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EU Twinning Project No. UA/47b

„Implementation of the best European practices with the aim of strengthening the institutional capacity of the Apparatus of the Ukrainian Parliament Commissioner for Human Rights to protect human rights and freedoms (Apparatus)“

REPORT ON

DEVELOPING A CURRICULUM AND TRAINING PROGRAMMES, PREPARING TEACHING AIDS AND TRAINING GUIDES (I-IV MISSION)

1 BASIC PROJECT INFORMATION

1.1.Twinning Number: UA/47b

1.2.Title: Implementation of the best European practices with the aim of strengthening the institutional capacity of the Apparatus of the Ukrainian Parliament Commissioner for Human Rights to protect human rights and freedoms (Apparatus)

1.3.Beneficiary Country: Ukraine

1.4.Member States: Lithuania/Austria

2 ACTIVITY INFORMATION

2.1. Activity No and Title: 3.3. DEVELOPING A CURRICULUM AND TRAINING PROGRAMMES, PREPARING TEACHING AIDS AND TRAINING GUIDES

2.2. Start date: 2017-08-28 and end date of the Activity: 2018-04-31 (4 missions planned)

2.3. Experts of the Activity 3.3, Missions I-IV:

1. Ms. Salvija Kavalne (key expert), Law Institute of Lithuania; 2017.08.28 – 2017. 09.01; 2017.12.11-15; 2018.03.19-23.
2. Ms. Jurgita Paužaitė-Kulvinskienė, Law Institute of Lithuania; 2017.08.28 – 2017. 09.01; 2017.12.11-15; 2018.03.19-23.
3. Ms. Laima Vengalė-Dits, Office of the Equal Opportunities Ombudsperson; 2017.08.28 – 2017. 09.01; 2017.12.11-15; 2018.03.19-23.
4. Ms. Dijana Šinkūnienė, State Data Protection Inspectorate; 2017.08.28 – 2017. 09.01; 2017.12.11-15; 2018.03.19-23.
5. Ms. Skirgailė Žalimienė, Supreme Administrative Court of Lithuania (via Law Institute of Lithuania); 2017.08.28 – 2017. 09.01; 2017.12.11-15; 2018.03.19-23.
6. Mr. Gintautas Valickas, Vilnius University (via Law Institute of Lithuania); 2017.08.28 – 2017. 09.01; 2018.03.19-23.

7. Mr. Vytautas Valentinavičius, Seimas Ombudsmen's Office of the Republic of Lithuania; 2017.12.11-15.
8. Ms. Barbara Liegl; Ludwig Boltzmann Institute of Human Rights; 2017.12.11-15; 2018.02.26-2018.03.02.
9. Mr. Dieter Schindlauer; Ludwig Boltzmann Institute of Human Rights; 2017.12.11-15; 2018.02.26-2018.03.02.

2.4. Tasks and description of the Activity:

Building on the Needs & Gaps Analysis developed in Activity 3.1 MS experts under the leadership of the key expert and in close cooperation with the Ombudsperson and Apparatus developed a set of specific curricula. Training programs were directed towards improvement of common competences and skills (communication, planning, mediation, conflict resolution, work under psychological pressure, etc.) and on increasing of competences and skills in the areas of data protection, equal rights and non-discrimination, access to public information.

MS experts had timely prepared comprehensive training materials for future training: training programmes, teaching aids and training guides (including manuals in printed and electronic form, with the examples of cases based on the case law of the European Court of Human Rights).

The qualitative and quantitative analysis of all already developed training programs in the areas of personal data protection, access to public information and antidiscrimination was performed before preparing new training programmes.

Training curricula for each branch of the Ombudsperson's offices activities and all material were prepared:

- having in mind that trainings will have an exclusively practical approach with special emphasis on Jurisprudence of the European Court of Human rights,
- providing know-how based on practical situations,
- having in mind the real shortcomings of national institutions in the sphere of human rights,
- taking into account the special needs and requests of the Ukrainian partners, building on the Needs & Gaps Analysis developed in Activity 3.1.

