

## Training to achieve lasting change

In financial institutions, achieving lasting improvements in environmental and social performance requires many people to change their behaviours. Training is a necessary first step that can create profound change if well-designed and delivered.

Effective training in environmental and social performance (E&S) requires:

- Thorough understanding of the client’s needs and expectations, which becomes the foundation for the training design.
- Expertise in environmental and social performance management built upon experience implementing systems in varied institutions and markets.
- Highly interactive, engaging, and creative training sessions.
- A follow-up support system in place, built in partnership with the client, so participants can immediately begin applying their new skills.

### LEARN BY DOING

Enclude’s E&S training programmes are rooted in best practices in adult learning, applying participatory training methods and action learning. Action-oriented training provides each participant with the opportunity to express herself/himself through a variety of learning exercises. Our results repeatedly demonstrate that the best learning is achieved when participants are placed in the centre of action rather than passively listening.

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**“Such trainings should be encouraged and incorporated in our organisation’s policies and procedures. Trainings well-received.”** — Nigeria, April 2014

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Training Methodology  
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**“Though I am far away from home and missed my elder daughter’s birthday, it really paid off to attend this wonderful, well-designed and professional training. I look forward to meeting the trainers again. You were superb!”** — Kenya, March 2014

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## TRAINING TOOLS

We develop and deliver a wide range of tools that clients can use to promote, replicate or conduct the training on an ongoing basis. The materials are customised to our clients' profile and needs. For example, we recently developed the following tools for the African Development Bank:

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**Workshop Manual** [ Detailed description of the training sessions with explanation of all related exercises ]
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**Training Materials** [ The presentations or interactive exercises that we use to facilitate the learning process ]
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**Training Brochure** [ The outline of the training sessions, including the timing, the main topics and related information ]
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**Training Report** [ A short summary of the key observations, topics discussed, evaluation results and follow-up actions ]
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**Follow-up** [ Use of social media to create an easy to access platform for peer-to-peer learning and exchanges on sector developments ]

**“Excellent, competent and friendly trainers. Very interactive, perfect facilitation and well coordinated (program flowed) well.”** — Kenya, March 2014



**I am so thrilled to have been part of this. From a regulator perspective I am so empowered, and feel the need to share this information.”** — Uganda, March 2014



To learn more about our work in environmental and social performance management, contact Geert Jan Schuite, [gjschuite@encludesolutions.com](mailto:gjschuite@encludesolutions.com) or Patricia Santa Maria, [psantamaria@encludesolutions.com](mailto:psantamaria@encludesolutions.com)

Enclude is an advisory firm dedicated to building more inclusive and sustainable local economies. We provide integrated capacity and capital services that help clients and partners design, connect, finance and build solutions that generate sustainable business results and positive social and environmental outcomes. Enclude's committed professionals work in four registered offices (Netherlands, United States, United Kingdom and Pakistan) and in project locations across the world, including Sub-Saharan Africa, Asia, Latin America and the Caribbean, Europe and Central Asia.

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