

*Environment in Humanitarian Action: Global Training Manual Template*

# Training of Trainers







*This module was developed as part of the UNEP/OCHA Joint Environment Unit's project titled Localisation of Environment in Humanitarian Action, and is part of a template of a training manual consisting of:*

- 1 Introductory Module*
- 11 Technical Modules*
- 1 ToT Module*

*The template is an open source and available for any organisation or individual to use or refer to in the development and delivery of their Environment in Humanitarian Action training.*

*What distinguishes this training manual is its comprehensive and flexible framework. We encourage users to adjust the content to meet with the specific needs within their specific Contexts. We kindly ask that credit is given when using or adapting this resource.*

# MODULE OVERVIEW

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This module prepares trainers to deliver training that is not only effective but also environmentally sustainable within humanitarian action contexts. It emphasizes minimizing environmental impact at every stage of the training process, from planning to delivery and evaluation. It focuses on adult learning principles, including self-directed and transformative learning theories, facilitation techniques, and the development of training materials. The module also includes practical exercises to enhance the trainers' skills in engaging and managing participants. Additionally, it introduces the use of digital tools and strategies for remote and hybrid training environments to ensure trainers are equipped to deliver environmentally conscious content in humanitarian various contexts.

## Learning outcomes

By the end of this module, participants will:

1. Understand the concept of Training of Trainers (ToT) and its role in capacity building for environmental sustainability.
2. Recognize the importance of cultural sensitivity in training and implement strategies to adapt to different cultural contexts.
3. Identify and implement strategies to design and deliver training sessions that minimize the ecological footprint.
4. Apply adult learning principles to design and deliver effective training sessions.
5. Develop and utilize facilitation techniques to engage participants and manage group dynamics, with emphasis on techniques that incorporate environmental considerations.
6. Create clear, environmentally focused, engaging, and culturally sensitive training materials.
7. Conduct well-organized training sessions using a variety of interactive methods, including those that emphasize environmental themes and sustainability.
8. Assess participant learning and provide constructive feedback to enhance the training experience.

## Estimated delivery time

**Total time:** 1.5 days (420 hours)



# CONTENT OUTLINE

<b>1. Introduction to training of trainers</b>	<b>04</b>
◦ Definition and significance of ToT in the context of Environment in Humanitarian Action	
◦ Types and approaches to training	
<b>2. Cultural sensitivity, gender and inclusivity in training</b>	<b>04</b>
◦ Importance of cultural awareness, gender sensitivity and inclusivity	
◦ Strategies for integrating cultural sensitivity, gender and inclusivity	
◦ Adapting training to different cultural, gender and inclusivity contexts	
<b>3. Introduction to adult learning principles</b>	<b>09</b>
◦ Overview of adult learning theories	
◦ Applying adult learning principles in training	
<b>4. Facilitation techniques</b>	<b>11</b>
◦ Effective communication skills	
◦ Techniques for engaging participants	
◦ Managing group dynamics	
<b>5. Developing training materials</b>	<b>11</b>
◦ Conducting training needs assessments	
◦ Creating clear and engaging content	
◦ Using multimedia and other resources	
◦ Qualities of a good PowerPoint presentation	
<b>6. Conducting environmentally focused training sessions</b>	<b>11</b>
◦ Planning and organizing training sessions	
◦ Adaptation strategies for environmentally focused training	
◦ Selecting appropriate delivery methods	
◦ Using interactive methods	
◦ Applying the experiential learning cycle in training	
<b>7. Assessment and feedback</b>	<b>11</b>
◦ Methods for assessing participant learning	
◦ Providing constructive feedback	
<b>8. Incorporating digital training tools</b>	<b>11</b>
◦ Overview of digital facilitation tools and platforms	
◦ Strategies for integrating digital tools in training	
◦ Managing remote or hybrid training environments	
◦ Benefits of incorporating digital tools.	
<b>9. Monitoring and evaluation (M&amp;E) of training programs</b>	<b>11</b>
◦ Overview of M&E in training programs	
◦ Key components of M&E for training programs	
◦ Strategies for effective M&E	
◦ Benefits of incorporating M&E in training programs	
◦ Managing potential challenges in M&E	

# FACILITATOR'S GUIDE

Step	Activity	Method	Time	Materials Needed	Expected Outcomes
1	<b>Introduce the module.</b> Provide an overview of the ToT module, its objectives, and the schedule for the training.	Presentation, plenary discussion	10 mins	Slides, handouts	Understand the module's objectives and structure.
2	<b>Introduction to ToT.</b> Discuss the significance, types, approaches of ToT and stages in design and delivery of a training programme.	Lecture	20 mins	Slides, flipchart, markers	Recognize the significance of ToT and understand different types and approaches to training.
3	<b>Cultural sensitivity, gender and inclusivity in training.</b> Engage participants in an interactive session to explore the importance of cultural awareness, gender sensitivity, and inclusivity. Utilize group discussions, real-world scenarios, and Q&A to demonstrate strategies for integrating these elements into training design and delivery.	Presentation, Q&A, interactive session	30 mins	Slides, flipchart, markers	Develop an understanding of cultural awareness, gender sensitivity, and inclusivity. Learn how to adapt training to different cultural contexts while ensuring gender equity and inclusivity.
4	<b>Introduction to adult learning principles.</b> Discuss key theories and their application in training.	Lecture, Q&A	30 mins	Slides, flipchart, markers	Understand adult learning principles and how to apply them effectively in training.
5	<b>Facilitation techniques.</b> Utilize gamified activities and interactive facilitation techniques to engage participants in learning effective communication, participant engagement, and managing group dynamics. This will involve role-playing, quizzes, and team challenges to enhance understanding and practice of facilitation skills.	Gamified activities, interactive facilitation	40 mins	Slides, handouts	Learn and practice facilitation techniques for effective communication and engagement.
6	<b>Developing environmentally focused training materials.</b> Discuss creating clear, environmentally focused and engaging content, and the use of multimedia resources.	Lecture, Q&A	30 mins	Slides, handouts	Understand how to create engaging training materials and the role of multimedia resources. Include sustainable material design, emphasizing digital-first approaches to minimize environmental impact.
7	<b>Qualities of a good PowerPoint presentation.</b> Discuss key attributes and strategies for creating effective presentations.	Presentation, Q&A	15 mins	Slides, handouts	Learn the qualities of a good PowerPoint presentation to enhance training delivery. Highlight sustainable presentation practices such as minimal printed content and eco-friendly visuals.

8	<b>Conducting training sessions.</b> Discuss planning, organizing training sessions, and using interactive methods. Incorporate strategies on environmentally focused training.	Lecture, Q&A	30 mins	Slides, flipchart, markers	Develop skills in planning and conducting interactive and engaging training sessions sustainability, including resource-efficient methods and environmentally conscious planning.
9	<b>Interactive exercise:</b> Planning a training session. Participants plan a training session on a given topic.	Group work, presentation	45 mins	Flipchart, markers	Develop practical skills in planning and organizing training sessions.
10	<b>Assessment and feedback.</b> Discuss methods for assessing participant learning and providing constructive feedback.	Lecture, Q&A	30 mins	Slides, handouts	Understand assessment methods and feedback strategies.
11	<b>Interactive exercise:</b> Developing assessment tools. Participants develop assessment tools for a training module.	Group work, presentation	40 mins	Flipchart, markers	Create effective assessment tools.
12	<b>Practical exercises:</b> Mock training sessions. Participants conduct mock training sessions and receive feedback.	Role-playing, feedback sessions	90 mins	Flipchart, markers, feedback forms	Apply training skills and receive feedback.
13	<b>Summarize and conclude.</b> Review key points from the module, reinforce main takeaways, and address any questions.	Presentation, Q&A	10 mins	Slides	Reinforce key learnings and address questions.

## Facilitator notes

### Section 1: Introduction to training of trainer

#### Key points

- Define the concept of ToT and its significance in humanitarian contexts, particularly in promoting environmental sustainable training processes.
- Introduce the various types of ToT and explain their importance and applications.
- Emphasize the role of ToT in promoting environmentally sustainable practices within training processes, such as reducing waste, conserving resources, and implementing green logistics
- Provide an overview of the stages involved in training development and delivery, emphasizing how these stages ensure effective training outcomes and can integrate environmental sustainability.
- Understand the unique aspects of training within environmental contexts in humanitarian action, emphasizing how to create interest in environmental topics for humanitarian actors.
- Explore facilitation techniques tailored specifically for environmental training, such as outdoor simulations and scenario-based learning.
- Recognize the importance of co-creation and collaboration with local organizations to ensure training relevance and impact.

#### Background:

- Training of trainers is a specialized educational process aimed at equipping trainers with the knowledge, skills, and attitudes necessary to effectively train others. This approach is crucial in humanitarian contexts, where there is often a need to rapidly scale up training programs to respond to urgent needs.

- ToT programs ensure that critical knowledge and skills are widely disseminated, enabling local communities and organizations to build capacity, respond to environmental challenges, and ensure the sustainability of humanitarian efforts.
- Stages of training development and delivery: Understanding these stages helps trainers design and implement effective training sessions. The stages include planning, designing, delivering, and evaluating the training. Each stage plays a critical role in ensuring that the training meets its objectives and is impactful.
- Training in environmental contexts within humanitarian action addresses specific environmental challenges such as waste management, water conservation, and sustainable resource use. This type of training equips communities and organizations with the skills necessary to manage these challenges effectively.
- Creating interest in environmental topics among humanitarian actors is essential. Training should emphasize alignment with donor priorities on environmental sustainability, highlighting potential long-term cost savings and mitigating indirect health impacts.

## Content development: Introduction to ToT

Table 1: Significance of ToT in environmental sustainability within humanitarian contexts

Aspect	Description	Importance	Real-World Application
<b>Capacity building</b>	Providing trainings and informative sessions to enhance the ability of local communities to manage environmental programs effectively using sustainable and low-impact methods.	Crucial for sustaining environmental interventions after external actors withdraw.	Training local leaders in disaster-prone areas to manage reforestation projects and maintain environmental resilience.
<b>Knowledge dissemination</b>	Ensures that critical environmental knowledge, including sustainable practices such as waste reduction and water management, reaches multiple layers within communities and organizations.	Facilitates widespread understanding and adoption of sustainable practices.	Using ToT to educate community members on how to train on sustainable agricultural practices that reduce deforestation.
<b>Scalability</b>	Allows for the rapid expansion of training programs to reach a larger audience while reducing environmental impact through virtual or blended approaches.	Essential in crisis situations where quick dissemination of knowledge is required.	Deploying trainers in multiple regions to conduct workshops on emergency environmental management practices.
<b>Sustainability</b>	Promotes long-term sustainability by building local expertise and integrating environmental responsibility into training processes.	Ensures that environmental practices continue and evolve even after external support ends.	Establishing community-run monitoring programs for water conservation after initial training sessions.



Table 2: Types of ToT

Type of ToT	Description	Importance	Real-World Application
<b>Cascade training</b>	A model where individuals are trained and then expected to train others, promoting environmental sustainability by passing on eco-friendly practices.	Efficient for large-scale training initiatives; ensures the spread of knowledge across multiple layers.	Used in large humanitarian programs where the need to quickly disseminate information is crucial, such as in emergency response situations.
<b>Peer-to-peer training</b>	Focuses on collaboration and mutual learning among trainers, sharing sustainable facilitation techniques and promoting environmentally responsible methods.	Promotes a deeper understanding and shared ownership of the training material.	Applied in workshops where participants are encouraged to learn from each other's experiences, often used in community-based projects.
<b>Expert-led training</b>	Training conducted by a subject matter expert who imparts knowledge to trainers, emphasizing sustainable approaches such as energy-efficient training venues and low-impact materials.	Ensures high-quality, specialized knowledge is passed on.	Common in technical areas, such as health or engineering in humanitarian contexts, where specific expertise is required.
<b>Online or blended training</b>	Combines online modules with face-to-face sessions, offering a reduced environmental footprint by minimizing travel and using digital resources.	Flexible and can reach a broader audience, particularly in remote or crisis-affected areas.	Used to train trainers in hard-to-reach areas, with follow-up sessions conducted online to reinforce learning.