Train the trainer curriculum and training materials were prepared prepared covering, among others, the following aspects:

- Developing educational leadership and techniques/methods for adult training (i.e. effective ways for the preparation of the cases studies, stimulating the group activities, handling conflict situations, etc.);
- Developing effective communications skills and advanced teaching competencies (i.e. planning and designing the training sessions, using various evaluative procedures to assess learning progress and training behavior, etc.).

All programmes were presented to the Ombudsperson office and was revised taking into account their remarks and feedback. Final versions of curricula was handed in for approval by the Ombudsperson office.

2.5. Meetings

During the four missions individual meetings with the relevant stakeholders and the Apparatus' staff members were organized.

1. ACTIVITY RESULTS

3.1. Results achieved:

1. The design and the structure of the training programmes approved.
2. The concrete list of programmes developed.
3. 23 Training programmes, including teaching aids and training guidelines developed (see attachments), 3 programmes will be delivered by 1 August 2018.

3.2. Documents delivered

1. Report, including the list of developed.
2. 23 Training programmes with the relevant material.

Recommendations/observations/comments (if any):

General remarks:

1. One of the first general findings of the Needs & Gaps Analysis developed during the Activity 3.1 was that there is a clear need to create an effective, continuous and sustainable training system of the personnel of the Apparatus. Especially in the current situation where a lot of the personnel are young specialists and there is a clear need for improving different skills and qualifications.

2. The second important finding was that the main strength of the Ombudsperson's institution regarding the training is the attitude of the personnel of the Apparatus towards the training. The absolute majority of the interviewed personnel of the Apparatus have an adequate and very positive attitude towards the training and they understand correctly their need and duty to constantly improve their knowledge and skills.

3. Also, the conclusion was made that there is a need not only to develop specific training programs covering the training of trainers, improvement of common competences and skills, general mandate of the Ombudsperson in the areas as access to public information, data protection and equal opportunities, but also to extend them regarding training on rule of law and of good administration. It was agreed that qualitative and quantitative analysis of all already developed training programs should be performed before preparing new training programmes.

4. Therefore, during the first mission of the Activity 3.1. (2017.08.28 – 2017.09.01),

first, the qualitative and quantitative analysis of all already developed training programs in the areas of personal data protection, access to public information and antidiscrimination, rule of law and of good administration, common competencies and trainer's competences were performed.

5. **Second**, the design and the structure of the training programmes was debated it was agreed, that each particular training programme should be developed under the basis of the training programme template, which consists of the 1) training curriculum, 2) proposed working plan and 3) guidelines for trainers with concrete material, examples, etc.

6. **Third**, it was agreed that the training programmes will be developed as independent modules which depending on the length of their content will be prepared either for the 1-day workshop (8 hours) or half day workshop (4 hours). Such structure, based on modules, will allow greater flexibility for the trainers from the Apparatus later on to construct the concrete training courses for practitioners based on real needs and available timeline (for example, if needed trainers could deliver 1-day training, based on two different training programmes (modules): one half day module from the data protection area and one-half day module from the access to public information area.

7. **Fourth**, it was agreed that all training programmes should aimed at practitioners and be practice-and problem solving oriented. To the extent possible, they should be focused on study of practical examples and the case law (if existing) of national courts and the practice of the European Court of Human Rights and European Court of Justice and tailored specifically to the current needs of the Apparatus.

8. **Fifth**, regarding the content of the training programmes it is suggested to establish a clear and logical training system where training programmes are divided into three main training pillars:

I. Training programmes on the training methodology for trainers (to be used in the train the trainers courses);

This pillar encompasses 4 training modules on various methodologic aspects of adults training;

II. Training programmes on common competencies and skills;

This pillar is further divided into 3 parts:

II. 1. Psychological skills and competencies;

II. 2. Public relations / awareness raising activities on human rights;

II. 3. Competencies and skills related to the general mandate of Ombudsperson.

III. Training programmes on competencies and skills in specific legal areas;

This pillar is further divided into separate parts encompassing knowledge and skills in various specific legal areas:

III. 1. Data protection;

III. 2. Access to public information;

III. 3. Equal rights and non-discrimination.

(N.B. Remark: only three specific areas do fall into the scope of the Twinning project: Data protection, Access to public information and Equal rights and non-discrimination. Nevertheless, in order to ensure sustainability of the project activities and using the systematic approach later on this pillar could be expanded by the personnel of Ombudsperson apparatus themselves including training programmes on other relevant topics such as NPM, etc.).

