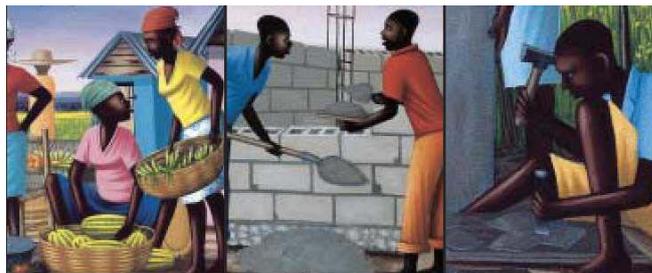




UNEVOC

INTERNATIONAL CENTRE
for Technical and Vocational
Education and Training



Learning and Working

Motivating for Skills Development: A Campaign Package

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This "Guide to being a Successful Facilitator" is provided for facilitators and local organisers of Motivation Campaigns. It is adaptable for both formal and informal ways of carrying out campaigns. The purpose of this guide is to help and encourage those carrying out the facilitation role on the spot.

Introduction

You have been designated as somebody who is expected to play an important role in a Motivation Campaign. You are expected to establish and maintain contacts with the local target group of the campaign. In the campaign, the marginalised groups are the target group. Examples of these groups are:

- out-of-school and out-of-work youth,
- rural and remote region populations,
- women and girls,
- ethnic minorities,
- demobilised soldiers.

The principle objective of the campaigns is to motivate members of marginalised groups in least developed countries to become involved in vocational training and to engage in income-generating activities.

This guide provides suggestions and recommendations that will help you, the facilitator, to attain this objective.

For anyone to "preach", one should first know, and also believe in what is being preached. For this campaign, you as a facilitator should be aware of the importance of skills development as a means to generate income and as a result, to improve one's living conditions. Therefore, you should trust that it is possible to improve one's living and economic conditions by becoming aware of the possibilities of learning to use locally available materials, tools and facilities.

Equipped with knowledge and a strong belief, you will find it easier to create such awareness, instil motivation, and provide further guidance to those who would benefit from the campaign.

The following descriptions of tasks, roles and responsibilities have been designed for that purpose.

Why a Facilitator?

The reason for designating a facilitator is to have a focal point for the Motivation Campaign at the local level. The facilitator will ensure a flow of information among those involved locally, but also provide feedback and report on experiences and impact to those by whom she or he has been designated.

The facilitator will identify and spot the specific target group among the marginalised population: the facilitator should know the members of the target group quite well, be aware of their specific needs, and be able to adapt activities to these needs.

The facilitator will link with stakeholders (such as the person or institution responsible for the campaign, counsellors, training providers, local decision-makers and leaders) to ensure a flow of information, consistent planning, local arrangements, and smooth running of the campaign so that it can reach its objectives.

You have been designated as a facilitator by a person or institution in charge of running campaigns in your country. You should have received clear information about the focus of the Motivation Campaign in terms of

skills to be developed, a time line for implementation, how to obtain access to resources and other kinds of support that you might need to run a campaign, and how, to whom and when to report on the outcome and the experiences made.

You are the responsible person for a campaign in your local setting.

Roles and Responsibilities of a Facilitator

The role of the facilitator is multifaceted. A facilitator should be able to act as a supporter, as a source of information, and as a partner for other stakeholders involved and, of course, for the members of the target group.

A good facilitator builds trust with those he/she is working with. For creative ideas to emerge, trust and openness should exist.

A successful facilitator develops a strategy and a plan that addresses the target group's needs, and works towards attaining the overall goal.

In the context of the Motivation Campaign, the facilitator is the person who actually goes out to work with the target group. He/She needs to know the local context well in advance in order to be able to adapt the Motivation Campaign to the specific needs and problems of the target group. The facilitator has to make sure that the information offered to the target group is of relevance to them and provides a concrete solution to their problems; otherwise the effect of motivation will be lost.

The facilitator should ensure all essential provisions for the benefit of the target group, including the following:

- creation of awareness and motivation for the acquisition and use of skills for productive activities,
- promotion of self-reliance among the target group, so that they become confident that they are able to do well,
- provision of guidance and counselling on appropriate and affordable training opportunities,
- stimulation of income-generating economic activities (employment or self-employment),
- provision of information on how to set up a small business and on accessible micro-credit schemes,
- involvement of the local community and its leaders in the campaign and its objectives,
- gender balance: equal participation of women and men,
- formal or informal sessions or interactive workshops for the target group.

Characteristics of Successful Facilitators

The most important characteristic of a good facilitator is the belief in the target group's capacity to improve their lives through skills development and involvement in gainful economic activities.