Table 3: Stages in training development and delivery

Stage	Description	Importance	Real-World Application
<b>Planning</b>	Identifying the training needs, objectives, target audience, and resources required for the training, with a focus on minimizing environmental impact, such as choosing low-impact venues and reducing printed materials.	Critical for ensuring that the training is relevant, well-structured, and feasible.	Conducting a needs assessment to determine the specific environmental challenges faced by a community before designing a training program.
<b>Designing</b>	Developing the training content, materials, and methods collaboratively with stakeholders, based on the identified needs and objectives, prioritizing digital materials and interactive online content to minimize waste. This stage emphasizes co-design, where trainers work together with community members or target groups to ensure the content is relevant and culturally appropriate.	Ensures that the training content is tailored to the audience's needs, incorporates local knowledge and is engaging.	Creating a training curriculum that incorporates local environmental knowledge and practices into the content through co-design workshops with community representatives.
<b>Delivering</b>	Implementing the training, including the facilitation of sessions, use of materials, and engagement with participants. Consider using green methods, such as remote facilitation, digital tools, and low-resource demonstrations.	Essential for ensuring that the training is effectively communicated and understood.	Conducting a training session on sustainable resource management using interactive methods such as role-playing and group discussions.
<b>Evaluating</b>	Assessing the training's effectiveness, including participants feedback, learning outcomes, overall impact, including its environmental impact, to ensure future sessions are more sustainable.	Provides insights into the success of the training and areas for improvement.	Using participants feedback to refine future training sessions on environmental impact assessment in humanitarian projects.

## Section 2: Cultural sensitivity, gender and inclusivity in training

### Key points

- Emphasize the importance of integrating cultural sensitivity, gender awareness, and inclusivity in training design and delivery. Ensuring that training is culturally relevant, gender-sensitive, and inclusive fosters an environment where all participants feel valued, respected, and engaged.
- Discuss strategies for incorporating cultural, gender, and inclusivity considerations into training. These strategies include researching cultural norms, using inclusive language, and adapting training methods to suit different cultural, gender, and inclusivity contexts.
- Highlight the significance of continuously adapting training content and methods based on participant feedback and evolving cultural and gender dynamics. This ongoing adaptation ensures that training remains relevant, effective, and respectful of all participants.

### Background information

- Understanding and respecting cultural diversity is crucial in any training setting, particularly in humanitarian contexts where participants come from diverse backgrounds. Trainers must be aware of cultural norms, values, and traditions that could impact the learning experience. This awareness helps avoid cultural misunderstandings and fosters an inclusive learning environment where all participants feel respected and engaged.
- Gender sensitivity in training involves recognizing and addressing the different experiences, needs, and perspectives of all gender identities. In humanitarian contexts, where gender roles and dynamics can significantly influence participation and learning, trainers must ensure that their approach is inclusive and equitable. This includes using gender-sensitive language, promoting gender equity in participation, and challenging gender stereotypes that may arise during training.
- Inclusivity in training goes beyond cultural and gender sensitivity to encompass the full range of participant identities, including socioeconomic status, disability, language, and religion. An inclusive training environment is one where all participants, regardless of their background or identity, feel welcomed, respected, and valued. This inclusivity enhances participation, engagement, and the overall effectiveness of the training.
- Effective integration of these elements into training design and delivery requires ongoing learning and adaptation by the trainer. By continuously updating training materials and methods based on participant feedback and evolving cultural and gender contexts, trainers can ensure that their sessions remain relevant, impactful, and respectful of all participants.

Table 1: Importance of cultural awareness, gender sensitivity, and inclusivity in training design and delivery

Component	Aspect	Description	Importance and Real-World Application
Importance of cultural awareness	Understanding diversity	Recognizing the diverse cultural backgrounds, languages, and traditions participants may bring to the training environment. Integrate local practices that minimize environmental impact into training delivery.	Helps create an inclusive environment that respects and values all participants, fostering better engagement and learning outcomes. For example, in an environmental training session for disaster response, understanding the diverse backgrounds of participants can help in designing scenarios that are relevant and relatable to different community practices, such as traditional water conservation methods.

<b>Importance of cultural awareness</b>	<i>Building trust and respect</i>	Ensuring that training methods and content are respectful of cultural norms and values, which helps build trust among participants. Designing environmentally respectful training methods, such as using local, sustainable materials or co-designing training elements with local community input to reduce environmental impacts.	Trust is essential for effective learning in humanitarian settings. When participants feel their cultural practices, such as local environmental stewardship traditions, are respected, they are more likely to engage fully and share their perspectives. For instance, a trainer might start an environmental restoration workshop by acknowledging and incorporating local customs of land use, setting a positive tone for open communication.
	<i>Enhancing relevance</i>	Tailoring training content to be culturally relevant to the participants.	Culturally relevant content is more engaging and easier to understand, making the training more effective. In environmental humanitarian action, using examples like community-led reforestation that respect local beliefs about land can make the content more relatable and impactful.
	<i>Mitigating misunderstandings</i>	Reducing the risk of cultural misunderstandings that can lead to conflicts or disengagement during training.	Helps prevent potential conflicts or discomfort that may arise from cultural insensitivity, ensuring a smooth and inclusive learning experience. For example, during environmental cleanup training in post-disaster areas, a trainer might ensure that local taboos related to waste disposal are respected to avoid alienating participants.
	<i>Promoting inclusivity</i>	Creating an environment where all participants feel included and respected, regardless of their cultural background, like providing accessible materials that are also environmentally friendly (digital formats, etc.).	Inclusivity in training encourages participation from all attendees, leading to richer discussions and a broader exchange of ideas. For instance, in a session on sustainable agriculture, a trainer could establish ground rules that promote respect for all cultural perspectives, ensuring that everyone feels comfortable sharing their traditional farming practices.
<b>Importance of gender sensitivity</b>	<i>Recognizing gender differences</i>	Acknowledging and understanding the different experiences, needs, and perspectives of various gender identities.	Ensures that the training is relevant and accessible to all genders, fostering an inclusive learning environment. For example, in training for disaster risk reduction, including examples that address the specific vulnerabilities of women and men in different environmental contexts can enhance engagement and effectiveness.
	<i>Gender-sensitive facilitation</i>	Adopting facilitation techniques that are sensitive to gender dynamics within the training environment.	Encourages equal participation and ensures that all voices are heard, regardless of gender. For instance, during environmental planning workshops, a trainer might ensure that both men and women are equally encouraged to contribute to discussions on resource management, which is crucial in post-crisis settings.
	<i>Promoting gender equity</i>	Implementing training practices that actively promote gender equity within the training context.	Fosters an environment where all participants feel valued and supported, regardless of gender. For example, in training on clean energy solutions, ground rules could be established to ensure women are given equal speaking opportunities, which is critical in areas where women's opinions are traditionally undervalued.
	<i>Addressing gender stereotypes</i>	Challenging and addressing gender stereotypes and biases that may arise during training.	Helps create a training environment that is free from discrimination and bias, promoting fairness and inclusivity. For instance, addressing stereotypes in discussions on roles in community-based environmental programs can help create a more balanced and equitable approach to resource management.

<b>Importance of inclusivity</b>	<i>Creating an inclusive environment</i>	Designing a training environment where all participants feel welcomed, respected, and valued, regardless of their background.	Fosters a sense of belonging and encourages full participation from all attendees, leading to a richer learning experience. For example, ensuring that environmental training materials are accessible to individuals with disabilities can enhance engagement in disaster-prone areas.
	<i>Encouraging diverse perspectives</i>	Actively seeking and valuing the contributions of participants from diverse backgrounds and experiences.	Promotes a more comprehensive understanding of the training content through the inclusion of diverse perspectives. For example, in climate adaptation training, a trainer might ensure that perspectives from different communities are included to enrich the discussion on sustainable practices.
	<i>Addressing barriers to participation</i>	Identifying and mitigating potential barriers that might prevent participants from fully engaging in the training.	Ensures that all participants have equal opportunities to contribute and learn, regardless of their background or circumstances. For example, providing childcare or transportation support to participants who might otherwise be unable to attend the training, ensuring that all have the opportunity to participate.

Table 2: Strategies for integrating cultural sensitivity, gender, and inclusivity

<b>Aspect</b>	<b>Description</b>	<b>Importance</b>	<b>Real-World Application</b>
<b>Researching cultural norms</b>	Conducting background research on the cultural norms, values, and traditions of participants before the training; investigate local environmental practices and preferences to design training methods that are culturally appropriate and minimize environmental impact, like opting for locally available materials or digital alternatives.	Helps avoid cultural misunderstandings and ensures that training content and methods are appropriate and respectful; ensures the training process respects cultural and environmental contexts, leading to more effective and sustainable delivery.	A trainer might research local customs and practices related to environmental conservation before conducting a training session in a specific region; a trainer uses local materials for demonstrations instead of imported goods, which reduces carbon footprint and respects local customs.
<b>Incorporating diverse perspectives</b>	Including a variety of cultural, gender, and inclusivity perspectives and examples in training content to reflect the diversity of the participants.	Reflecting diverse perspectives ensures all participants can see their experiences represented, enhancing engagement and understanding.	During a session on leadership, a trainer might include leadership styles from different cultures and genders, making the content relevant to a broader audience and promoting inclusive leadership.
<b>Customizing learning activities</b>	Adapting activities and examples to be culturally appropriate, gender-sensitive, and relatable for participants; adapt activities to be environmentally sustainable and inclusive, such as using hands-on, low-waste activities that align with local environmental standards.	Customized activities increase engagement and help participants connect more deeply with the training material; ensures training activities are contextually relevant and environmentally conscious, fostering local buy-in and active participation.	A trainer might modify a role-playing activity to reflect local cultural scenarios and ensure gender inclusivity, making the exercise more relevant and impactful for all participants; adapting exercises to use reusable or natural materials instead of disposables, respecting both cultural and environmental considerations.
<b>Using inclusive language</b>	Ensuring that the language used in training materials and discussions is inclusive and free from cultural and gender biases or stereotypes.	Inclusive language fosters an environment where all participants feel valued and respected, crucial for effective learning.	A training manual might be reviewed to remove culturally and gender insensitive language, ensuring that examples reflect diverse backgrounds, including different gender identities.



<p><b>Involving local facilitators</b></p>	<p>Partnering with local experts or co-facilitators familiar with the cultural, gender, and inclusivity context of the participants; work with local trainers who can incorporate environmentally friendly delivery methods that align with local norms, like using sustainable venues.</p>	<p>Involving local facilitators provides deeper insights into cultural, gender and environmental issues, bridging gaps between training content and participants' realities.</p>	<p>Bringing in a local expert to co-facilitate a session on environmental practices, ensuring that the training is culturally appropriate, gender-sensitive, and resonates with the participants; Collaborate with local experts who understand how to make the training process less resource-intensive, such as using outdoor settings for sessions.</p>
<p><b>Promoting gender inclusivity</b></p>	<p>Implementing strategies that actively promote gender inclusivity within the training context.</p>	<p>Fosters an environment where all participants feel valued and supported, regardless of gender identity.</p>	<p>In a training on clean energy solutions, ground rules could be established to ensure equal speaking opportunities for all genders, ensuring gender equity in discussions and decision-making processes.</p>
<p><b>Co-creation with local organizations</b></p>	<p>Collaborating with local organizations to co-create training content, ensuring relevance and local ownership; co-design training with local partners to ensure environmentally friendly approaches, such as <b>choosing venues that align with sustainable practices or using materials that are readily available and eco-friendly.</b></p>	<p>Enhances training effectiveness by incorporating local knowledge, practices, and perspectives, fostering a sense of ownership among participants; reduces environmental impact by using localized solutions.</p>	<p>Working with local environmental NGOs to co-create training modules on sustainable practices, ensuring that content is tailored to the community's specific needs and context; working with local NGOs to set up an eco-friendly training space, minimizing energy use and waste generation during sessions.</p>

Table 3: Adapting training to different cultural, gender, and inclusivity contexts

Aspect	Description	Importance	Real-World Application
<p><b>Flexibility in training delivery</b></p>	<p>Adapting the training approach based on the cultural, gender, and inclusivity context of the participants, including adjusting the format, pace, and methods used; modify training delivery to minimize environmental impact, such as scheduling sessions to reduce energy use (daylight hours) and using digital platforms to limit travel.</p>	<p>Flexibility ensures that the training is accessible and effective for all participants, regardless of their cultural background, gender, or any other identity; Reduces the carbon footprint of training while maintaining accessibility and engagement.</p>	<p>A trainer might adjust the training schedule to accommodate cultural practices such as prayer times or fasting periods, while also ensuring that training materials are inclusive and sensitive to gender and disability considerations; scheduling outdoor, natural-light sessions to avoid electricity use, and hybrid models to minimize the need for participant travel..</p>
<p><b>Culturally and gender-relevant content</b></p>	<p>Selecting case studies, examples, and scenarios that are culturally, gender, and inclusivity relevant and relatable to the participants; using local illustrations and digital delivery to avoid print waste.</p>	<p>Culturally and gender-relevant content increases participant engagement and helps them apply the learning in their context, fostering a more inclusive environment; keeps training relevant and reduces environmental impact by avoiding non-recyclable materials and excessive printing.</p>	<p>In a training session on sustainable agriculture, the trainer might use examples of traditional farming practices from the participants' culture and ensure that both male and female farmers' experiences are equally represented; use digital storytelling tools that allow participants to share local environmental challenges without needing physical materials.</p>