9. During the missions 2-4 concrete training programmes were developed and delivered.

I. Regarding the training programmes on the training methodology of the training for trainers:

1. Currently, the Apparatus does not have any train the trainers programmes in-house. But according to the Needs and Gaps analysis, developed during the Activity 3.1, there is in clear need for the improvement of the training methodology skills.

2. Regarding the strong need to have more trainings aimed at increasing the trainers' competencies in order to ensure the sustainability or the trainers' preparation the recommendation was formulated to consider establishing so called "in-house trainers of trainers". It was suggested to choose from the pool of the experienced trainers from the Apparatus few people for the constant role of the Trainer of the trainers. These people should then be encouraged to constantly improve their methodological knowledge and share their experience with the new colleagues who only start their activities as the trainer.

3. Therefore, the training programmes on training methodology were prepared bearing in mind that their main target group is these kind of "in-house" trainers who will later on deliver knowledge and skills of training methodology for other trainers (current or potential) from the Apparatus. Apart from that, training programmes on training methodology could be used as self-education tool for the independent learning (preferably in combination with the practical training).

4. The topics below which are covered by the training programmes **on the training methodology for the trainers** correlate with those which resulted from the analysis of the interviews and results to the questionnaire and encompass the following modules:

- Specifics of adults learning. Promotion of collaboration and active learning among diverse trainees with different learning styles;
- Effective tools and instruments for adult learning;
- Planning a training session; Methods and procedures for the evaluation of the trainings.

II. Regarding the training programmes on common competences and skills:

Currently, the Apparatus does not have any training programmes on common competences and skills in-house. But according to the Needs and Gaps analysis, developed during the Activity 3.1, there is in clear need for the improvement of the common competences and skills in three areas: 1) on psychological topics; 2) on public relations / awareness raising activities

on human rights and 3) on competencies and skills related to the general mandate of Ombudsperson:

II. 1. Psychological skills and competencies

1. Discussions with the Apparatus's personnel revealed that they didn't had any training courses on psychological topics earlier. On the other hand, the discussions have indicated that at present there exists a sufficiently clear training needs in various psychological subjects. One of the most mentioned was the training on how to interact with different applicants in conflicting situations. Other often mentioned areas were: how to cope with the huge workload and manage one's time, how to control nonverbal behaviour and how to cope with stress and increase effectiveness of solving problems.

2. The responses to the questionnaires question "What kind of psychological training would be beneficial for the improvement of their knowledge and skills" revealed that for the respondents the most important training topic would be "Presentation of himself to the audience and control of the nonverbal behaviour" and "Coping with stress and improving the effectiveness of solving problems". Slightly less important was considered the management of one's time.

3. Taking into account the data of the interviews, results of the questionnaires, needs and requests of the Ukrainian partners (based on the Needs and Gaps Analysis, developed in Activity 3.1.), the training programmes on psychological topics encompass the following modules:

- Stress and coping;
- Control of the nonverbal behavior;
- Interaction with applicants in conflict situations;
- Management of time.

4. Due to the factor that training on psychological topics could be delivered only by specialist in psychology, it should be kept in mind that the main target of prepared training programmes on psychological topics is the only the "in-house" trainer-specialist in psychology. Apart from that, these training programmes could be used only as self-education tools for the independent raising of awareness of sensitive psychological questions and most preferably the material should be consulted only in combination with the practical training, delivered by the specialist in psychology).

II. 2. Public relations/Visibility and awareness raising on human rights

1. The actuality of the topics public relations/ public awareness raising on human rights was stressed during the interviews with personnel of the Apparatus of the Ombudsperson. Therefore, it was decided to prepare 2 training modules:

- Public relations/public accountability of the Ombudsperson;
- Visibility and Awareness raising activities on human rights;

II. 3. Competencies and skills related to the general mandate of Ombudsperson (right to good administration and the rule of law)

1. In order to clarify training needs and to establish a list of specific topics on which the training curricula and training programmes should be developed the discussions with the representative of the Apparatus of the Ombudsperson were held. The analysis of the received training materials showed that currently there are no prepared training programmes (training courses) neither on the principle of rule of law nor on the right to good administration.

