



This project is funded by the European Union

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

ACTIVITY 3.4. CARRYING OUT THE TRAINING OF TRAINERS

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: 3.4. CARRYING OUT THE TRAINING OF TRAINERS

2.2. Start date: 2018-05-01 and end date of the Activity: 2018-07-31.

2.3. Experts of the Activity:

1. Ms. Salvija Kavalne (key expert), Law Institute of Lithuania; 2018.05.14-18.
2. Ms. Jurgita Paužaitė-Kulvinskienė, Law Institute of Lithuania; 2018.05.16-18.
3. Ms. Laima Vengalė-Dits, Office of the Equal Opportunities Ombudsperson; 2018.05.14-18.
4. Ms. Dijana Šinkūnienė, State Data Protection Inspectorate; 2018.05.14-18.
5. Ms. Skirgailė Žalimienė, Supreme Administrative Court of Lithuania (via Law Institute of Lithuania); 2018.05.14-18.
6. Mr. Gintautas Valickas, Vilnius University (via Law Institute of Lithuania); 2018.05.14-18.

2.4. Tasks and description of the Activity:

Carrying out the training of trainers.

MS experts conducted a practical training course for 15 of potential trainers, selected by the BC. These 15 participants were chosen from the units of the Ombudsperson's office dealing

with 1) data protection (4 people), 2) equal rights and non-discrimination (4 people), 3) access to public information (4), other units dealing with the general mandate of the Ombudspersons or interested in trainings on improving competencies and skills related to the general mandate of Ombudsperson: Rule of law/ good administration (for example, units dealing with the constitutional appeals and similar) (3 people). Concrete trainees were proposed by the BC (also small changes in the proportions from the various units are possible, not exceeding the max number), having in mind that the chosen trainees after participating at the workshop “Train the trainers” later during the Activity 3.4 should deliver the pilot trainings for the personnel of the Ombudsperson’s office (up to 60 trainees in total) in their area of specialization (data protection; equal rights and non-discrimination; access to public information; rule of law, human rights and good administration), using the training programmes and materials prepared during the Activity 3.3. The participants of the workshop “Train the trainers” could also serve in the future as the trainers for other potential trainers from their institution (using during the workshop acquired *know how* and the prepared training curricula and materials).

The training was held according to the approved training of the trainers curriculum developed in Activity 3.3. Training was 5 days of durations and was conducted in Kiev.

Training materials developed in Activity 3.3, covering the different parts of the training, were distributed to the trainees in advance.

The training of trainers presented various methods and tools, focusing on modern pedagogical approaches, such as questioning, simulations, role-plays, improvement of psychological skills etc, to support the future trainers when conducting their own training sessions. Therefore, the foundation for the training was the interaction based on a true involvement of the trainees in their own trainings: active questioning, role plays, etc.

Part of the training was dedicated to giving the trainees the opportunity to step in the real role of the trainer for up to 20 min. This exercise revealed the extent to which the trainees have acquired trainers’ skills and are able to use them. With the consent of trainees the video recording of their performance was made in order to enable them the possibility to reflect on their performance by reviewing the video record file after the training.

After the training session the trainees got the immediate feedback from the audience and the MS trainers.

3. ACTIVITY RESULTS

3.1. Results achieved: Training for trainers organised.

3.2. Documents delivered: Agenda of training; list of participants; training evaluation forms filled by the participants (23 in total).

Recommendations/observations/comments (if any):

Summary of the Activity:

The practical training course for 15 potential trainers, selected by the BC from the units of the Ombudsperson’s office dealing with 1) data protection, 2) equal rights and non-discrimination, 3) access to public information, 4) other units dealing with the general mandate of the Ombudspersons were trained as future trainers.

The 5-day long training was held in Kiev at the Ombudsperson office according to the approved training of the trainers curriculum developed in Activity 3.3. Training materials developed in Activity 3.3, covering the different parts of the training, were distributed to the trainees in advance.

