders especially those in the village, you will need to develop strategies for success.

These strategies may need to take into account not only the usual factors (resources available, staff needs, company priorities, etc.), but also the information overload, confusion, and fatigue that has become especially common in recent months.

Additionally, communication that happens virtually presents special challenges such as barriers to access, unclear expectations, lack of informal communication, and missing social cues that help minimize conflict and establish a level of trust that is necessary for collaboration.

To begin to develop successful training strategies, you will need to consider:

The benefits of an employee training and development programme as organised by SUNGO include:

- Heightened capacity to adapt and innovate
- Increases in employee motivation
- Increased productivity and company revenue
- Improved job satisfaction and morale
- Better employee retention and reduction in employee turnover
- Gains in risk management
- Enhanced company reputation and employee recruitment

Strong communication during turbulent times can make all the difference

This is especially the case for learning and development professionals, who go through communication materials like strategic plans, presentations and handbooks as part of their day-to-day activities.

How visuals help communicate training and development programs

Let's face it: learning is changing. Sure, there is an increased need for upskilling in these times of rapid change, virtual learning is taking off, and cognitive overload has become an understatement.

There is also more awareness of the role that cultural background and difference plays in the workplace, and more of a sense that we need to be open to new ideas and innovations to meet the challenges before us, despite our fatigue.

More and more, learning will need to be multi-modal, incorporating literary, visual, auditory, and kinaesthetic techniques. Visuals will play a key role in sharing information clearly, quickly, and convincingly.

Here's the thing to keep in mind: visuals drastically improve attention, comprehension and recall. When it comes to employee training and development, they are not nice-to-haves, they are essential.

How to start improving your training and development materials with visuals

There are a number of materials you are likely already sharing that might work better if they were highly visual, such as:

Here is a list of questions you might consider as you create your visual materials:

WHAT IDEAS ARE THE MOST IMPORTANT FOR THE LEARNER TO REMEMBER?

Be sure to visualize these, whether it's through a video, customer journey map, timeline, schedule, checklist, etc.

WHAT CONCEPTS ARE ESPECIALLY COMPLEX OR MORE DIFFICULT TO UNDERSTAND?

For these, you can use diagrams, charts, mind maps, product roadmaps, etc.

INFOGRAPHICS TO IMPROVE THE EFFECTIVENESS OF YOUR TRAINING AND DEVELOPMENT

Given the constant changes happening in the workplace, there is no question that you will need to keep improving your employee training methods, plans and strategies.

Remember, having a plan for how you will evaluate training and development is critical. You will need to continue to ask learners and their supervisors about their attitudes, assess the impacts of their learning and explore new strategies and methods.

REPORTS FOR EXECUTIVES AND YOUR LEARNING AND DEVELOPMENT TEAM

When it comes to reports, try to focus on key data points and takeaways. Perhaps you want to report on employee survey results, needs analysis, costs and benefits of current training programs, or training outcomes.

Consider how familiar your audience is with the topic at hand, and include more detail only if they already have a deep understanding of the context. Don't forget to include recommendations, ideally connected to your audience's concerns, and make the report easy for them to share with others.

INDIVIDUALIZED LEARNING ROADMAPS TO MOTIVATE EMPLOYEES

Again, it's best to keep these at a high level unless the details are desired by the audience. Map out potential learning paths or individualized goals in ways that help audiences recognize both their progress and the opportunities that lie ahead. If there are badges or certifications that apply, be sure to reference those, for example by using visual icons.

INFOGRAPHICS FOR PRESENTATION AIDS

If your infographic references something that will need to be updated frequently, such as an organizational chart, it's probably best to keep it in a digital format that can be shared on shared drives, internal websites, and in emails. If it's something that can benefit employees by being hung in a specific location, such as instructions for certain manual procedures, then you might want to format it for print.

Think about the documents or information that people in the organization are always asking for or referencing and explore how you can make it easier to find and to use!

REPORTS ON PERFORMANCE OUTCOMES FOR MANAGERS

Often employee performance information is hidden deep in employee files.

While an individual's information should remain private, aggregated information about a team or even the whole organization can be useful to track and even share. This is especially the case if as a leadership and development professional you are looking to make a case to managers that they should invest in and/or encourage participation in your programs.

You can highlight areas of greatest opportunity and focus by visual ranking items and/or using color for emphasis.

TRAINING MATERIALS LIKE PRESENTATION DECKS, HANDOUTS, AND MANUALS

Whether your trainings are in person and online, this is where the rubber hits the road so you'll want to knock it out of the park with some incredible visuals that will leave a lasting impression in the hearts and minds of employees.

Remember, you'll want to pay special attention to the ideas that are the most important for the learner to remember and the concepts that are especially complex or more difficult to understand. Can you use a photo, graph, or process diagram to drive the point home?

Here are some good rules of thumb for presentations:

- **Outline the content** so there is a clear beginning (when you set the stage and tell them what you are about to tell them), middle (when you tell them with only as much detail as they are able to process quickly), and end (when you succinctly remind them what you told them).
- Ideally include about **10 slides** and expect to present them over about **20 minutes**. This will force you to pinpoint what's most important and make sure it sticks!
- Slides should contain **very limited text** (that you will not be reading during your presentation); for example, no more than five lines of text per slide and five words per line of text. Use lots of visuals to support your messages, such as infographics, timelines, photos, graphs, and flow charts.