2. During the meetings the representatives of the Apparatus of the Ombudsperson explained that there is a clear need to deepen the understanding and the basic and advanced skills of the employees in the field of rule of law and the right to good administration.

3. The rule of law has universal relevance for all involved in the law, justice system and legal policy. This innovative course must introduce participants to using the rule of law as a practical tool for legal work in a wide of areas of the mandate of Ombudsperson. The training programme will explore the different elements of the rule of law in concrete terms, thinking about how rule of law principles applies in a variety of mandate of Ombudsperson, and discovering how to draw on the rule of law as an invaluable principle and framework. In addition, by taking part in the basic training programs as rule of law, participants should gain a large understanding of interaction between constitutional and ordinary legal framework; between domestic law system and supra-national law system; networking and scopes of the mandates of all stakeholders working for the protection of human rights: Ombudsperson, courts, prosecutor, legal aid service, bodies of public administration and etc. This interaction between the Ombudsperson and other stakeholders should base on the platform for exchange and collaboration protecting the main stream – human rights- and only in exceptional situations the instruments of the control and penalties should be used.

4. During all meetings with the representatives of the Apparatus and in according with the recommendation in regard of the recommendations from the component I of the project – that the function of the Ombudsperson should be to promote the right of good administration relating the protection of human rights, the competences and understanding of the employees on the right of good administration should be improved. Administrative rules play an important role in the implementation of law, including law regarding the protection of the various fundamental rights. As such, administrative law is an important factor in the protection of violated rights of persons, when the interaction of the mandate of Ombudsperson is foreseen. The existence and proper functioning of a procedural framework is a precondition for the effective protection of human rights and implementation of the law using the mandate of Ombudsperson. However, the applicability of a general principle of good administration, as established by the European Court for Human Rights and European Court of Justice, affects legal reasoning and contributes to some extent of the Ombudsperson protecting human rights. The principle to good administration is applicable in the implementing the mandate of Ombudsperson investigating the individual complains. This new training programme on right to good administration must present not only the status of this right to good administration, but must focus on the different questions of the applicability of the right to good administration when the Ombudsperson is investigating the individual complain of the persons against the state or municipality institutions and bodies.

5. Accordingly, the methodology of training encompass an interactive trainings sessions combining theory, practical skills and exercises in order to distribute the knowledge and skills necessary to update the information in the implementing the mandate of Ombudsperson.

6. Taking into account the above-mentioned topics, time limits and available resources it was agreed that training curriculum and training programs encompass the following modules:

- Rule of law and Ombudsperson: catalog of human rights and basic principles, networking between state institutions;
- Right on good administration and mandate of Ombudsperson;
- The application of a human rights based approach by national human rights institutions.

III. Regarding training programmes on competencies and skills in specific legal areas

This pillar is further divided into separate parts encompassing knowledge and skills in 3 specific legal areas: personal data protection, equal rights and non-discrimination and access to public information.

III. 1. Personal data protection

1. In order to clarify training needs and to establish a set of specific topics on which the training curricula and training programs should be developed the discussions with the representative of the Department for personal data protection (hereinafter in this chapter – the Department) were held and already existing training materials were analyzed.
2. The special training course on personal data protection is prepared by the civil servants of the Department. The content and methodology have been improved this year – the new training course is mainly based on examination of practical examples which are taken from the decisions of the Commissioner and activities of the Department. The trainings usually start with introductory remarks on the importance of personal data protection and actualization – specific practical situations are presented to the audience in order to disclose the essence of this area. Other methods enabling to involve participants are also widely used (“puzzle”, various kinds of discussions with participation of facilitator, etc.). The trainings usually take place in conjunction with access to public information. As personal data protection is very wide area with extremely broad variety of topics, it would be recommended to have separate trainings on it. Specific lecture might be devoted to the reconciliation of the two rights.
3. The representative of the Department informed that there are materials (including manual for civil servants working in this area) prepared and used in order to provide basic knowledge in personal data protection on various topics. However, there is a lack of advanced trainings for the civil servants of the Department as well as for the representatives of the data controllers and data processors.
4. In the course of the Activity 3.1 the survey was carried out in order to set up priorities in training needs. Based on the results of the survey, the training in the area of data protection should focus on (priorities are listed from the most to the less important):
 - 1) Publication of personal data;
 - 2) Disclosure of personal data (including to representatives of mass media);
 - 3) Most relevant case law of the European Court for Human Rights in the area of data protection;

