

Setting the Goals and Objectives of a Training Workshop

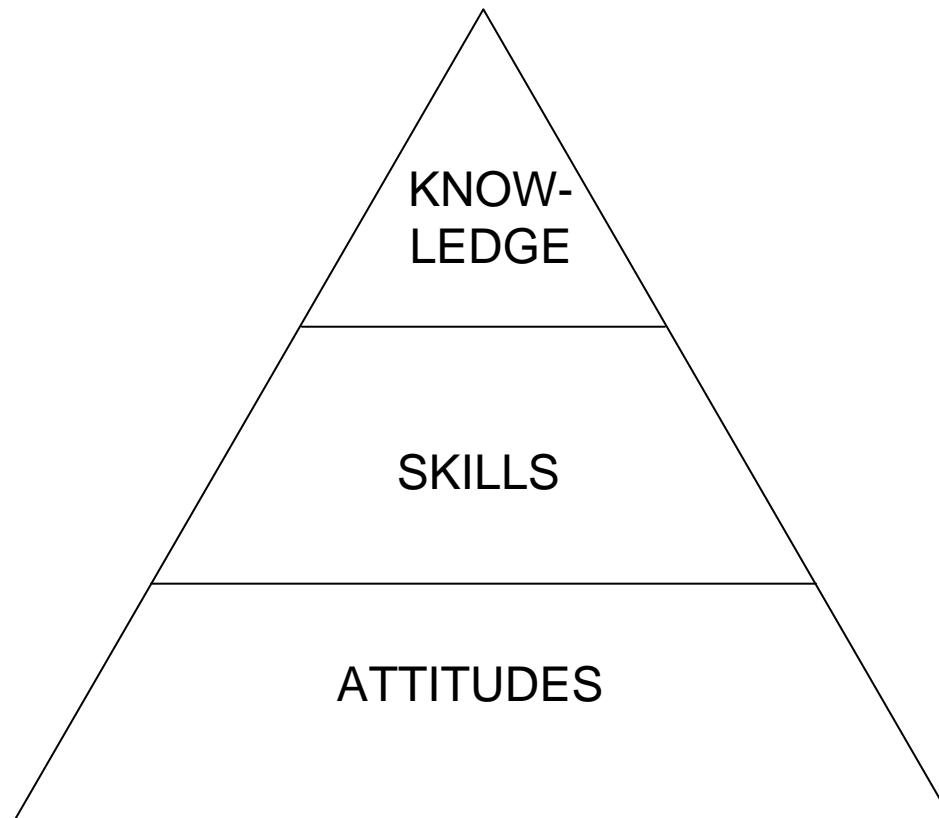
- Overall goal
- Overall objectives
- Specific objectives

Setting the Overall Goal

- **Overall goal:** a workshop needs to have a general goal of what it wants to accomplish
 - *Example:* build capacity of NGOs on complying with internal governance provisions

Setting the Overall Objectives

- In adult learning, overall objectives can generally be related to three areas or levels of outcomes:



Setting the Overall Objectives

- **Overall objectives:** are related to the key outcomes you expect to have on three levels (knowledge, skills, attitudes).
- **Question to be asked:** what knowledge, skills and attitudes do participants need to acquire in order to accomplish the overall goal of the training?

Setting the Overall Objectives - example

Goal: build capacity of NGOs on complying with internal governance provisions

Objectives: Participants will...

- ...be familiar with the internal governance provisions and possible tools to apply them in practice. (*knowledge*)
- ...be able to draft a statute that complies with governance provisions. (*skill*)
- ...have a positive approach to governance (i.e. understand that we have to do it not because the law says so but because we want to be accountable to our stakeholders.) (*attitude*)

Setting the Specific Objectives

- **Specific objectives** are related to each session.
- These should be always linked to and revisited in light of the overall goals and objectives.
- These will be developed along with developing the workshop structure and agenda.

Setting specific objectives

- Write specific, measurable, and achievable objectives.
- Map content topics to specific objectives.
- Find resources, tools, information, simulations, and other content to help meet each of your objectives.
- Review to make sure the content and objectives are helping trainees achieve the overall goal and objectives.

Setting Goals and Objectives

- Expected outcomes: need to be defined.
- The outcome should always participate in achieving the objective, both at the overall and the specific level.
- Sometimes, participants express their expectations from the workshop, and this leads to amending some sessions only if such amendment does not change the objective.

Factors Considered in Setting Objectives:

- Know your audience: their education, their experience and their professional background
- Consider the Limitations of the audience: lack of resources, unavailability of technical tools, considerations related to perspectives and traditions.
- Define Expected time: how long the workshop will last, how many hours, prayer times? Certain traditions?

Training Structure and Agenda Development

- Once the overall goal and objectives are set, you need to develop the structure of the training.
- The agenda will be determined by the structure and the specific objectives you set for each session.

What is the structure of the training?

- The „spinal cord” of the training.
- The logical sequence of content pieces that make up the core of the sessions.
- It should have a „flow”, each session built on the previous ones, together achieving the overall goals and objectives.
- It should have a „span”: dynamics also need to be considered (e.g. low and high energy sessions, „peak”, „chill-out” etc.).

How to build the structure?

Questions to ask:

- What are the key content pieces we want to convey under each overall objective? (what should be included to achieve the goal of the workshop)
- What do we have time and space for? (reality check considering limitations)

How to build the structure? - example

Overall objective: Familiarity with internal governance provisions and tools to apply them.

Key content pieces to convey:

- Provisions x-z of the Law on Associations
 - As stated in the law
 - What they actually mean and how they can be interpreted
- Statutes, bylaws, policy manuals
 - What are these and what is included in them
- Board election and nominating procedures
- Conflict of interest procedures

Structure Sample

Topic One 1,5 hrs	Internal governance – legal obligations -Provisions on x-z, their interpretation -Aim to make sure participants understand what the provisions imply
Topic Two 30 mins	Tools to assist improved compliance -Overview of tools -Aim to familiarize participants with the range of possibilities
Topic Three 1 hr	Development of Statutes - Tool of key importance – why? - What should be in the statute - examples - Aim to enable participants to draft governance provisions in the statute

Agenda Development

- The training agenda is NOT the first thing to start developing when designing (even a one-day) training!

Agenda Development

- The training agenda can be effectively developed once we have gone through the thinking process of:
 - Overall goal
 - Overall objectives (three levels)
 - Key content pieces relating to each overall objective
 - Logical sequence of content pieces considering limitations (structure)

How to develop the training agenda?

- Look at the structure of the training:
- Define a specific objective for each content piece (usually one session);
- Design the proper methodology to reach each objective, in line with the relevance of the topic in the overall design;
- Define materials and exercises needed for the specific objective.

Sample agenda tool / internal

Session title/topic	Aim of session	Methodology	Notes/materials
Internal governance provisions Time: 1,5 hrs 9:30 – 11:00am	To know and understand legal obligations	Powerpoint presentation of key provisions; participants' interpretation in small groups; feedback	Prepare PPT Print provisions for group work

Sample Agenda /External

Time	Session Title	Session Description
9:30 – 11:00 am	Internal Governance Provisions	In this session, participants will become familiar with the legal obligations on internal governance and discuss their relevance in organizational life.

TASK 1

In your small groups, define:

- the overall goal, and
- the knowledge, skills and attitudes objectives

for your training session on CSO Law!

TASK 2

Based on the overall goal and objectives you developed in your group,

- Develop an overall structure for the one-day training;
- Develop the internal agenda for at least one session you are most familiar with.