<p><b>Engaging local and gender-diverse experts</b></p>	<p>Involving local experts or facilitators who understand the cultural, gender, and inclusivity context and can bridge any gaps between the training content and the participants' backgrounds.</p>	<p>Local and gender-diverse experts can provide insights that enhance the cultural relevance and gender sensitivity of the training, making it more effective and impactful.</p>	<p>A trainer might invite a local leader or expert from diverse gender backgrounds to co-facilitate a session, ensuring that the training is culturally appropriate and that participants feel their cultural perspectives and gender experiences are respected and included.</p>
<p><b>Feedback from participants</b></p>	<p>Soliciting feedback from participants about the cultural, gender, and inclusivity relevance and sensitivity of the training.</p>	<p>Feedback helps trainers continuously improve their approach, ensuring that future training sessions are even more culturally appropriate, gender-sensitive, and inclusive.</p>	<p>After a training session, a trainer could distribute feedback forms asking participants to share their thoughts on how culturally sensitive, gender-relevant, and inclusive the content was, using this information to refine future sessions.</p>
<p><b>Continuous learning and adaptation</b></p>	<p>Continuously updating and adapting training materials based on new cultural, gender, and inclusivity insights and participant feedback; regularly update training methods to incorporate environmentally sustainable practices, such as shifting from printed handouts to digital resources.</p>	<p>Continuous adaptation ensures that training remains relevant and respectful as cultural norms, gender dynamics, and inclusivity contexts evolve; ensures that training delivery evolves to become more eco-friendly while staying relevant to participant needs.</p>	<p>A trainer could regularly review and update training materials, incorporating new cultural, gender, and inclusivity insights gained from participant feedback and ongoing research to keep the content fresh and applicable; transition to paperless evaluations using tablets or smartphones, collecting feedback digitally instead of paper forms.</p>
<p><b>Accessibility and disability inclusion</b></p>	<p>Ensuring that training materials, locations, and methods are accessible to participants with disabilities.</p>	<p>Accessibility is crucial for creating an inclusive environment where all participants, including those with physical, sensory, or cognitive disabilities, can fully engage and benefit from the training.</p>	<p>In an environmental training session, ensuring that materials are available in multiple formats (e.g., Braille, audio, large print) and that the training venue is wheelchair accessible ensures that all participants can contribute and learn effectively.</p>
<p><b>Language considerations</b></p>	<p>Providing training materials and facilitation in the participants' preferred languages or providing translation services.</p>	<p>Language inclusivity ensures that all participants can fully understand and engage with the training content, regardless of their primary language.</p>	<p>In a multilingual community, providing simultaneous translation or materials in multiple languages can ensure that all participants can follow the discussion and contribute meaningfully.</p>
<p><b>Religious sensitivity</b></p>	<p>Recognizing and respecting the religious beliefs and practices of participants during training sessions.</p>	<p>Respecting religious practices, such as prayer times or dietary restrictions, fosters a respectful and inclusive training environment.</p>	<p>Scheduling breaks to coincide with prayer times or ensuring that food provided during training sessions meets religious dietary requirements can help participants feel respected and valued.</p>
<p><b>Socioeconomic considerations</b></p>	<p>Acknowledging and accommodating the diverse socioeconomic backgrounds of participants.</p>	<p>Socioeconomic inclusivity ensures that all participants, regardless of their financial situation, can participate fully in the training.</p>	<p>Providing transportation stipends, childcare, or meals during training sessions can help remove barriers to participation for individuals from lower socioeconomic backgrounds.</p>
<p><b>Psychosocial support</b></p>	<p>Offering support to participants who may be experiencing stress, trauma, or other psychosocial issues.</p>	<p>Addressing psychosocial needs is essential for creating a safe and supportive training environment, particularly in post-disaster or conflict settings.</p>	<p>In a training on disaster recovery, providing access to counselling services or creating a safe space for participants to express their feelings can enhance their ability to engage with the training content.</p>

## Section 3: Introduction to adult learning principles

### Key points

- Introduce key theories of adult learning and their relevance to training.
- Discuss how to apply adult learning principles effectively in training sessions.

### Background information

- Adult learning, or andragogy, refers to the methods and principles used in teaching adults. Unlike children, adult learners bring a wealth of experiences and knowledge to the learning environment, which influences how they learn.
- Understanding adult learning theories helps trainers design and deliver training that is relevant, engaging, and effective for adult learners.



## Content development: Introduction to adult learning principles

Theory	Description	Importance	Real-World Application
<b>Andragogy (Malcolm Knowles)</b>	Focuses on the specific needs of adult learners, emphasizing self-directed learning, the importance of experience, problem-centred learning, and the relevance of learning to real-life situations.	Highlights the unique characteristics of adult learners, helping trainers create more relevant and engaging learning experiences.	A trainer might design a workshop that allows participants to draw on their own work experiences and apply new concepts to real-world problems they face in their jobs.
<b>Transformational/transformational learning (Jack Mezirow)</b>	Emphasizes the process by which adults change their frames of reference by critically reflecting on their experiences, leading to a transformation in their worldview.	Encourages deep, reflective learning that can lead to significant personal and professional growth, making learning more impactful.	A training session might include reflective exercises where participants critically analyze how new information challenges or changes their previous assumptions or beliefs.
<b>Experiential learning (David Kolb)</b>	Suggests that learning is a process where knowledge is created through the transformation of experience, involving a cycle of concrete experience, reflective observation, abstract conceptualization, and active experimentation.	Reinforces the idea that adults learn best through doing and reflecting on their experiences, making learning more relevant and memorable.	In a training on disaster response, participants might engage in simulations that mimic real-life scenarios, followed by group discussions to reflect on what they learned from the experience.



<b>Self-directed learning (Knowles)</b>	Proposes that adults are capable of taking responsibility for their own learning, setting their own goals, and seeking out resources to achieve these goals.	Recognizes the autonomy of adult learners and their ability to take control of their own learning journey, which is crucial for effective training.	A trainer might provide resources and guidelines but allow participants to choose the topics they want to explore in more depth, tailoring the learning experience to their individual needs and interests.
<b>Constructivism (Jean Piaget and Lev Vygotsky)</b>	Focuses on how learners construct their own understanding and knowledge of the world, through experiencing things and reflecting on those experiences.	Emphasizes the active role of learners in constructing knowledge, making training more learner-centered and relevant.	A training session might encourage participants to work on group projects where they build their own solutions to real-world problems, facilitating deeper understanding through collaboration and experimentation.

Table 2: Applying adult learning principles in training

<b>Principle</b>	<b>Description</b>	<b>Importance</b>	<b>Real-World Application</b>
<b>Relevance to work or life</b>	Adults are more motivated to learn when they see the relevance of what they are learning to their work or personal life.	Ensuring that learning is applicable to real-world situations enhances engagement and retention of knowledge.	A trainer might use case studies from the participants' own industry or community to illustrate how the training content can be applied in their work or daily life.
<b>Drawing on experience</b>	Adults bring a wealth of experience to the learning environment, which can be a valuable resource in the learning process.	Leveraging participants' experiences can enrich the learning process, making it more relevant and grounded in reality.	A training session might include opportunities for participants to share their experiences and how these relate to the new concepts being introduced, fostering peer learning and collaboration.
<b>Problem-centered approach</b>	Adults prefer learning that is organized around solving real-life problems rather than abstract concepts.	A problem-centered approach helps to keep the learning focused and relevant, increasing its practical value.	In a disaster management training, participants might work on solving a specific problem, such as creating an emergency response plan, rather than just learning theory about disaster management.
<b>Self-directed learning</b>	Adults value autonomy and prefer to have control over their learning, including the pace and direction of their education.	Encouraging self-directed learning fosters independence and motivation among learners, leading to more effective and sustained learning outcomes.	A training might offer optional modules that participants can choose to explore in-depth based on their interests or needs, allowing them to tailor the learning experience to their own goals.
<b>Immediate application of learning</b>	Adults are motivated by the ability to apply what they have learned immediately in their personal or professional life.	Immediate application of learning reinforces concepts and skills, making the training more effective and relevant.	A trainer might include hands-on activities, simulations, or role-playing exercises that allow participants to practice new skills in a safe environment before applying them in real life.



Table 4.2: Data collection methods on environmental issues in humanitarian programs

Method	Description	Importance in Humanitarian Context	Real-World Application in Humanitarian Action
<b>Baseline environmental assessment</b>	Conducting initial assessments to establish reference points for measuring environmental impact in humanitarian programs.	Establishes a benchmark to compare pre- and post-intervention conditions, ensuring that environmental benefits are measurable.	Conducting baseline soil and water quality assessments before implementing a flood prevention project in a disaster-prone area.
<b>Satellite imagery</b>	Utilizing satellite data to monitor large-scale environmental changes such as deforestation, land degradation, and water resource management.	Provides comprehensive, real-time data that is essential for monitoring environmental impacts over large or inaccessible areas in humanitarian contexts.	Using satellite imagery to monitor deforestation rates and assess the effectiveness of reforestation projects in remote, conflict-affected regions.
<b>Surveys and questionnaires</b>	Gathering data directly from affected populations and communities through structured surveys and questionnaires.	Allows for the collection of qualitative and quantitative data that reflects the community's perspective, critical for adaptive program management.	Conducting surveys in refugee camps to assess the effectiveness of environmental education programs and their impact on local waste management practices.
<b>Environmental audits</b>	Systematic evaluations of environmental practices and their impact within humanitarian projects, often conducted by external experts.	Ensures that environmental activities in humanitarian programs adhere to established standards and identify areas for improvement, especially in compliance with donor requirements.	Performing environmental audits on the waste management processes in refugee camps to ensure compliance with international environmental standards and regulations.
<b>Focus group discussions</b>	Engaging small groups of community members or stakeholders to gather in-depth insights on specific environmental issues or interventions.	Facilitates detailed understanding of community attitudes, perceptions, and behaviors towards environmental activities in humanitarian programs, informing targeted adjustments.	Using focus groups in disaster-affected areas to understand community perceptions of a water conservation project and gather feedback for program improvement.

Table 4.3: Challenges in implementing M&amp;E frameworks and possible solutions

Challenge	Description	Possible Solutions	Real-World Application
<b>Access to affected areas</b>	Limited access due to conflict, disaster, or geographical barriers can hinder data collection and monitoring efforts.	Utilize local partnerships and remote data collection methods, such as satellite imagery or mobile apps, to gather information without needing direct access.	Partnering with local NGOs to monitor deforestation in conflict zones using satellite data and reports from local communities.
<b>Resource constraints</b>	Humanitarian operations often face financial, logistical, and human resource limitations that can impact the effectiveness of M&E frameworks.	Prioritize key indicators, leverage technology to reduce costs, and integrate M&E tasks into existing operations to maximize resource efficiency.	Using mobile data collection tools to gather survey responses from dispersed populations, reducing the need for extensive field teams.
<b>Complexity of crisis situations</b>	The rapidly changing conditions and the complexity of humanitarian crises can make it difficult to implement rigid M&E frameworks.	Develop flexible M&E frameworks that can adapt to changing circumstances, and train staff on the ground to modify data collection methods as needed.	Adapting a monitoring plan for a reforestation project in a flood-affected area, shifting focus from growth rates to survival rates as conditions change.
<b>Stakeholder collaboration</b>	Ensuring coordination among multiple stakeholders, including NGOs, local authorities, and affected communities, can be challenging in crisis contexts.	Foster strong communication channels, establish clear roles and responsibilities, and encourage collaborative data sharing and decision-making processes.	Organizing regular coordination meetings with all stakeholders involved in an environmental recovery project to ensure aligned goals and shared data access.