- 4) Most relevant case law of the Court of Justice of the European Union in the area of data protection;
 - 5) EU Data Protection Reform and Regulation (EU) 2016/679 (General Data Protection Regulation);
 - 6) Video surveillance;
 - 7) Processing of personal data in data bases owned by the state;
 - 8) Processing of personal data in law enforcement sector;
 - 9) E-commerce and personal data processing;
 - 10) Processing of personal data in the employment context;
 - 11) Processing of personal data for direct marketing purposes.
5. The representative of the Department put emphasis on the gap of knowledge (and a lack of even basic information) as regards ongoing development and changes in European Union (Data Protection Reform). This kind of trainings would be of crucial importance for the employees of the Department and for the data controllers and processors acting in both public and private sectors.
 6. Taking into account the above-mentioned topics, time limits and available resources it was agreed that training curriculum and training programs encompass the following modules:
 - European Union standards in personal data protection: Data Protection Reform . The content of this module should focus in particular on the Regulation (EU) 2016/679.
 - Processing of personal data in law enforcement sector: European Union standards. The content of this module should cover the Directive (EU) 2016/680.
 - Processing of personal data in the employment context: European Union standards.
 - Processing of personal data by means of video surveillance: European Union standards.
 - The training materials should reflect the most relevant case law of the Court of Justice of the European Union and of the European Court for Human Rights in the area of personal data protection and should be based on the various kind of training methods and techniques (presentations, discussions, verbal questioning, case solving tasks, work in groups, etc.).

III. 2. Equal rights and non-discrimination

1. Ukrainian Parliament Commissioner for Human Rights (Ombudsperson) is in charge to supervise implementation of equal treatment and nondiscriminatory legislation in Ukraine. The Department for Observance of the Rights of Child, Non-discrimination and Gender Equality (further – Department) is entitled to deal with equal opportunities and nondiscrimination issues, including discrimination based upon gender.
2. According to the information provided by the director of the Department on the 28th August 2017, the Department very often organizes trainings on the topic of non-discrimination to the specific target groups in different areas of Ukraine. The trainings are initiated and proposed by the director of the Department, who usually contacts the local government of Ukraine and municipalities in order to propose training seminars for the residents of those regions. The target groups are being proposed by the Department and usually consist from public servants. The director of the Department noted that the topics of trainings have been focused on discrimination with regard to the

specific traits of person's identity, e.g. disability, health status, ethnicity, race, gender, sexual orientation etc. The representatives of the Department during the meeting on the 29th August have introduced in verbal the common model of the training seminar:

- a. the duration – 2 days;
 - b. the introduction starts with the “ice breaking” and short introduction of the participants, questioning about perception of discrimination, asking to share their negative experience, based on unequal treatment. The participants are being asked to fulfill very short Questionnaire, containing questions about private life;
 - c. the quantity of the participants up to 20 people.
3. The training programme on “the Recognition of discrimination” consists of the parts mentioned below: 1st day - introduction of the participants and main goals of the seminar; introduction of the functions of the Ombudsperson's Office and Department (presentation of the activity of the Ombudsperson's Office in the area of combating discrimination); the main provisions of Ukrainian legislation on prohibition of discrimination; stereotypes; perception of principles of equal treatment; forms of discrimination; harassment; identification of discrimination; 2nd day-recognition of discrimination; discrimination based upon gender, gender identity, sexual orientation, disability, health condition, religion, belief, convictions, race, color of the skin, ethnic origin; conclusions. The slides on each separate topic are being prepared and demonstrated during the training seminar. It should be noticed that trainings are focused on certain trait or a few traits of person's identity. The participants of training seminars are familiarized with unequal treatment due to person's gender, race, sexual orientation etc. in the sphere of employment, access to goods and services, advertising etc.
 4. It should be mentioned, that theoretical introduction of the Law is combined with the examples of discrimination, cases that have been investigated in the Office of Ombudsperson, as well as with involving participants in resolving some cases, making some exercises in order to get more precise understanding about equal treatment.
 5. Finally, the conclusion has been made after the meeting with the representatives of the Department to focus the training on non-discrimination issues on the topics mentioned below:
 - Difference in salary for the same work or the work of the same value on the ground of person's gender.
 - Unequal treatment in employment and discriminatory job advertisements;
 - Unequal treatment in access to goods and services in providing public services;
 - Harassment based on person's age, gender, nationality and other traits;
 - Perception of discrimination and importance to identify it - Awareness of different forms and shapes of the phenomenon;
 - Discriminatory advertising;
 - How to talk about discrimination: traps and frames of a tenuous topic;
 - Monitoring of discrimination for regional representatives.

III. 3. Access to public information

1. In order to clarify training needs and to establish a set of specific topics on which the training curricula and training programs should be developed the discussions with Ms. Iryna Kushnir, Representative of the Commissioner for drafting of constitutional appeals and observance of the right to access to public information, were held and already existing training materials were analyzed.

2. The special training course on access to public information is prepared by the specialists of the Apparatus. Training programmes are developed under the basis of agreed training programme template and should be oriented to trainers who on their side will provide a training to practitioners. It was agreed that the template and the programmes developed under the template should be practice-and problem solving oriented. To the extent possible, they should be focused on study of practical examples and the case law (if existing) of national courts and the practice of the European Court of Human Rights and European Court of Justice. Training programmes should be developed on the basis of those already developed by the specialists of the Apparatus by updating and tailoring it to the current needs of the Apparatus.
3. Problems and gaps exist in various areas of the activity – right of access to information (the principle of maximum disclosure, the right to information as a basic human right, and a leverage to other rights, EU law, ECHR); Public administration and right of access to information (as a minimum this obligation should apply to the following areas, development and realization of policies, strategies, initiatives and physical planning; financial decisions, including budgets and accounts; decisions in administrative cases; evaluation of sector performance; information about services; meetings of the administration; general confidentiality).
4. Ms. Iryna Kushnir said that there is general lack of knowledge of the international human rights standards for openness of judicial proceedings, general public access to case-law, the types of information which can legally be requested (information about functioning of the judiciary, information relating to proceedings in a case and information about cases without dispute settlement), anonymization of confidential information or identity (sexual orientation, health conditions, serious social problems, race, religion, colour and political orientation), providing a secret information, the secret of privacy, the secret of business, the secret of defense and public safety, the confidentiality of legal advice).
5. Preferred training methodology according to the Ms. Iryna Kushnir: working in small groups, interactive approaches, such as peer group sessions, simulation games, case-solving tasks, etc.
6. The representative of the Commissioner informed that there are materials (including manual for civil servants working in this area) prepared and used in order to provide basic knowledge in the area of access to public information on various topics, however, there is a lack of advanced trainings for the civil servants of the Department.
7. In the course of the Activity 3.1 the survey was carried out in order to set up priorities in training needs. According to the results of the survey, the training in the area of access to public information focus on:
 - Right of access to information versus protection of privacy in the recent case law of the Court of Justice Court of Justice of the European Union and of the European Court of Human Rights; Appeal to the courts against public administration unwilling to disclose information; Scope and limits of the right of access to information;
 - The right to information as a basic human right and a leverage to other rights according to EU law and European Convention of Human Rights; Openness of the judiciary: right to access the information related to the court's proceedings;

- Ways and methods of providing information to requesters; Openness of the judiciary: general public access to case-law; The principle of maximum disclosure;
 - Right of access to public information as a fundamental part of the good administration principle; Openness of the judiciary: right to access other court information not related to the judicial proceedings; Access to information about public administration staff.
8. Taking into account the above-mentioned topics, time limits and available resources it was agreed with the representatives of the beneficiary and international experts that training curriculum and training programs in the area of access to public information encompass **the following modules**:
- Right of access to information. Right of access to information versus protection of privacy and leverage to other rights in the recent case law;
 - Revelation of secret information: national security and secret evidence in legislation and before the courts
9. The training materials reflect the most relevant case law of the Court of Justice of the European Union and of the European Court for Human Rights in the area of access to public information and are based on the various kind of training methods and techniques (presentations, discussions, verbal questioning, case solving tasks, work in groups, etc.).