The foundation for the training was interaction and creating a good climate for training. It therefore insisted on modern pedagogical approaches, and on the different methods based on a true involvement of the trainee in his/her own training: active questioning, group work, sharing of the experiences, simulations, play-roles etc.). The training also concentrated on the necessary psychological skills which a trainer shall master in order to conduct an interactive training (understanding the needs of the trainees, body language of the trainer, non-verbal communication, dealing with stress, voice control), on the different steps required for the preparation of a training and on the various methods and tools that can be used during a training (from case constructing to the use of flipcharts etc.). All the aspects of the training were conducted by the experts as a “live” presentation of the best practices from the partners in the Twinning project, using constant interactivity.

The trainees were easy to involve in discussions and they participated actively in sharing opinions and experiences. Every aspect of the programme/agenda was covered. Part of the training was dedicated to giving the trainees the opportunity to step in the real role of the trainer. Through practical presentations (play-role) the trainees were given the opportunity to actually experiment the main features of the training and to show how they could implement them in practise. This exercise revealed the extent to which the trainees have acquired trainers’ skills and are able to use them. MS experts were of the opinion that some of the trainees already had very good trainers abilities and only needed some behavioural advices from psychological and methodological points of view and look from outside to perfect themselves, and other trainees with little or zero training experience before showed great potential to become effective trainers.

The evaluations of the training made by the MS experts during the mission on the basis of verbal questioning, interviews in small groups and written questionnaires also showed that the training led to a very high rate of participant satisfaction (see Annex 3).

Detailed description of the conducted training

The first day of the mission has been focused on developing educational leadership and psychological competencies for adults’ training.

The experts from Lithuania - S. Kavalnė, G. Valickas, S.Žalimienė, D. Šinkūnienė and L.Vengalė-Dits have been introduced by A. Rauličkytė to the participants of the training course. During the morning session S. Kavalnė has introduced the agenda of the training of the trainer’s workshop, timeline, objectives and activities, the main guidelines, key points of specific learning aiming of adults training. She has drawn the attention of the participants to the necessity of collaboration with the future trainees, using methods of active training with regard to the different learning styles. She also revealed the specifics of the trainings focusing on human rights.

G. Valickas has focused on mastering oneself and control of the nonverbal behaviour for the trainers. G. Valickas has explained very precisely the interpretation and meaning of the nonverbal cues (gestures, facial expressions, use of space, outfit, eye contact, etc.), has provided some visible examples, has responded to the questions of the participants.

The afternoon session has been focused on effective tools and instruments for adult training (S.Kavalne) and stress control techniques (G.Valickas). G. Valickas has introduced what kind of stress the trainers can experience, how to identify stress in real life and also has introduced the ways and methods in order to overcome stress during trainings. He has emphasized the importance to remain calm in specific situations, introduced and provided explanation of effective stress control techniques, avoiding communication breakdowns.

In the very end of the session, G. Valickas has invited all participants (with the consent of all participants) to experience relaxation exercise, aiming at obtaining more knowledge how to deal with stress.

At the end of the first training day, verbal questioning followed, and written feedback form was distributed in order to identify the usefulness of the performed training, the engagement of trainees, if something needs further clarification, if something was not relevant, etc.

10 feedback forms were collected and the results showed very high rate of satisfaction from the participants, which can be summarized as follow:

- 1) usefulness of this training in their profession – overall satisfaction 95%;
- 2) possibility to ask questions – overall satisfaction 97.5%;
- 3) engaging way of the trainers presentation – overall satisfaction 95 %;
- 4) own contribution to the training - overall satisfaction 72.5%.

See also the table below for the distribution of the answers on the Likert scale from 1 to 4 (1= I don't agree at all ; 4= I definitely agree):

	1	2	3	4
This training will be useful for me in my profession		1 (10%)		9 (90%)
I had the possibility to ask my own questions			1 (10%)	9 (90%)
The trainers presented their subjects in an engaging way			2 (20%)	8 (80%)
I have contributed with my engagement and my questions		3 (30%)	5 (50%)	2 (20%)

The trainees were also asked about the main aspects learned during the training (answers: methodology, principles of adult trainings, the need to engage with the audience, stress reducing techniques); if they strengthened their abilities to be a trainer (answers: all positive); what will help them to be a better trainer (answers: psychological knowledge, knowledge of their strengths and weaknesses, instruments and tools of adults trainings, how to construct the cases, etc.), if something was not relevant (answers: everything was useful) and on which aspects they wish to focus more on the following training days (answers: on interaction with the audience, using the variety of methods).