## Section 4 - Facilitation techniques

### Key points

- Discuss the importance of effective communication in training, including how communication methods can be adapted to reduce environmental impact.
- Explore techniques for actively engaging participants during training sessions, focusing on approaches that minimize resource use, such as digital or reusable resources.
- Highlight strategies for managing group dynamics to ensure productive and inclusive interactions.
- Introduce eco-conscious communication methods that incorporate digital platforms for feedback and Q&A, reducing the need for printed materials.

### Background information

- Facilitation is a key skill for trainers, requiring the ability to guide discussions, manage interactions, and ensure that all participants are engaged and learning effectively. Effective facilitation can also contribute to environmental sustainability by choosing methods that reduce waste and resource consumption.
- Effective communication is the foundation of successful facilitation, ensuring that the message is clearly understood and that participants are motivated to engage. Eco-conscious communication practices, such as using digital tools, help minimize the environmental impact of training while enhancing engagement.
- Managing group dynamics involves understanding the interpersonal relationships and power structures within the group to create a positive and productive learning environment. Incorporating environmentally friendly facilitation techniques, such as digital boards and reusable materials, can further support sustainable training practices.

## Content development: Facilitation techniques

Table 1: Effective communication skills

Skill	Description	Importance	Real-World Application
<b>Clarity and conciseness</b>	Conveying information in a straightforward and understandable manner without unnecessary complexity.	Ensures that all participants understand the content, reducing the risk of confusion and enhancing retention.	A trainer uses simple language and clear instructions during a disaster preparedness training, ensuring that all participants, regardless of their background, can follow the training effectively.
<b>Active listening</b>	Fully concentrating, understanding, and responding thoughtfully to participants' contributions.	Promotes a collaborative learning environment by valuing participants' input and ensuring that their perspectives are integrated into the discussion.	During a group discussion, the trainer actively listens to participants' concerns about implementing environmental practices in their communities, addressing these concerns in real-time.
<b>Non-verbal communication</b>	Using body language, eye contact, and facial expressions to reinforce verbal communication.	Enhances the impact of verbal communication by providing additional context and emotional emphasis, helping to engage participants.	The trainer maintains eye contact and uses positive gestures to encourage participation during a workshop on sustainable resource management in humanitarian settings.

<p><b>Questioning techniques</b></p>	<p>Using open-ended questions to encourage discussion and critical thinking.</p>	<p>Stimulates deeper reflection and discussion among participants, enhancing the learning process.</p>	<p>The trainer asks open-ended questions like "How might this approach to water conservation be adapted to your community?" to encourage participants to think critically about applying the content.</p>
<p><b>Feedback and reinforcement</b></p>	<p>Providing timely and constructive feedback to reinforce learning and correct misunderstandings.</p>	<p>Ensures that participants are on the right track, helping to solidify learning and encourage continuous improvement.</p>	<p>After a role-playing exercise, the trainer provides specific feedback on what participants did well and areas for improvement, helping them refine their skills.</p>
<p><b>Eco-conscious communication</b></p>	<p>Incorporate environmentally sustainable communication methods, such as using digital platforms for feedback and Q&amp;A, minimizing paper use.</p>	<p>Reduces the environmental impact of communication during training sessions, aligning with eco-friendly practices.</p>	<p>Using digital boards or interactive screens instead of printed charts, enhancing communication without generating paper waste.</p>

## Techniques for engaging participants



### Interactive activities

Engaging participants through activities such as role-playing, simulations, and group work.

**Importance:**

Encourages active participation and makes learning more experiential and relevant, leading to better retention.

**Real-World Application:**

In a training on emergency response, participants engage in a simulation exercise where they must make decisions as a team, applying the concepts they have learned in a practical scenario.



### Storytelling

Using stories or case studies to illustrate key points and make content more relatable.

**Importance:**

Makes abstract concepts more tangible and easier to understand by linking them to real-world experiences.

**Real-World Application:**

The trainer shares a story about a successful community-led reforestation project, helping participants see how similar strategies could be applied in their own work.



### Peer learning

Facilitating opportunities for participants to learn from each other through discussion and collaboration.

**Importance:**

Encourages sharing of diverse perspectives and experiences, enriching the learning experience for everyone involved.

**Real-World Application:**

During a group discussion, participants are encouraged to share their experiences with implementing environmental initiatives, learning from each other's successes and challenges.



### Use of technology

Incorporating multimedia tools like videos, interactive quizzes, and online platforms.

**Importance:**

Encourages active participation and makes learning more experiential and relevant, leading to better retention.

**Real-World Application:**

In a training on emergency response, participants engage in a simulation exercise where they must make decisions as a team, applying the concepts they have learned in a practical scenario.



## Facilitated discussion

Leading discussions that allow participants to explore ideas and share insights.

### Importance:

Promotes critical thinking and deeper understanding by encouraging participants to engage with the material actively.

### Real-World Application:

The trainer facilitates a discussion on the challenges of integrating environmental practices into humanitarian work, allowing participants to explore the topic in depth and share their insights.

Table 3: Managing group dynamics and addressing facilitation challenges

Challenge	Description	Strategy for Overcoming	Real-World Application
<b>Dominating participants</b>	One or more participants dominate the discussion, making it difficult for others to contribute.	Manage dominant voices by tactfully redirecting the conversation and inviting quieter participants to contribute.	The trainer intervenes when a participant monopolizes the discussion, asking for input from others to ensure a balanced conversation.
<b>Low participation</b>	Some participants may be reluctant to speak up or contribute during the session.	Actively invite quieter participants to share their views and create an inclusive environment where all voices are heard.	The trainer uses open-ended questions and small group discussions to encourage participation from all members, ensuring diverse perspectives are represented.
<b>Cultural misunderstandings</b>	Cultural differences may lead to misunderstandings or discomfort among participants.	Be aware of cultural differences and adapt communication and facilitation styles to respect and include all participants.	The trainer adjusts their approach to account for varying communication styles and cultural norms, fostering an inclusive and respectful training environment.
<b>Conflict among participants</b>	Disagreements or conflicts may arise during group activities or discussions.	Address and mediate conflicts promptly to prevent disruption and maintain a positive learning atmosphere.	When a disagreement arises during a group exercise, the trainer facilitates a discussion to help participants understand each other's perspectives and reach a consensus.
<b>Group disengagement</b>	Participants may lose interest or disengage from the training session.	Use a variety of engaging activities, such as role-playing or simulations, to maintain interest and keep participants engaged.	The trainer incorporates interactive elements like simulations or role-playing to re-engage participants who seem disengaged, making the session more dynamic and relevant to their experiences.
<b>Environmental disengagement</b>	Participants may not initially connect the environmental relevance of facilitation techniques.	Include examples and exercises that demonstrate how facilitation directly impacts environmental sustainability, such as using eco-friendly materials.	Facilitating group discussions on how environmentally sustainable facilitation can reduce waste and enhance learning referencing environmental commitments for humanitarians such as Do no harm, and the Environment and Climate Charter.



## Section 5: Developing training materials

### Key points

- Emphasize the importance of clear and engaging content: Highlight the necessity of creating training materials that are not only informative but also easy to understand and engaging for the participants.
- Importance of conducting training needs assessments: Highlight the necessity of understanding the specific needs, gaps, and expectations of the participants to tailor the training content effectively.
- Utilize multimedia and other resources effectively: Discuss how integrating multimedia elements such as videos, graphics, and interactive tools can enhance learning and cater to different learning styles.
- Incorporate qualities of a good PowerPoint presentation: Detail the essential attributes of an effective PowerPoint presentation, including clarity, visual appeal, consistency, relevance, engagement, and minimalism.
- Recognize the role of context and interactivity: Stress the importance of making training materials contextually relevant to the participants' experiences and incorporating interactive elements that enhance active learning.
- Incorporate sustainable design practices in training materials, such as using digital formats, minimizing paper use, and selecting eco-friendly resources.
- Emphasize the importance of choosing materials that align with environmental sustainability goals, such as digital-only resources to reduce waste.

### Background information

- Conducting Training Needs Assessments: Before developing any training materials, it is crucial to conduct a thorough needs assessment. This process involves gathering information about the participants' current knowledge, skills, and abilities, as well as understanding the specific challenges they face in their work environment. This ensures that the training content is relevant and targeted to address the actual needs of the participants, making the training more effective and impactful. Implementing environmentally friendly data collection methods, such as online surveys, also supports sustainability.
- Creating effective training materials: Effective training materials are critical in ensuring that the key messages of the training are conveyed clearly and memorably. The materials should be tailored to the specific audience, considering factors such as literacy levels, cultural backgrounds, and prior knowledge. Incorporating digital and reusable materials reduces environmental impact and promotes sustainable learning practices.
- Role of multimedia in training: Multimedia resources, such as videos, infographics, and interactive simulations, can significantly enhance the learning experience by catering to different learning styles and making abstract concepts more tangible. However, it is crucial to use these tools judiciously to support rather than overwhelm the learning process. Choosing digital multimedia resources that align with environmental sustainability goals helps minimize the carbon footprint of training.
- PowerPoint presentations in training: PowerPoint presentations are a common tool in training sessions. A well-crafted PowerPoint can support the trainer's message, reinforce key points, and keep participants engaged. However, poor design or excessive information on slides can detract from the effectiveness of the training. It is important to balance text with visuals, maintain consistency in design, and ensure the presentation aids rather than hinders learning.

## Content development: Developing training materials

Table 1: Steps in conducting a Training Needs Assessment (TNA)

Step	Description	Real-World Application/Examples
<b>1. Identify the purpose</b>	Determine the specific goals of the TNA, such as identifying skill gaps or assessing knowledge levels.	For a training on disaster response, the TNA might focus on identifying gaps in participants' knowledge of environmental impact assessments.
<b>2. Define the scope</b>	Establish the scope of the TNA, including the topics to be covered, the target audience, and the resources available.	In a humanitarian setting, this could involve focusing on key environmental issues relevant to the region, such as deforestation or water management.
<b>3. Select the methodology</b>	Choose appropriate methods for data collection, such as surveys, interviews, focus groups, or observations.	Conducting interviews with field staff to gather insights on challenges faced in implementing environmental sustainability practices.
<b>4. Collect data sustainably</b>	Implement the chosen data collection methods to gather information from participants and stakeholders; consider environmentally friendly data collection methods, such as online surveys and virtual focus groups.	Distributing surveys to participants before the training to assess their current knowledge of climate change adaptation strategies; using digital surveys and virtual discussions to gather information, reducing the need for printed questionnaires and travel.
<b>5. Analyze the data</b>	Review and interpret the data to identify trends, gaps, and specific learning needs.	Analyzing survey results to determine that participants lack knowledge in sustainable resource management, necessitating focused training in this area.
<b>6. Report findings</b>	Compile the findings into a report that outlines the identified needs and recommendations for training content.	Presenting the TNA report to decision-makers, highlighting the need for a module on integrating environmental considerations into humanitarian logistics.
<b>7. Develop action plan</b>	Use the findings to develop an action plan for designing the training program, including setting objectives and selecting content.	Creating a training plan that includes modules on environmental risk assessment, based on the identified gaps from the TNA.

Table 2: Creating clear and engaging content

Aspect	Description	Importance	Real-World Application
<b>Clear content</b>	Content that is easy to understand and logically structured.	Ensures that participants can easily follow and grasp the information being presented.	Using bullet points and short paragraphs to break down complex information into digestible parts during a training session on environmental policies.
<b>Environmentally friendly content</b>	Ensure materials are designed with minimal environmental impact, using digital formats and eco-friendly designs.	Supports the reduction of waste generated by traditional training materials.	Using cloud-based resources and interactive PDFs instead of printed handouts, and minimised colors in printed materials enhancing sustainability in content delivery.
<b>Visual aids</b>	Use of diagrams, charts, and infographics to support the written content.	Helps participants better understand and retain complex information.	Incorporating flowcharts to explain decision-making processes in humanitarian project management training.

<b>Engaging language</b>	Using language that is accessible, relatable, and motivating.	Keeps participants interested and engaged throughout the training.	Writing case studies and examples in a narrative style that resonates with participants' experiences in disaster-affected regions.
<b>Contextual relevance</b>	Ensuring the content is relevant to the participants' experiences and needs.	Increases the likelihood that participants will find the training useful and applicable to their work.	Customizing training materials to include examples of environmental challenges specific to the regions where participants work, such as drought management strategies in arid areas.
<b>Interactive elements</b>	Incorporating quizzes, case studies, and discussion prompts within the content.	Enhances active learning by involving participants in the process, rather than passive reading or listening.	Embedding short quizzes after each module to reinforce learning and encourage self-assessment, or including discussion questions after presenting a new concept.

