

Online ToT Course for personnel of EUMM Georgia and staff of other relevant organisations in the country
A description

1. The request

Within the framework of EU Civilian Training Initiative (EUCTI), a three-year-long EU co-funded project aimed at complementing standard training activities carried out by member States, civilian crisis management (CCM) organisations and other training providers, the consortium has identified training courses which could be offered to the EUMM Georgia and to other IOs working in the same country (e.g. UN, OSCE) during the time span of the project itself (2021-2023). Based on the training needs provided by the above mission, an intense exchange of views and ideas between relevant staff of EUMM and of the Scuola Superiore Sant'Anna, one of the EUCTI projects' partner, focused around the possibility of organizing an online Training of Trainers for EUMM Georgia personnel, enlarged also to staff serving in international missions in the same country.

In such endeavour, during discussions over the thematic organisation of the training, the following thematic priorities, **based on the ENTRi ToT course concept and program**, have been identified and used as a starting point for building and tailoring a ToT program:

1. Being a trainer
2. Teaching and learning theories
3. Techniques to use in a training session
4. Managing the training environment & effective communication – focusing mainly on using positive and negative language as well as on dealing with difficult participants
5. Planning and preparation – briefly only, since the audience is mainly delivering well known content to different audience and they must have the aims, objectives and learning outcomes one way or another formulated
6. Delivering a presentation
7. Assessing learning, evaluating a training event
8. Delivering an Online Course on Teams - To practice your skills for online facilitation to understand and apply the dynamics of online learning of adult learners.

The request was to organise an online ToT (due to the COVID-19 pandemic related restrictions) for a total of 20 hours (in 5 days) plus additional hours for self-preparation of trainees for individual/group presentations. It is expected that between 10 and 15 participants from EUMM and participants from IOs active in Georgia will attend the training.

It was agreed that questions serving the purpose of a pre-course survey would be included in the application form for the course so as to allow organisers to fine-tune and further tailor the training event to the actual needs of selected participants.

1. The proposed offer

Assumptions

- a) The ToT Course will be delivered as a synchronous e-learning course;
- b) the Course will last about 20 hours;
- c) the number of participants, will be between 12 and 15 and
- d) the Platform used for the activity is Microsoft TEAMS.

Course duration

1. **Classes** will be held ideally throughout one consecutive week (but there is also flexibility of organising it through 2 consecutive weeks) for a total of 5 days according to the following tentative daily schedule
 - Morning session: from 09.00 to 13.00 (n.b. Georgia is CET+2)
2. **Breaks:** For each session there will be a short break of 5 minutes, at the end of the first hour.
3. **Pre-course tasks:** During the application process, potential participants will be requested to fill in a pre-course survey embedded in the online application itself.
4. **Daily wrap-ups:** At the end of each day, participants will be divided in 4 groups (depending on total number). They will be given 10 minutes to discuss the main findings of the days and the key issues discussed. They will appoint a spoke-person who will prepare two slides summing up the conclusions of the group. While the groups will remain unchanged during the entire Course, there must be a daily rotation of the spoke-person of each group (to allow all participants to be, at least once, the group spoke-person). At the beginning of each day, with the exception of day 1, there will be a short 10-minute slot where the rapporteurs will present the conclusion of their group and display their slides.
5. **Assignments:** During the course, participants will be requested to do/reflect/prepare a short presentation related to topics discussed in the various sessions. Several hours for self-preparation will be factored in the training program to allow them to work on a presentation to deliver as part of the training activity

1. The course

Successful crisis management, stabilisation and peace support missions rely on the availability of well-prepared experts who can transfer their knowledge and skills to their colleagues and counterparts, who in turn depend on high quality training activities designed for specific purpose. Training of Trainers (ToT) recognises that training is critical to the achievement of successful operational outcomes.

The key objective of this course is to build in-mission capacities for training purposes, to enhance the ability of missions to adapt to the steadily changing capacity-building requirements of international peace operations and to strengthen in-mission capability to deliver high quality trainings.