The second day has been focused on developing teaching, communication skills and competences for the trainings on human rights. Trainers: S. Kavalnė, G. Valickas, S. Žalimienė.

During the first session trainer G. Valickas introduced time management techniques, explained time management problems, based on practical tasks showed how to set priorities

in planning of person's activities in order to improve the time management. During the second session trainer S. Kavalnė delivered training on planning the training session, using various evaluative tools and procedures to assess learning progress and training behaviour, controlling the attention of the audience and taking positive action. During the third session trainer G. Valickas focused on mastering oneself skills and based on practical task explained the aspects of interaction in conflict situations, types, causes, symptoms and stages of interpersonal conflicts, direct and indirect conflict management approaches and styles, negotiation strategies and third-party roles in negotiation. During the fourth session trainer S. Žalimienė delivered training on increasing competences and skills for training on Human rights. The training was based on case studies, practice of the ECHR and practical tasks.

Afterwards followed the evaluation of this training day by interviews done with small groups of trainees (1 trainer interviewed 3-4 trainees). The method of evaluation allowed to get closer acquainted with the trainees and ensured greater interaction afterwards. The satisfaction level of the trainees was very high. They also communicated that they are worrying about the forthcoming task of role play (delivering practical presentations), some said they possibly could have stage fright. These findings were discussed between the trainers and followed by the more detailed explanation of the upcoming tasks for the trainees.

The third day of the training was organized in to two different part. During the first part of the day the pilot practical training course „The mandate of the Ombudsperson and the Rule of Law” was delivered to the 15 participants. The trainer J. Pauzaite- Kulvinskiene showed on practical examples how to deliver the training on the issues of the general mandate of the Ombudsperson, improving competencies and skills related to the general principle of Rule of Law as implemented in the countries of the European legal system.

The methodological part of the pilot training “The mandate of the Ombudsperson and the Rule of Law” presented the various methods and tools, focusing on modern pedagogical approaches, such as questioning (e.g. to make an analysis of the constitution of the Ukraine for the identification of the concepts of the Rule of Law), proof of evidences, simulations of the real situations and role-plays based on the factual case law of Ukraine court praxis (e.g. one case related to the data protection and one case related to the principle of the legality). The participants were divided to the different small groups and interaction based on the true involvement of participant in to the training was ensured.

The substantial part of the pilot training related to the general principle of rule of law and mandate of the Ombudsperson consisted from the presentation of the proper understanding of the functions of the State and the Ombudsperson under the Rule of Law. The relevant perception of the functioning of the legal system under the principle of Rule of Law was presented with practical examples.

During the second part of the day the 15 participants were divided into small group under the leadership of one-two MS experts based on their specialisation. The groups analysed together with the leading MS experts the prepared training programs and made choices which topic to present during the role-play on the next day. The close cooperation between MS experts and participants allowed them to choose relevant methods and tools for the upcoming task. The experts underlined the methods of an „active learning“. Time was also left for actual preparation of the practical presentations, under the supervision of the MS experts, and for private meetings between the trainees willing to exchange about their personal skills and the experts.

The fourth day of training has been designated to the role-play - presentations of participants aimed at stepping into the real role of the trainer. Each participant had to prepare

presentation of approximately 10 minutes length based on the topic related to their everyday activity (national preventive mechanism (NPM), personal data protection, freedom of information, equal opportunities and non-discrimination). When delivering presentations, participants had to try to implement into practice theoretical knowledge acquired during the training of the first three days as well as to use various methods and tools (structure of the presentation, use of different training techniques (case solving, flip-chart, open-ended questions, etc.) aimed at involving the audience and better delivering the content of the topic. Particular emphasis has been put on the interaction based on a true involvement of the trainees (audience) in their own trainings: active questioning, discussion, etc.