Table 3: Using multimedia and other resources

<b>Resource</b>	<b>Description</b>	<b>Importance</b>	<b>Real-World Application</b>
<b>Videos</b>	Short clips that demonstrate concepts or provide visual case studies.	Provides dynamic content that can make learning more engaging and easier to grasp for visual learners.	Showing a documentary clip about a successful environmental intervention in a post-disaster area to highlight best practices in a training session.
<b>Interactive simulations</b>	Virtual or live simulations that allow participants to practice skills in a controlled environment.	Offers hands-on experience and helps participants apply theoretical knowledge in practical scenarios.	Using a digital simulation where participants must navigate a crisis scenario, making decisions about resource allocation and environmental impact management.
<b>Infographics</b>	Visual representations of information that condense data and concepts into an easily understandable format.	Helps break down complex information into digestible, visual chunks that can enhance understanding and retention.	Creating an infographic that outlines the steps of an M&E framework for participants to refer to during training on monitoring and evaluation in humanitarian contexts.
<b>(Sustainable) case studies</b>	Real-life examples used to illustrate and apply concepts discussed in training; select case studies focusing on environmental sustainability, ensuring relevance and practical learning without generating physical waste.	Connects theory to practice by showing how concepts work in real-world settings; emphasizes the importance of sustainable practices and their applicability in humanitarian settings.	Presenting a case study on how community engagement strategies improved the outcome of an environmental project in a disaster recovery context; Using case studies on successful waste reduction in refugee camps, presented digitally to minimize resource use.
<b>E-learning platforms</b>	Online platforms that provide access to training materials, forums, and additional resources.	Allows participants to continue their learning outside of the physical classroom, providing flexibility and access.	Utilizing an e-learning platform where participants can access training modules, participate in discussion forums, and take quizzes to reinforce their learning after a face-to-face session.

Table 3: Using multimedia and other resources

<b>Attribute</b>	<b>Description</b>	<b>Importance</b>	<b>Real-World Application</b>
<b>Clarity</b>	Slides should be simple, with a clear focus on the main points without overcrowding with text or images.	Ensures that the audience can easily follow and understand the information being presented.	Limiting the text on each slide to key bullet points and using large, readable fonts to ensure clarity during a presentation on environmental policies.
<b>Visual appeal</b>	Use of appropriate colors, fonts, and high-quality images to enhance the presentation without overwhelming it.	Keeps the audience engaged and helps convey the message effectively.	Using a consistent color scheme that aligns with the organization's branding and including high-resolution images relevant to the training topic, such as photos from fieldwork in disaster areas.
<b>Consistency</b>	Maintaining uniformity in slide layout, fonts, colors, and overall design throughout the presentation.	Provides a professional appearance and helps the audience focus on the content rather than the design.	Ensuring that all slides follow a template with consistent fonts, headings, and footer placement, making it easier for participants to follow along.
<b>Relevance</b>	All content on the slides should be directly related to the training topic and add value to the presentation.	Helps maintain the audience's focus on the key messages and supports the learning objectives.	Including only relevant images, charts, and data that support the discussion on strategies for environmental sustainability in humanitarian contexts.
<b>Engagement</b>	Incorporating elements that encourage interaction, such as questions, polls, or prompts for discussion.	Increases participant engagement and makes the presentation more interactive and memorable.	Using embedded polls or Q&A prompts to engage participants during a presentation on community engagement strategies, making the session more interactive.
<b>Minimalism</b>	Avoiding excessive use of text, animations, and transitions that can distract or confuse the audience.	Keeps the audience focused on the content and prevents cognitive overload.	Using simple slide transitions and limiting each slide to one main idea to ensure participants can easily follow the flow of a session on monitoring and evaluation frameworks.
<b>Supporting visuals</b>	Using graphs, charts, and images to visually represent data and concepts, making them easier to understand.	Helps convey complex information in a more digestible and visually appealing way.	Including a graph to show the impact of reforestation projects on local biodiversity, which can make data more accessible and understandable during the presentation.



## Section 6: Conducting environmentally focused training sessions

### Key points

- Highlight the critical role of thorough planning and organization in ensuring the success of training sessions. This includes creating a structured agenda, preparing materials in advance, and anticipating potential challenges. Incorporate sustainable practices in the planning phase, such as selecting eco-friendly venues, using sustainable materials, and minimizing the environmental footprint of the training. Integrate the Experiential Learning Cycle to enhance learning by engaging participants directly with practical environmental scenarios.
- Emphasize the effectiveness of using interactive methods such as role-playing, simulations, and group discussions to enhance participant engagement and facilitate practical learning experiences. Include environmentally themed simulations and activities that encourage participants to think critically about environmental impacts and sustainable practices in humanitarian settings. Utilize the Experiential Learning Cycle (Concrete Experience, Reflective Observation, Abstract Conceptualization, and Active Experimentation) to structure these activities, ensuring that learning is rooted in real-world applications.
- Discuss the importance of being flexible and responsive to the needs of participants during training sessions, including adjusting the pace, revisiting challenging concepts, and incorporating feedback. Adaptation should also consider environmental aspects, integrating local sustainable practices and eco-friendly approaches that align with participants' cultural and environmental contexts.

### Background information

- Flexibility and responsiveness in training: Adapting training sessions based on participant feedback and observed needs is crucial for maintaining engagement and effectiveness. This involves adjusting the Experiential Learning Cycle stages, such as modifying the reflective observation phase to include culturally relevant environmental practices. Being flexible with this approach ensures the training remains dynamic, context-specific, and aligned with the participants' real-world challenges.
- Planning and organizing training sessions: Successful training sessions require meticulous planning and organization. This includes defining clear objectives, preparing all necessary materials, scheduling time effectively, and considering logistical aspects such as the training environment and participant needs. A well-organized session not only runs smoothly but also ensures that the learning objectives are met efficiently. Incorporating sustainable strategies, such as using energy-efficient technologies, sustainable catering, and eco-friendly logistics, enhances the environmental responsibility of the training. Integrating the Experiential Learning Cycle into planning allows trainers to design sessions that move beyond theory, engaging participants in concrete experiences directly relevant to environmental challenges in humanitarian action.
- Role of interactive methods in training: Interactive methods like role-playing, simulations, and group discussions are highly effective in adult learning. These methods allow participants to apply what they have learned in a practical, hands-on manner, reinforcing knowledge and skills through active engagement. These techniques also encourage collaboration and critical thinking, which are essential components of effective learning. Environmentally themed simulations and incorporating local environmental practices further ground these methods in real-world scenarios relevant to humanitarian action.

## Content development: Conducting training sessions

Table 1: Planning and organizing training sessions

Aspect	Description	Importance	Examples
<b>Sustainable session planning</b>	Plan training sessions to minimize environmental impact.	Aligns with global sustainability goals by reducing the carbon footprint of training sessions.	Scheduling outdoor sessions or using energy-efficient venues to minimize electricity use during training.
<b>Defining clear objectives</b>	Setting specific, measurable, achievable, relevant, and time-bound (SMART) objectives for the training session.	Ensures that the training has a clear purpose, with goals that are measurable and relevant to the participants.	Establishing goals such as improving participants' ability to apply facilitation techniques in diverse settings.
<b>Preparing materials</b>	Organizing, developing, and ensuring readiness of all training materials ahead of time, including presentations, handouts, and technical equipment.	Prevents disruptions during the session and ensures that all necessary content is covered effectively and efficiently.	Preparing slides, handouts, and case studies tailored to the cultural contexts of the participants, ensuring relevancy and clarity.
<b>Scheduling and time management</b>	Creating a detailed agenda that includes time allocations for each section, activities, and breaks, with flexibility for participant needs.	Helps maintain focus and ensures that all topics are covered within the allotted time while allowing for dynamic adjustments.	Allocating specific time slots for each topic, with buffer periods for Q&A and unanticipated discussions.
<b>Logistical planning</b>	Arranging the training environment, including seating, lighting, accessibility, and necessary equipment setup.	Ensures a conducive learning environment that accommodates all participants, including those with special needs.	Setting up a room with an inclusive layout, accessible resources, and necessary equipment like projectors or whiteboards.
<b>Anticipating challenges</b>	Identifying potential obstacles or challenges that could arise during the session, and planning contingencies.	Prepares trainers to handle unexpected issues smoothly, minimizing disruption to the learning process.	Preparing for potential technical difficulties by having backup equipment or alternative methods ready, such as printed materials.

Table 2: Adaptation strategies for environmentally focused training

Aspect	Description	Importance	Real-World Application
<b>Use of sustainable materials</b>	Opt for reusable, recyclable, or biodegradable materials in training sessions (e.g., whiteboards instead of flipcharts, digital notes instead of printed handouts).	Reduces the environmental footprint of training activities and promotes sustainable practices among participants.	Replace flipcharts with reusable whiteboards; distribute training materials via email or USB drives to minimize paper use; in low-resource settings, use locally available materials that are easy to recycle or repurpose.
<b>Energy-efficient technologies</b>	Utilize energy-efficient tools and technologies, such as LED projectors, solar-powered devices, and energy-saving modes on electronic devices.	Minimizes energy consumption during training, setting an example for sustainable practices in everyday operations.	Use solar-powered projectors or LED screens in field training sessions, particularly in off-grid or resource-limited areas; in low-resource settings, consider using manual, non-electric training aids to conserve energy.

<b>Field visits to eco-friendly projects</b>	Incorporate site visits to local environmental projects, such as water purification plants, community-managed forests, or sustainable agriculture sites.	Provides hands-on learning and demonstrates the application of environmental sustainability principles in practice.	Organize a visit to a community-based reforestation project to showcase sustainable land management techniques; in low-resource settings, visits can focus on simple, low-cost initiatives like community gardens or rainwater harvesting systems.
<b>Incorporating local environmental practices</b>	Integrate local sustainable practices into the training content, such as indigenous water conservation methods or traditional waste management techniques.	Enhances relevance and respect for local knowledge, making the training more relatable and impactful.	Include case studies on local rainwater harvesting methods or traditional composting practices during waste management training; highlight low-cost, scalable solutions that are viable in low-resource contexts.
<b>Environmentally themed simulations</b>	Design simulations that incorporate environmental challenges, such as flood management, sustainable shelter design, or eco-friendly emergency response.	Reinforces environmental considerations in humanitarian action, preparing participants for real-world scenarios.	Conduct a simulation exercise on setting up a temporary shelter with low environmental impact in a flood-prone area; include scenarios that address environmental sustainability in resource-limited contexts..
<b>Digital-first approach</b>	Prioritize digital delivery methods to reduce the need for physical resources.	Reduces paper waste and promotes tech-savvy learning, aligning with modern and environmentally friendly practices.	Use VR to simulate crisis scenarios requiring environmental considerations, like water scarcity in refugee camps; in low-resource settings, use simple digital tools like mobile-based learning apps or SMS-based training to minimize costs.
<b>Sustainable catering and logistics</b>	Choose sustainable options for catering (e.g., plant-based meals, locally sourced food, minimal packaging) and travel (e.g., carpooling, virtual participation).	Minimizes the environmental impact of training logistics and models sustainable behavior for participants.	Provide plant-based meals sourced from local farmers and sufficient to the number of participants to avoid food waste; in low-cost settings, use locally grown foods and community cooking setups to reduce costs and environmental impact. Arrange group transport to reduce emissions during field visits
<b>Green training venues</b>	Select venues that adhere to green building standards or have eco-certifications (e.g., solar power, rainwater harvesting, waste segregation facilities).	Demonstrates commitment to sustainability and encourages participants to consider the environmental impact of venues.	Use an eco-friendly conference center with solar panels and waste recycling systems for in-person training sessions; in low-resource contexts, choose outdoor venues or community spaces that minimize energy use and leverage natural lighting.
<b>Integration of environmental standards</b>	Embed recognized environmental standards and guidelines (e.g., Sphere Standards, UNEP/OCHA guidelines) into training content and delivery.	Ensures that training aligns with global best practices, reinforcing the importance of environmental standards in humanitarian work.	Incorporate discussions on Sphere environmental standards during training on emergency shelter design.
<b>Minimizing resource use in activities</b>	Design activities that require minimal physical resources, such as interactive digital quizzes, online brainstorming, or verbal group discussions.	Promotes sustainable resource use and reduces the environmental impact of training activities.	Conduct brainstorming sessions using digital whiteboards instead of physical sticky notes or paper flipcharts; in low-cost environments, prioritize verbal discussions, and reuse existing materials creatively. Reuse training material for several trainings instead of reproducing new material for each training.