This training aims to strengthen the didactical and methodological skills of members of international missions in designing and delivering training courses in order to build local capacities in relevant areas as well as to provide mission members a possibility to develop their individual skill set.

The curriculum of the course is based on the ENTRi Training of Trainers Course Concept and Program approved by ENTRi partners in December 2018 and accessible at:

https://esdc.europa.eu/wp-content/uploads/2020/01/37-ENTRi_ToT_Course_Concept_.pdf

The target audience

Experts working in crisis management/peace support missions – _deployed within Georgia - who conduct training activities and coaching sessions as subject matter experts or trainers. Maximum 15 participants, preferably from international civilian crisis management/peace support missions (OSCE, EU, UN, etc).

The expected learning outcomes

After completion of the EUCTI ToT, participants should be able to:

- describe how learning theories can be applied to design high impact sessions;
- practice advanced training design skills in preparing sessions on a range of learning topics related to their training courses/sessions;
- reflect on their own training style and their own biases towards different training methods;
- upgrade facilitation skills in a range of participatory training activities;
- refine the delivery of course material based on the guidelines in the ToT Participants Manual relevant to their area of expertise;
- identify course design methods applicable to their training needs;
- understand what is important for online learning delivery to enhance leader engagement and explain the netiquette on to deliver an Online Course on Teams.

The methodology

The ToT is a classroom based activity that adheres to commonly used standards on adult learning. This includes an approach that:

- Is **participant-centred**, *alias* the programme fits the needs and professional background of participants and that uses participants' experience and expertise as a resource;
- Is **interactive**: without practical application, course participants will fail to understand the depth of the learning material;
- Provides space for **reflection** of the methodological choices made for the programme.

Modules

Module 1: Being a trainer

- Experiences of good and bad training
- The teaching cycle
- Theories about learning (experiential learning, social learning, learning styles, adult learning)
- Difference between pedagogy and andragogy, trainer-centred and learner-centred approach

Module 2: Teaching and learning theories

- Experiential learning
- Activity: learning by doing
- Social learning
- Remembering and forgetting
- Knowledge, skills, attitudes (KSAs), dimensions of learning

Module 3: Techniques to use in a training session

- Aims, objectives and learning outcomes
- Bloom's Taxonomy
- Learning programmes and lesson planning
- Lectures and presentations
- Different training activities and techniques
- Energisers
- Brainstorming sessions
- KSAs and training methods

Module 4: Managing the training environment and effective communication

- Effective communication in the training room
- Using positive and negative language
- Dealing with difficult participants

Module 5: Planning, preparation of a training session

- Presentation roadmap
- Resources in presentations
- Lesson plan
- Explaining the presentation exercise
- Preparations for delivering presentations

- Assessing and evaluating training
- Assessing participants' learning
- Principles and methods of assessment and evaluation
- Kirkpatrick's levels of evaluation
- Feedback techniques

Module 6: Delivering training sessions online

- Organizing your visual background, mic and video.
- The mic and video of your learners.
- How to open and close a session
- Net-etiquette.
- Practical skills in online course facilitation
- Dealing with difficulties with disruption

Module 7: Delivery of a training session

- Different activities to be included in designing a training session
- Techniques to be used in a training session

The logistics

This course will be held online through TEAMS. Selected participants will be invited to preferably access the TEAMS via the Google (Google Chrome or Microsoft Edge) browser: this guarantees that you will have no problem. Selected participants will receive detailed information on how to join the course through the platform.

The training will consist of:

- a *Welcome session* of about 1 hours – dedicated to the opening of the Course, the illustration of its structure, goals and articulation, the presentation of participants, lecturers and resource persons involved in the training activity;
- *9 online learning sessions* distributed within 5 days. During the online, sessions participants will virtually meet their fellow trainees and their facilitator/trainer. All participants will actively exchange ideas and experiences which allows everyone to create and acquire new in-depth knowledge.