

The manual includes handouts, flash cards, visual presentations, exercises, ready reckoners. All these have been annexed to the sessions with reference numbers to make it convenient for the facilitators to use.

The manual also contains the session schedule which gives a snapshot of the sequence and durations of each session.

## Pre training requirements

This manual presumes that the participants:

- a. Are familiar with the NACO guidelines on financial and procurement systems for NGOs/CBOs
- b. Work on basic accounts and book keeping
- c. Understand the basic programme requirements
- d. Are aware of the national programme structure
- e. Are at least B. Com. graduates

## TIP!

The training might be conducted by a single or multiple facilitators. However, it is essential to have a single anchor person throughout the training to smoothen coordination and maintain the comfort level of the participants.

## Key things to remember as Facilitator

It is expected that the facilitator or the trainer will read the operational guidelines of NACO, familiarize with the TI data collection tools, brief introduction on the SIMS reporting formats and excel sheet functions. The facilitator will explain most of the content through power point presentation for each session. The power point presentation should contain key information sets from each session/take home messages/key learnings. The facilitator must ensure that these key learning are understood well by the participants by encouraging a recap of the session at the end of each session.

The following “do” and “don’ts” should be kept in mind by the facilitator for an effective facilitation of learning during the training program:

### DO’s

- Do maintain good eye contact
- Do prepare in advance
- Do use different teaching methods to enhance participation and retain interest on the subject such as brainstorming, group exercises etc.
- Do ensure all teaching materials like handouts, charts etc are available in advance and sufficient numbers

- Do respect participants' local knowledge and previous experiences
- Do speak, local language, clearly, loud enough
- Do use good time management and keep the group focused on the task
- Do avoid distracting mannerisms and distractions in the room such as cell phones
- Do summarize, recap at the end of each session and give feedback

## DON'Ts

- Don't read from the modules/power point presentation
- Don't assume everyone can read at the same level
- Don't talk to the flipchart
- Don't block the visual aids
- Don't stand in one spot; move around the room
- Don't ignore the participants' comments and feedback (verbal and nonverbal)

## Suggestions for dealing with challenges

**Problem: Certain participants don't say anything or seem shy.**

**Possible responses:** Try to draw out quiet participants, but don't put them on the spot. Make **eye contact** – it reminds them that you'd like to hear from them. Look for nonverbal cues that indicate participants are ready to speak. Frequently, people will feel more comfortable in later sessions and will begin to participate. When someone comes forward with a brief comment after staying in the background you can encourage him or her by conveying genuine interest and asking for more information. And it's always helpful to talk with people informally before and after the session.

**Problem: An aggressive or talkative person dominates the discussion.**

**Possible responses:** As the facilitator, it is your responsibility to handle domineering participants. Once it becomes clear what this person is doing, you must intervene and set limits. Start by limiting your eye contact with the speaker. Remind the group that everyone is invited to participate: "Let's hear from some who haven't had a chance to speak yet."

If necessary, you can speak to the person by name: we've heard from you; now let's hear those have to say." Be careful to manage your comments and tone of voice—you are trying to make a point without offending the speaker.

**Problem: Lack of interest, no excitement, no one wants to talk, only a few people participating.**

**Possible responses:** In such case try to do any energizer or ice-breaking activities. By such thing definitely the energy level of the participants will increase. There are different games & activities through which the facilitator can make them understand about the topic.

**Problem: Passive group with little response**

***Possible Responses:*** Give people a couple of minutes to jot down ideas and go around the room and ask for each person input. Build on comments. Use 2-3 seconds silence between questions. Ask people directly. Say what you perceive: “I sense that people are reluctant to talk about this. Am I right?” Try to generate discussion. Look directly at someone who appears to have something to say. Ask them for their opinion. Plan an exercise.