Table 3: Using interactive methods

Method	Description	Importance	Examples
<b>Role-playing</b>	Participants act out specific roles in realistic scenarios to practice applying skills and knowledge in a controlled environment.	Encourages experiential learning, helping participants to better understand the challenges and nuances of real-world situations.	Role-playing a disaster response scenario where participants must manage a culturally diverse team and navigate communication barriers.
<b>Simulations</b>	Creating and engaging in a detailed, realistic scenario that replicates the complexities of a real-world challenge, allowing for practical application of learned concepts.	Enhances practical understanding, allowing participants to apply their skills in a controlled yet realistic setting, fostering deeper learning.	Simulating an emergency evacuation plan in a humanitarian crisis, where participants must make quick, informed decisions under pressure.
<b>Group discussions</b>	Facilitated discussions that encourage participants to share their experiences, insights, and challenges, fostering peer learning and collaboration.	Promotes active engagement, critical thinking, and the sharing of diverse perspectives, leading to a richer learning experience.	Organizing a discussion on the ethical implications of environmental interventions in vulnerable communities, encouraging participants to reflect on and debate various perspectives.
<b>Case studies</b>	Analyzing real or hypothetical cases to explore and solve complex problems, applying theoretical knowledge to practical situations.	Helps participants bridge the gap between theory and practice, developing problem-solving skills and learning from real-world examples.	Working through a case study on the environmental impact of a humanitarian project, identifying key challenges and proposing solutions.
<b>Interactive multimedia</b>	Incorporating videos, infographics, and interactive digital tools to present content in an engaging and dynamic way.	Appeals to various learning styles, enhancing retention and understanding through visual and interactive elements.	Using an interactive map to track and discuss environmental changes in a disaster-affected area, allowing participants to explore the data hands-on.

Table 4: Applying the experiential learning cycle in training in environmental training for humanitarian action

Stage	Description and How to Apply in Training	Relevant Examples in Environmental Humanitarian Action	Key Tips for Design and Execution
<b>Concrete experience:</b> Engaging participants directly in a relevant activity that mirrors real-world scenarios.	Begin with a hands-on activity, simulation, or scenario that immerses participants in a specific environmental challenge.	Example: Simulate setting up waste management practices in a camp setting. Participants sort waste into recyclable, compostable, and non-recyclable categories. Example: Role-play an emergency response team planning a flood-resistant shelter with eco-friendly materials.	- Use scenarios that reflect actual challenges in the field. - Choose activities that require minimal resources and are easily adaptable to digital formats if needed. - Ensure the experience is directly linked to the participants' roles.
<b>Reflective observation:</b> Encouraging participants to reflect on what happened during the activity and share their observations.	Facilitate group discussions or individual reflections where participants analyze their actions and outcomes from the activity.	Example: After the waste management simulation, hold a debriefing session asking participants what strategies worked, what didn't, and why. Example: Use a digital board for participants to list their observations from the shelter-building exercise, highlighting environmental and logistical challenges.	- Use open-ended questions to prompt reflection: "What challenges did you face?" "How did you feel during the exercise?" - Incorporate both individual and group reflections to capture diverse perspectives. - Use visuals or digital tools to document key reflections for later reference.



<p><b>Abstract conceptualization:</b> <i>Linking the activity to broader environmental principles, theories, or strategies.</i></p>	<p>Provide a short presentation or guided discussion connecting the reflections to environmental concepts relevant to humanitarian work.</p>	<p>Example: Relate the waste management exercise to the principles of sustainable waste hierarchy (reduce, reuse, recycle) and their importance in camp settings. Example: Discuss how the flood-resistant shelter links to climate adaptation strategies and Sphere Standards for shelter design.</p>	<p>- Use case studies, videos, or infographics to bridge the activity with real-world applications. - Emphasize key environmental frameworks or standards like Sphere, UNEP/OCHA guidelines, or local policies. - Ensure that the conceptual link is clear and directly addresses the challenges faced during the exercise.</p>
<p><b>Active experimentation:</b> <i>Encouraging participants to apply what they have learned by planning or testing new approaches in their contexts.</i></p>	<p>Engage participants in developing action plans, pilot projects, or simulations that apply new insights gained from the learning cycle.</p>	<p>Example: Task participants to create an action plan for implementing sustainable waste practices in a hypothetical or real camp. Example: Have participants outline a step-by-step plan for integrating eco-friendly materials in future shelter designs, considering the context of limited resources and urgent timelines.</p>	<p>- Tailor tasks to be role-specific, ensuring relevance to participants' daily work. - Highlight low-cost, practical steps that participants can realistically implement. - Encourage peer feedback on action plans to refine ideas and promote collaborative learning.</p>

## Section 7: Assessment and feedback

### Key points

- Emphasize the importance of assessing participant learning to gauge the effectiveness of the training, using methods that reduce environmental impact, such as digital feedback tools and online assessments.
- Highlight the role of constructive feedback in promoting continuous improvement and learning.
- Discuss various assessment methods and their applicability in different training contexts, focusing on those that support environmentally friendly practices.
- Integrate environmentally conscious feedback practices, like using digital platforms, to minimize resource use during the assessment process.
- Promote assessments that evaluate not only learning outcomes but also the sustainability of training practices, such as reducing waste or carbon emissions.

### Background information

- Assessing participant learning is a critical component of any training program as it allows trainers to measure the effectiveness of their teaching methods and the extent to which learning objectives have been achieved. Digital tools for assessment reduce the environmental impact by eliminating paper use and streamlining the evaluation process.
- Constructive feedback is essential for fostering an environment of continuous learning and improvement. It helps participants understand their strengths and areas for improvement and encourages them to apply what they have learned in real-world scenarios. Providing feedback that emphasizes sustainable practices encourages participants to incorporate environmentally friendly methods in their future work.
- Effective assessment and feedback mechanisms not only benefit participants but also provide valuable insights to trainers for refining and improving future training sessions. By integrating sustainability into feedback, trainers can continuously promote environmentally conscious behaviors

## Content development: Assessment and feedback

Table 1: Methods for assessing participant learning

Method	Description	Importance	Real-World Application
<b>Quizzes and tests</b>	Structured assessments to evaluate participants' understanding of the material.	Helps in measuring knowledge retention and understanding of key concepts.	Administering quizzes after each session to assess comprehension of the topics covered.
<b>Practical exercises</b>	Hands-on activities that require participants to apply what they've learned.	Encourages the practical application of knowledge, ensuring participants can use the skills in real life.	Using role-playing scenarios to assess how well participants can apply communication techniques learned.
<b>Peer assessment</b>	Participants evaluate each other's performance and provide feedback.	Fosters collaborative learning and critical thinking.	Implementing peer reviews after group activities to encourage participants to critique and learn from peers.
<b>Self-assessment</b>	Participants reflect on their own learning and performance.	Encourages self-awareness and responsibility for one's own learning.	Providing self-assessment forms for participants to evaluate their progress and identify areas for growth.
<b>Surveys and questionnaires</b>	Collects feedback on the training session's effectiveness and content relevance.	Helps trainers adjust content and methods to better meet participants' needs.	Distributing surveys post-training to gather feedback on the session's impact and areas for improvement.
<b>Digital feedback tools</b>	Use digital platforms for assessment and feedback to minimize paper use and streamline data collection.	Reduces environmental impact while providing immediate, actionable insights.	Using apps or online forms for quizzes and feedback, allowing for quick analysis without generating physical waste, e.g. Mentimeter, or Slido.

Table 2: Providing constructive feedback

Aspect	Description	Importance	Real-World Application
<b>Timeliness</b>	Providing feedback promptly after the training or activity.	Ensures that feedback is relevant and participants can immediately apply it.	Giving immediate feedback during role-playing exercises to help participants correct mistakes on the spot.
<b>Specificity</b>	Offering clear, specific examples of what was done well or needs improvement.	Helps participants understand exactly what actions to continue or change.	Providing detailed feedback on participants' presentation skills, focusing on body language and clarity.
<b>Balanced feedback</b>	Combining positive feedback with areas for improvement.	Encourages participants by acknowledging their strengths while addressing areas of development.	Praising participants for their effective communication while suggesting improvements in content delivery.
<b>Actionable suggestions</b>	Offering practical advice on how to improve.	Helps participants know the next steps they should take to enhance their skills.	Suggesting specific exercises or resources to help participants improve their facilitation techniques.
<b>Encouraging reflection</b>	Encouraging participants to think critically about their own performance.	Promotes self-directed learning and continuous improvement.	Asking participants to reflect on their challenges and successes during the training, fostering self-awareness.

## Section 8: Incorporating digital training tools

### Key points

- Introduce various digital tools and platforms that enhance training delivery, particularly in remote or hybrid settings.
- Discuss the importance of digital tools in creating interactive and engaging learning experiences.
- Provide practical examples of how these tools can be applied in training.

### Background information

- Digital training tools have become increasingly important, especially in contexts where traditional in-person training is not feasible. These tools can enhance the delivery of training by making it more interactive, engaging, and accessible.
- With the rise of remote learning, trainers must be equipped with knowledge and skills to effectively use digital platforms to facilitate learning.



## Content development: Incorporating digital training tools

Table 1: Overview of digital facilitation tools

Aspect	Description	Importance	Real-World Application
<b>Learning management systems (LMS)</b>	Platforms that deliver, track, and manage training programs, offering features like content delivery, progress tracking, and assessments.	Provides structured learning paths, centralizes resources, and allows for tracking participant progress.	Using platforms like Moodle or Canvas to manage an online training program, provide resources, track participant progress, and administer assessments.
<b>Virtual reality (VR) and augmented reality (AR)</b>	Immersive technologies that simulate real-world scenarios for experiential learning, enhancing participant engagement.	Offers participants a hands-on experience in a safe, controlled environment, improving retention and practical application.	Implementing VR simulations to train participants on emergency response procedures, providing a realistic yet controlled environment for practicing skills.
<b>Gamification</b>	The use of game-like elements such as points, badges, and leaderboards in training to increase engagement and motivation.	Enhances participant engagement, making learning enjoyable and improving retention.	Integrating platforms like Kahoot or Badgeville to create competitive quizzes and award participants for their achievements, motivating them through game-like incentives.

<b>Webinars and live streaming</b>	Online seminars that allow real-time interaction between trainers and participants, often with Q&A features.	Enables real-time engagement, discussions, and clarifications, simulating a classroom environment in remote settings.	Conducting live training sessions via Zoom or Webex, allowing participants to interact with the trainer and peers, ask questions, and engage in real-time discussions.
<b>Digital collaboration tools</b>	Tools that facilitate group work and collaboration among participants, such as shared documents, whiteboards, and breakout rooms.	Encourages collaborative learning and teamwork, which is crucial in many training scenarios.	Using platforms like Google Workspace or Miro for collaborative activities, enabling participants to work together on projects and share ideas in real-time, even when physically apart.
<b>Interactive polling and surveys</b>	Tools that allow trainers to gather real-time feedback and opinions from participants during sessions.	Provides immediate insights into participant understanding and engagement, allowing trainers to adjust content delivery on the fly.	Utilizing tools like Mentimeter or Slido to conduct live polls during a session, gauging participant opinions or checking their understanding of the material in real-time.

Table 2: Strategies for integrating digital tools in training

<b>Aspect</b>	<b>Description</b>	<b>Importance</b>	<b>Real-World Application</b>
<b>Blended learning approaches</b>	Combining digital tools with traditional face-to-face methods to enhance learning experiences and accommodate different learning styles.	Maximizes the strengths of both digital and traditional approaches, catering to diverse participant needs.	Integrating online modules that participants complete at their own pace with in-person workshops, allowing for a mix of self-directed learning and guided instruction.
<b>Pre-session digital engagement</b>	Engaging participants with digital content such as videos, readings, or interactive activities before the actual training session.	Prepares participants for more in-depth discussions and activities during the live sessions, making the most of synchronous time.	Assigning pre-reading materials or videos via an LMS, then using session time for discussion, application, and Q&A, ensuring participants come prepared for active engagement.
<b>Interactive content creation</b>	Developing interactive digital content, such as quizzes, simulations, and case studies, to enhance participant engagement and learning.	Increases participant involvement and helps reinforce key concepts through active participation.	Creating interactive quizzes using platforms like H5P or Articulate that challenge participants to apply what they've learned immediately after consuming digital content.
<b>Continuous feedback loops</b>	Using digital tools to provide regular feedback throughout the training program, rather than just at the end.	Helps participants stay on track and make continuous improvements, enhancing learning outcomes.	Implementing continuous assessment tools through the LMS, where participants receive feedback on quizzes, assignments, and interactive activities as they progress through the course.
<b>Adaptive learning technologies</b>	Utilizing technologies that adjust content delivery based on participant performance and learning pace.	Tailors the learning experience to individual needs, ensuring that all participants, regardless of skill level, benefit from the training.	Using adaptive learning platforms like Smart Sparrow, which personalize the learning path for each participant based on their responses to activities and assessments.
<b>Post-session digital engagement</b>	Providing follow-up digital activities and resources to reinforce learning and allow participants to apply what they've learned.	Ensures that learning continues beyond the classroom, helping participants retain and apply their knowledge effectively.	Offering additional resources, discussion forums, or reflective activities through the LMS after a training session to reinforce key concepts and provide further practice opportunities.