A good facilitator should also have:

- well-developed communication and social skills
- knowledge of the target group, their needs, expectations and potentials

- the ability to work with different groups of individuals who may at times have different beliefs, ideas and expectations
- the capacity to never lose sight of the main role of the facilitator which is to assist the target group to increase the quality of their lives
- knowledge of strategies and ways to involve and activate the target group
- an understanding of the participating individuals' different ways of coping
- skills in a variety of approaches to help attain the desired goal
- the ability to monitor, assess and summarise the outcomes and impact of motivational activities

Some Guidelines on how to carry out your Activities

Successful facilitators are known to be very patient, respectful of those they deal with, tolerant and also completely devoted to their work. In this particular case, your role as a Facilitator requires commitment to the campaign. You should be sure to be able to achieve an improvement in the lives of the target community that you have chosen to work with.

As a facilitator, you should identify with the community with which you are working. To that end, you should have a very good local knowledge, for instance, of the target group's way of life, their customs and their beliefs. If you need to become more familiar with local knowledge, you might wish to meet with community leaders and work closely with them.

Following your close collaboration with the community leaders, you will then have sufficient ideas and knowledge to adapt your motivation campaign to the local context and to design your activities so that they are of relevance to the needs of the target group. You need to address the challenges that the target group is facing and make it clear to them how technical and vocational education and training (TVET) and skills development enable income generation, self-employment or employability and how this can help them overcome their difficulties. This way you will create an environment that will encourage the target group to participate actively.

In order to carry out a successful campaign, you as a facilitator will work closely with the target group. You could achieve this by making yourself available in the community as much as possible, for the period of the campaign. Your presence and commitment will be a motivating and guiding factor for the target group.

While you should encourage community participation right from the start and as much as possible, you should also bear in mind that it is a gradual process. One way of engaging the target group could be by running informal meetings or gatherings whereby you meet with key persons from within the local community and coach them on how to 'carry the word round'.

It is important that you have sufficient background and knowledge of the campaign. In order to carry out your task successfully, you should be thoroughly familiar with the content of the campaign package (see component 1 "Campaign Package Overview" and component 2 "Campaign Flyer"). This will also equip you with answers to many of the questions that may arise.

It is helpful to begin your work with the target group with a set of typical problems and threats that they are facing and to relate these to the situations that you will show through videos. By connecting what is demonstrated in the videos to the lives of the target group, you can attract their attention.

One way to get people interested and motivated is by telling them "success stories". If possible, you should involve into your campaign persons who have improved their lives through skills development and through their own creativity. Let them tell their story and thereby give the target group a "real life" example.

Be aware that the Motivation Campaign should only be one part of a longer process. In order to really make a difference in the target group's lives, you need to go beyond motivating them. Once the group has been motivated to take up further training or to engage in income generating activities, they will turn to you for further information and guidance on how and where to start. Therefore, it is important that you have thorough knowledge of accessible and affordable training opportunities and local micro-enterprise credit schemes. If you yourself do not have this knowledge, it would be wise to involve local training providers and institutions that provide micro-finance services, such as NGOs, credit unions, non-bank financial intermediaries, etc.

Try to plan the sequence and timing of your activities. Keep an eye on the developments, on what went well, on obstacles that occurred, and on modifications that need to be done. Component 3 "Information for Stakeholders" and component 5 "Activity Check List" of the Campaign Package provide further information.

Keep in touch with those who designated you as the facilitator of the campaign. Share your concerns, your experiences, your successes and shortcomings with them. This will help to improve the Campaign Package, so that future users and facilitators may benefit from your experience.



We hope that this "Guide to be a Successful Facilitator" keeps what its title promises: to help you becoming a successful facilitator. We hope that you will achieve the desired goal in the Motivation Campaigns for skills development – creation of awareness and motivation.

The Campaign Package

This Campaign Package has been developed and provided by the UNESCO-UNEVOC International Centre for Technical and Vocational Education and Training, Bonn, Germany. Its purpose is to facilitate the organisation of campaigns for mobilisation and motivation of young people, and for providing them with vocational orientation and guidance. The focus is on marginalised youth in the informal sector of least developed countries.

The package consists of eight components.

The current pilot version is being provided in English only. It will be evaluated in the field. Depending on the feedback that UNESCO-UNEVOC will receive, the package will be developed further.

The activities presented in this Campaign Package are not a guarantee of monetary success. The content is based on research, examples and advice from experts. Every attempt was made to ensure accuracy, and neither the authors nor the UNESCO-UNEVOC International Centre can be held responsible for incorrect information or changing circumstances.

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