In summary, during the Activity 3.3 the following training programme modules were developed:

1. Training programmes on training methodology for trainers		
<i>Nr.</i>	<i>Topic</i>	<i>Duration</i>
1.	Specifics of adult trainings. Promotion of collaboration and active learning among diverse trainees with different learning styles	4 hours (half working day).
2.	Effective tools and instruments for adult trainings	4 hours (half working day).
3.	Planning a training session and using various evaluative tools and procedures to assess learning progress and training behaviour.	8 hours (half working day).

2. Training programmes on common skills and competences		
2.1. Training programmes on psychological skills and competencies		
4.	Stress and coping	4 hours (half working day).

5.	Control of the nonverbal behavior	4 hours (half working day).
6.	Interaction with applicants in conflict situations	4 hours (half working day).
7.	Management of time	4 hours (half working day).
2.2. Training programmes on public relations / awareness raising activities on Human Rights		
8.	Public relations/public accountability of the Ombudsperson	4 hours (half working day).
9.	Visibility and Awareness raising activities on Human Rights	4 hours (half working day).
2.3. Training programmes on competencies and skills related to the general mandate of Ombudsperson		
10.	Opportunities and challenges of applying the Human Rights based approach for national Human Rights institutions	8 hours (one working day).
11.	Human Rights in Testing Times. Possible Violations of Fundamental Rights and Conflicts between Different Levels of (individual or general) Provisions	4 hours (half working day).

3. Training programmes on competencies and skills in specific legal areas		
3.1. Training programmes on data protection		
12.	European Union standards in personal data protection: Data Protection Reform, the Regulation (EU) 2016/679.	8 hours (1 working day).
13.	Processing of personal data in law enforcement sector: European Union standards, the Directive (EU) 2016/680.	4 hours (half working day).
14.	Processing of personal data in the employment context: European Union standards	4 hours (half working day).
15.	Processing of personal data by means of video surveillance: European Union standards	4 hours (half working day).
3.2. Training programmes on Equal rights and non-discrimination		
16.	Difference in salary for the same work or the work of the same value on the ground of person's gender	8 hours (1 working day).
17.	Equal treatment in employment and discriminatory job advertisements and Har-	8 hours (half working day).

	assessment based on person's age, gender, nationality and other traits	
18.	Unequal treatment in access to goods and services in providing public services	4 hours (half working day).
19.	Discriminatory advertising	4 hours (half working day).
20.	Perception of discrimination and importance to identify it - Awareness of different forms and shapes of the phenomenon	8 hours (1 working day).
21.	Monitoring of discrimination – supporting the work of the Parliament Commissioner for Human Rights	8 hours (1 working day).
3.3. Training programmes on Access to public information		
22.	Right of access to information. Right of access to information versus protection of privacy and leverage to other rights in the recent case law	8 hours (1 working day).
23.	Revelation of secret information: national security and secret evidence in legislation and before the courts	8 hours (1 working day).

In order to provide the highest quality outputs and due to complexity and importance of the training programs, additional time for the preparation is needed. 3 training programs under Activity 3.3 will be developed till the end of July (delay less than 3 months).

Training programmes delayed:

2.3. Training programmes on competencies and skills related to the general mandate of Ombudsperson		
24.	Rule of law and Ombudsperson: catalogue of Human Rights and basic principles	4 hours (half working day).
25.	Rule of law and Ombudsperson: networking between state institutions	8 hours (one working day).
26.	Right on good administration and mandate of Ombudsperson.	8 hours (one working day).

Date: 30.04.2018

Key-expert: dr. Salvija Kavalne

Annexes: Training programmes.