Table 3: Managing remote or hybrid training environments

Aspect	Description	Importance	Real-World Application
<b>Effective use of video conferencing</b>	Leveraging platforms like Zoom or Microsoft Teams to conduct live training sessions with features like screen sharing, breakout rooms, and recording.	Ensures smooth communication, engagement, and interaction in a remote setting, making the virtual experience as effective as in-person training.	Conducting live training sessions where participants can engage in discussions, presentations, and group work through the use of breakout rooms and other interactive features offered by the platform.
<b>Technical support and troubleshooting</b>	Providing technical support to participants before and during sessions to ensure smooth operation of digital tools and platforms.	Minimizes disruptions due to technical issues, ensuring that the focus remains on learning rather than troubleshooting.	Offering a technical support session before the training starts, and having IT support available during sessions to quickly resolve any issues participants may encounter with digital tools.
<b>Maintaining engagement in virtual spaces</b>	Strategies for keeping participants engaged in a virtual environment, including frequent interactions, use of multimedia, and active learning techniques.	Prevents participant disengagement and fatigue in virtual settings, ensuring high levels of interaction and attention throughout the session.	Using polls, quizzes, and interactive discussions at regular intervals during a virtual session to keep participants engaged and ensure active participation throughout.
<b>Building a virtual community</b>	Creating a sense of community among participants through online discussion forums, group projects, and social interactions.	Enhances collaboration and networking, helping participants feel connected and engaged, even when training remotely.	Establishing online discussion groups or forums where participants can share ideas, ask questions, and collaborate on projects outside of scheduled training sessions.
<b>Time management and pacing</b>	Adapting the pace of remote or hybrid sessions to accommodate the different dynamics of virtual learning, including breaks and varied activities.	Helps maintain participant focus and prevents fatigue, especially in longer virtual sessions.	Scheduling regular breaks and varying activities (e.g., lectures, group work, individual tasks) to maintain a balanced and effective pace in virtual or hybrid training sessions.
<b>Evaluation of remote training</b>	Using digital tools to assess the effectiveness of remote training sessions through feedback, quizzes, and performance tracking.	Provides insights into how well participants are learning and engaging with the content, allowing for adjustments to future sessions.	Implementing post-session surveys or quizzes through platforms like Google Forms or LMS tools to gather participant feedback and assess their understanding of the material covered in remote sessions.

Table 4: Benefits of incorporating digital tools in training

Benefit	Description	Importance	Real-World Application
<b>Enhanced accessibility</b>	Digital tools make training accessible to a wider audience, regardless of location or physical ability.	Allows participants from remote or underserved areas to participate in training, broadening the reach and impact of the program.	Using e-learning platforms to deliver training to participants in remote areas, enabling access to quality education worldwide.
<b>Increased engagement</b>	Digital tools like interactive quizzes, polls, and simulations make learning more engaging and dynamic.	Keeps participants actively involved in the learning process, improving retention and application of knowledge.	Implementing interactive tools such as Kahoot or Mentimeter during sessions to maintain high levels of engagement and interaction.

<b>Flexibility and convenience</b>	Participants can access training materials and sessions at their own pace and convenience, especially in asynchronous formats.	Accommodates diverse learning schedules and preferences, making it easier for participants to balance learning with other commitments.	Offering online modules that participants can complete at their own pace, ensuring flexibility and adaptability to individual needs.
<b>Cost-effectiveness</b>	Digital training can reduce the costs associated with traditional training methods, such as travel and accommodation.	Makes training more affordable and accessible to a larger number of participants, particularly in resource-constrained settings.	Conducting webinars or virtual training sessions instead of in-person workshops, cutting down on costs for both organizers and participants.
<b>Real-time feedback and adaptation</b>	Digital tools provide instant feedback to both trainers and participants, allowing for immediate adjustments to the learning process.	Enables continuous improvement of training programs and quick adaptation to participant needs and understanding.	Using real-time analytics and quizzes to assess participant understanding and adjust the content delivery accordingly.
<b>Sustainability</b>	Reduces the environmental impact by minimizing the need for printed materials, travel, and physical infrastructure.	Supports environmentally sustainable practices, aligning with global efforts to reduce carbon footprints.	Moving from printed manuals to digital resources accessible online, reducing paper use and associated environmental costs.

Table 5: Managing challenges in remote or hybrid training environments

<b>Challenge</b>	<b>Description</b>	<b>Possible Solutions</b>	<b>Real-World Application</b>
<b>Technical issues</b>	Participants may face technical difficulties such as connectivity problems or lack of familiarity with digital tools.	Provide clear instructions, offer technical support, and have backup plans (e.g., recorded sessions) in case of technical failures.	Offering a pre-training technical orientation session and providing a hotline for immediate support during live sessions.
<b>Participant engagement</b>	Maintaining engagement in a virtual environment can be challenging due to distractions and the lack of physical presence.	Use interactive tools, schedule frequent breaks, and employ varied teaching methods to keep participants engaged.	Incorporating polls, quizzes, and breakout sessions to maintain participant interest and interaction during virtual training.
<b>Time zone differences</b>	Coordinating live sessions across different time zones can be difficult, especially in global or distributed teams.	Record sessions for asynchronous access and consider rotating live session times to accommodate participants in different regions.	Providing recorded sessions and organizing multiple live sessions at different times to cater to participants in various time zones.
<b>Digital fatigue</b>	Participants may experience fatigue from prolonged screen time, leading to reduced focus and engagement.	Incorporate regular breaks, vary session formats, and encourage physical activities between sessions.	Scheduling short breaks every hour and using a mix of video, audio, and interactive activities to reduce screen time.
<b>Building rapport and community</b>	Creating a sense of connection and community in a virtual setting can be more challenging than in-person interactions.	Use icebreakers, group activities, and social platforms to foster a sense of community and connection among participants.	Starting sessions with ice-breaker activities and setting up an online forum for participants to interact informally.
<b>Ensuring equal participation</b>	In remote settings, some participants may dominate discussions, while others may struggle to contribute.	Set clear ground rules, use moderation tools, and encourage participation through structured activities.	Using features like “raise hand” or round-robin discussions to ensure all participants have the opportunity to contribute.

## Section 9: Monitoring and evaluation (M&E) of training programs

### Key points

- Understand the purpose and significance of monitoring and evaluating training programs.
- Identify key components and strategies for effective M&E in the context of training.
- Discuss how M&E contributes to continuous improvement and accountability in training initiatives.

### Background information

Monitoring and evaluation of training programs involves a systematic process of tracking, assessing, and improving the effectiveness of training initiatives. M&E goes beyond immediate learning outcomes, focusing on the broader and long-term impact of the training. It ensures that training programs meet their objectives, contribute to participants' sustained development, and align with organizational or community goals.



### Content development: M&E of training programs

Table 1: Overview of M&E in training programs

Aspect	Description	Real-World Application
<b>Definition of M&amp;E</b>	Monitoring refers to ongoing assessment during the training; evaluation refers to a periodic, in-depth assessment.	Incorporating pre-training surveys, ongoing assessments, and post-training evaluations to measure learning effectiveness.
<b>Purpose of M&amp;E</b>	To evaluate the effectiveness, efficiency, relevance, impact, and sustainability of training programs.	Assessing how well the training program meets its objectives and aligns with broader organizational goals.
<b>Differences from assessment</b>	While assessment focuses on individual learning outcomes, M&E assesses overall program effectiveness, including long-term impacts.	Using both immediate assessments (quizzes, feedback) and long-term evaluations (follow-up interviews) to gauge success.
<b>Types of M&amp;E</b>	Formative (ongoing) and summative (endpoint) evaluations.	Using formative evaluations for real-time adjustments and summative evaluations to assess overall program success.
<b>Stakeholder engagement</b>	Involving trainers, participants, and other stakeholders in the M&E process.	Conducting participatory evaluations where trainees and trainers provide input on the effectiveness of the training.



Table 2: Key components of M&amp;E for training programs

Component	Description	Importance	Real-World Application
<b>Setting indicators</b>	Identifying key performance indicators (KPIs) to measure training effectiveness.	Defines success criteria for training, ensuring alignment with organizational objectives.	Establishing KPIs such as participant engagement, knowledge retention, and behavioral changes post-training.
<b>Data collection methods</b>	Techniques for gathering data, including surveys, interviews, focus groups, and performance tracking.	Provides a robust evidence base for evaluating training impact and identifying areas for improvement.	Using a mix of qualitative (interviews, focus groups) and quantitative (surveys, tests) methods for comprehensive data.
<b>Analysis and reporting</b>	Analyzing collected data and reporting findings to stakeholders.	Facilitates informed decision-making, transparency, and accountability in training programs.	Preparing detailed M&E reports that summarize key findings, actionable insights, and recommendations for future training.
<b>Baseline assessments</b>	Conducting initial assessments to establish reference points before training begins.	Provides a benchmark to measure progress and impact post-training.	Using pre-training surveys or skill assessments to establish a baseline for comparison after the training is completed.
<b>Feedback mechanisms</b>	Systems to gather ongoing feedback from participants and stakeholders during the training.	Ensures that the training can be adapted in real-time to better meet participants' needs.	Implementing anonymous feedback tools like online forms or suggestion boxes to gather continuous input during the training.

Table 3: Strategies for effective M&amp;E

Strategy	Description	Importance	Real-World Application
<b>Integrating M&amp;E into training process</b>	Incorporating M&E considerations into all phases of training—planning, delivery, and follow-up.	Ensures that M&E is an integral part of training, leading to consistent and reliable evaluations.	Embedding M&E plans into the initial training design phase, including clear timelines for data collection and analysis.
<b>Feedback loops</b>	Creating mechanisms for incorporating M&E findings into future training programs.	Supports continuous improvement and adaptation of training initiatives to meet evolving needs.	Regularly updating training content and methods based on feedback from previous sessions and M&E results.
<b>Stakeholder involvement</b>	Engaging stakeholders in the M&E process to ensure alignment with organizational goals.	Enhances the relevance and impact of training by ensuring it meets the needs and expectations of all stakeholders.	Involving managers, trainers, and participants in the M&E process to gain a holistic understanding of training effectiveness.
<b>Use of technology</b>	Leveraging digital tools and platforms for efficient data collection and analysis.	Enhances the accuracy and efficiency of M&E processes, particularly in remote or large-scale training programs.	Utilizing online survey tools, data analytics software, and virtual focus groups for real-time monitoring and evaluation.
<b>Continuous learning approach</b>	Treating M&E as a dynamic and ongoing process that contributes to organizational learning.	Facilitates the adaptation of training programs in response to new challenges and opportunities.	Implementing a continuous learning loop where M&E findings are used to refine not only the training program but also organizational strategies.



Table 4: Benefits of incorporating M&amp;E in training programs

<b>Benefit</b>	<b>Description</b>	<b>Real-World Application</b>
<b>Continuous improvement</b>	M&E provides ongoing data that can be used to refine and improve training programs.	Regular updates to training modules based on participant feedback, observed learning outcomes, and M&E insights.
<b>Accountability and transparency</b>	Provides a clear record of training effectiveness and resource utilization.	Transparent sharing of M&E results with funders, management, and participants to demonstrate training impact and ROI.
<b>Informed decision-making</b>	Offers data-driven insights for strategic planning and resource allocation.	Using M&E data to decide which training programs to scale, modify, or discontinue based on their effectiveness and impact.
<b>Resource optimization</b>	Helps in identifying areas where resources (time, money, personnel) can be better utilized.	Adjusting the allocation of resources in future training based on M&E findings to maximize efficiency and impact.
<b>Enhanced training impact</b>	Provides a clear understanding of the long-term effects of the training on participants and the organization.	Using longitudinal studies to track the long-term impact of training on employee performance and organizational success.

Table 5: Managing potential challenges in M&amp;E

<b>Strategy</b>	<b>Description</b>	<b>Importance</b>	<b>Real-World Application</b>
<b>Integrating M&amp;E into training process</b>	Incorporating M&E considerations into all phases of training—planning, delivery, and follow-up.	Ensures that M&E is an integral part of training, leading to consistent and reliable evaluations.	Embedding M&E plans into the initial training design phase, including clear timelines for data collection and analysis.
<b>Feedback loops</b>	Creating mechanisms for incorporating M&E findings into future training programs.	Supports continuous improvement and adaptation of training initiatives to meet evolving needs.	Regularly updating training content and methods based on feedback from previous sessions and M&E results.
<b>Stakeholder involvement</b>	Engaging stakeholders in the M&E process to ensure alignment with organizational goals.	Enhances the relevance and impact of training by ensuring it meets the needs and expectations of all stakeholders.	Involving managers, trainers, and participants in the M&E process to gain a holistic understanding of training effectiveness.
<b>Use of technology</b>	Leveraging digital tools and platforms for efficient data collection and analysis.	Enhances the accuracy and efficiency of M&E processes, particularly in remote or large-scale training programs.	Utilizing online survey tools, data analytics software, and virtual focus groups for real-time monitoring and evaluation.
<b>Continuous learning approach</b>	Treating M&E as a dynamic and ongoing process that contributes to organizational learning.	Facilitates the adaptation of training programs in response to new challenges and opportunities.	Implementing a continuous learning loop where M&E findings are used to refine not only the training program but also organizational strategies.

# ACTIVITIES

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## 1. Mock training sessions:

- **Objective:** Participants will conduct short training sessions on assigned topics to practice facilitation techniques, apply adult learning principles, and use multimedia resources. Emphasize the use of sustainable materials and eco-friendly methods in delivering their sessions, such as using digital tools instead of printed materials.
- **Discussion points:** *How did it feel to deliver the training? What went well and what could be improved? How did you incorporate environmental considerations into your session? How effectively did you engage participants using interactive methods and digital tools?*

## 2. Feedback sessions:

- **Objective:** Participants will receive and provide feedback on the mock training sessions, focusing on strengths, areas for improvement, and the effectiveness of their training strategies. Include a focus on evaluating the environmental impact of training methods used.
- **Discussion points:** *What feedback did you find most helpful? How can you apply this feedback to improve your facilitation skills? How can constructive feedback be integrated into ongoing training to enhance learning outcomes? How can you further minimize the environmental footprint of your training approach?*

## 3. Digital tools integration activity:

- **Objective:** Participants will explore and apply various digital tools in a simulated training environment, focusing on enhancing engagement and managing remote/hybrid training settings. Encourage participants to prioritize low-cost, energy-efficient, or digital-only tools to reduce the environmental impact.
- **Discussion points:** *Which digital tools were most effective? How did these tools impact participant engagement and learning? What challenges did you encounter, and how were they addressed? How did the choice of tools contribute to reducing environmental impact?*

## 4. Cultural sensitivity workshop:

- **Objective:** Through role-playing and group discussions, participants will practice integrating cultural sensitivity into training sessions. Incorporate discussions on local sustainable practices and how cultural considerations can influence environmentally friendly training approaches.
- **Discussion points:** *How did cultural awareness influence the effectiveness of the training? What strategies were successful in adapting the training to different cultural contexts? How can integrating local environmental practices enhance the relevance and impact of training sessions?*

# RESOURCES

## Materials

- **Printed case studies:** Case studies focusing on successful community engagement, capacity building, and environmental sustainability in humanitarian contexts. Consider using digital formats to minimize paper use.
- **Multimedia resources:** Videos, infographics, and digital simulations related to environmental sustainability and training best practices. Ensure all resources emphasize low environmental impact and are accessible in low-bandwidth settings.
- **Digital tools and platforms:** Access to Learning Management Systems (LMS), virtual collaboration tools (e.g., Google Workspace, Miro), and interactive tools (e.g., Kahoot, Mentimeter) for practical exercises. Encourage the use of low-cost or open-source alternatives suitable for resource-constrained environments.
- **Key standards documents:** Copies of the Sphere Handbook, UNEP/OCHA Guidelines, and IASC Guidelines for reference and application in training scenarios. Provide digital access where possible to reduce printing needs.

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## Delivery method

- **Lectures and presentations**
  - **Purpose:** Introduce key concepts and theories, such as adult learning principles, digital facilitation tools, and cultural sensitivity.
  - **Application:** Delivered via slide presentations with opportunities for participant questions to ensure understanding. Consider virtual presentations to minimize travel and environmental impact.
- **Group work and discussions**
  - **Purpose:** Engage participants in collaborative learning where they can explore and apply concepts in smaller teams.
  - **Application:** Used for developing training materials, planning sessions, and discussing cultural sensitivity, ensuring in-depth exploration of content through peer interaction.
- **Interactive exercises**
  - **Purpose:** Provide hands-on practice with skills like facilitation, the use of digital tools, and the application of cultural sensitivity strategies.
  - **Application:** Includes mock training sessions, role-playing, and simulations that mirror real-world training scenarios.
- **Digital tools integration**
  - **Purpose:** Enhance the training experience through modern digital tools that facilitate learning, especially in remote or hybrid environments. Focus on tools that reduce the need for printed materials and physical resources.
  - **Application:** Incorporating tools like Mentimeter for live polling, Kahoot for quizzes, and Miro for virtual collaboration during interactive exercises.
- **Role-playing and simulations**
  - **Purpose:** Allow participants to apply learned concepts in a controlled, realistic setting, encouraging experiential learning.
  - **Application:** Used to practice cultural sensitivity, group dynamics management, and other facilitation techniques in a simulated environment.
- **Self-reflection and peer feedback**
  - **Purpose:** Encourage continuous improvement through personal reflection and constructive feedback from peers.
  - **Application:** Integrated into activities like mock training sessions and feedback discussions, where participants evaluate their own and others' performance.

## Assessment tools

- **Quizzes and knowledge checks**
  - **Purpose:** Assess understanding of foundational concepts such as adult learning principles, cultural sensitivity, and digital tools.
  - **Application:** Short quizzes at the end of each session, administered through digital tools like Kahoot, to evaluate knowledge retention. Focus on digital administration to reduce paper use.
- **Practical exercises and simulations**
  - **Purpose:** Evaluate participants' ability to apply theoretical knowledge in practical settings.
  - **Application:** Mock training sessions where participants must demonstrate facilitation skills, use digital tools, and incorporate cultural sensitivity.
- **Self-assessment and reflection**
  - **Purpose:** Encourage participants to reflect on their learning and identify areas for improvement. Include reflections on how their training practices impact the environment.
  - **Application:** Reflection journals or self-assessment forms completed after major activities, focusing on personal development and application of skills.



- **Peer feedback**
  - **Purpose:** Provide constructive feedback on participants' performance, promoting peer learning and collaborative improvement.
  - **Application:** Structured feedback forms used during peer review sessions, particularly after mock training exercises.
- **Development of training materials**
  - **Purpose:** Assess participants' ability to create effective training content that is clear, engaging, and culturally sensitive. Encourage the use of digital formats to minimize resource use.
  - **Application:** Participants develop training materials as part of group work, which are then reviewed by peers and the facilitator.
- **Final reflection and discussion**
  - **Purpose:** Consolidate learning by discussing key takeaways from the module. Focus on how sustainable practices were integrated into the training.
  - **Application:** Conducted as a plenary discussion or written reflection, encouraging participants to think critically about how they will apply the skills learned.

## Reflection and review questions

- **Section 1: Introduction to ToT**
  - What are the key benefits of Training of Trainers in the context of environmental sustainability?
  - How do different types of training influence the effectiveness of capacity building in humanitarian contexts?
- **Section 2: Cultural sensitivity in training**
  - How does cultural awareness impact the delivery and effectiveness of training sessions?
  - What strategies can be employed to ensure training content is culturally sensitive?
  - How can environmental considerations be integrated into culturally sensitive training?
- **Section 3: Introduction to adult learning principles**
  - What adult learning theories are most relevant to your work, and why?
  - How can adult learning principles be applied to ensure training sessions are effective and engaging?
- **Section 4: Facilitation techniques**
  - What are the key components of effective communication in a training setting?
  - How can group dynamics be managed to ensure a productive learning environment?
  - What techniques can promote sustainability during facilitation?
- **Section 5: Developing training materials**
  - What qualities make for clear and engaging training materials?
  - How can multimedia resources be effectively integrated into training content?
  - How can materials be designed to minimize environmental impact?
- **Section 6: Conducting training sessions**
  - What are the critical steps in planning and organizing a training session?
  - How can interactive methods like role-playing and simulations enhance participant engagement?
  - How can these methods be adapted to be more environmentally friendly?
- **Section 7: Assessment and feedback**
  - What methods can be used to assess participant learning during a training session?
  - How can constructive feedback be provided in a way that encourages participant growth?
  - How can feedback encourage sustainable practices?

- **Section 8: Incorporation of digital tools**
  - How can digital tools improve the effectiveness of training, especially in remote or hybrid environments?
  - What challenges might arise from using digital tools, and how can they be addressed?
- **Section 9: Monitoring and evaluation of training programs**
  - What are the key components of an effective M&E framework for training programs?
  - How can monitoring and evaluation contribute to the continuous improvement of training delivery?
- **Overall module reflection**
  - What are the most valuable skills you have learned from this module, and how do you plan to apply them in your work?
  - How can the Training of Trainers approach be utilized to enhance the capacity of teams in humanitarian settings?
  - How can ToT be adapted to prioritize environmental sustainability?

# KEY TAKEAWAYS

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## 1. Importance of ToT in environmental sustainability:

ToT is crucial in scaling up environmental sustainability practices within humanitarian contexts, empowering local trainers to disseminate knowledge and skills effectively. ToT supports capacity building, knowledge dissemination, and the scalability of training programs, ensuring that sustainable practices are embedded at all levels of humanitarian action.

## 2. Cultural sensitivity and inclusivity:

Integrating cultural sensitivity, gender awareness, and inclusivity into training enhances engagement, relevance, and effectiveness, creating a respectful learning environment. Strategies such as researching cultural norms, adapting training methods, and co-creating content with local facilitators ensure training is contextually appropriate and sustainable.

## 3. Adult learning principles:

Adult learning theories such as andragogy, transformative learning, and experiential learning highlight the need for self-directed, problem-centered, and experience-based approaches in training.

Applying these principles ensures training sessions are engaging, relevant, and effective, catering to the unique needs of adult learners.

## 4. Effective facilitation techniques:

Mastering facilitation techniques, including active listening, questioning, and managing group dynamics, is essential for creating an interactive and productive training environment.

Incorporating environmentally sustainable methods in facilitation, such as digital boards and eco-conscious communication, reduces the environmental impact of training.

## 5. Developing clear and sustainable training materials:

Creating clear, engaging, and contextually relevant training materials enhances participant understanding and retention. Digital formats and multimedia resources minimize environmental impact.

Conducting TNA ensures that materials address specific participant needs, fostering a tailored and impactful learning experience.

## 6. Interactive and environmentally focused training sessions:

Using interactive methods such as role-playing, simulations, and group discussions enhances participant engagement and practical learning, particularly when integrated with environmental themes.

Planning and organizing training sessions with sustainability in mind—such as choosing eco-friendly venues and using reusable materials—reinforces the commitment to environmental responsibility.

## 7. Assessment and feedback:

Assessing participant learning through quizzes, practical exercises, and feedback loops is vital for gauging training effectiveness and guiding continuous improvement.

Constructive feedback that emphasizes sustainable practices helps participants refine their skills and adopt environmentally conscious behaviors in their work.

## 8. Incorporating digital tools:

Digital tools enhance the training experience by making it more interactive, accessible, and engaging, especially in remote and hybrid settings.

Utilizing energy-efficient, low-cost digital solutions reduces the environmental footprint of training while accommodating diverse learning needs.

## 9. Monitoring and evaluation:

M&E frameworks assess the effectiveness and impact of training programs, guiding improvements and ensuring alignment with environmental and organizational goals.

Continuous learning and adaptation, informed by M&E findings, strengthen training outcomes and support the sustainability of training initiatives.



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