Video-recording of presentations has been carried out in order to have possibility to further analyze the skills of participants in order to identify the strengths and to find ways for eliminating weaknesses as well as making conclusions and giving advices on the improvement of psychological skills. Each participant was offered video record of their presentation for their own use at home. Some episodes were analysed and discussed on the last day of trainings.

Each presentation has been followed by the evaluation and short discussion:

- 1) Comments made by the participant himself/herself – what was the feeling, do they think the content of the topic has been properly delivered and accepted/understood by the audience, etc.
- 2) Feedback from the audience regarding interaction, methods and tools used by participant, etc.
- 3) Comments of the experts on the content of presentation, attitude with regard to audience and psychological skills of participant, use of training techniques and tools, etc.

Summarizing results of the fourth day of training, the following conclusions were made:

- Although some participants had very limited experience of delivering trainings to professional audience so far, most of them used wide variety of training techniques and managed to involve audience into discussion. This had been achieved through examination of well-known practical examples;
- As regards self-evaluation, many participants indicated that it was a challenge to disclose topic in 10 minutes; some of them felt a bit nervous and confessed that they missed some content of presentation;
- As for the feedback from audience, in absolute majority cases they felt being involved into discussion, understood the topic and the problematic and got new information;
- Experts observed the following non-essential deficiencies in presentations and discussed them with the participant after the training:
 - a. in some cases the interaction with audience could be done using more various ways of engaging with the audience. Some participants rather were willing to deliver the information, but not enough efforts were made in order to make audience to understand, participate and really “hear”. Sometimes people from audience when giving their observations or asking questions were interrupted by participants;

- b. in some cases there was a feeling that the participant could use more of non-verbal communication in order to show the interest in the answers of the audience;
- c. when using flip chart the participants should write using bigger font;
- d. the experts draw attention that there is a need to clearly state the topic at the beginning of presentation and always deliver final conclusions at the end of the presentation.

Summarizing it could be concluded that all participants have very strong professional background and capacities to act as trainers of professional audience.

The fifth day of training has been designated to further analyze the skills of participants in order to identify the strengths and to find ways for eliminating weaknesses as well as making conclusions and giving advices on the improvement of psychological skills and the evaluation of trainings.

Some episodes of video records with presentations prepared by the participants (with an agreement of participants concerned) were analysed and discussed, each presentation has been followed by the evaluation.

During the last session of the seminar, the participants were asked of their feedback and they enthusiastically presented their positive attitudes and stated that the training was very useful and that they will use the acquired knowledge and skills during their future trainings. Afterwards followed the session of questions-answers.

The final written questionnaire was distributed in order to assess the overall performance and the extent to which the training objectives were met, the relevance and usefulness of the training's content, usefulness of the materials used. This post training evaluation clearly indicated that the participants' reactions to the training was very positive. The training course were well received by participants who rated the experience mostly as excellent (see the questionnaires in Annex 3).

According to MS experts, the Participants' reactions to training activities were extraordinary, they were motivated and creative.

The participants high satisfaction was confirmed by high marks they gave during the evaluation of the training, which can be summarized as follow (using the written questionnaires with the scale from 1 to 10 and interviews after the training):

- the mood of the participants has risen from 6.8 points before the training (some of them indicating the level below the average (4 from 10 points) to the **9.6** points after the training; during verbal interviews some participants also confirmed that before the training they were a little bit sceptical about the upcoming training and esp. about their own abilities to be a successful trainer. But all of them confirmed that the training was most useful and that after the training, esp. after the role play with practical presentations, they are now more confident in their abilities, know their strengths and weaknesses and how to engage with the audience using methodology of adult trainings;
- The content of the training course (clear structure, interesting) – 9.7 points;
- The usefulness of the training course and prepared materials – 9.8 points;
- The pace of training – 9.3 points;
- Own initiative of the participant and input to the group – 8 points;

- How much participant got from the group – 9.4 points.

As the final conclusions the experts would like to stress that it was seen once again 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 trainees demonstrated very positive attitude towards the training, understood the need to apply modern training approaches and engage with the audience, were enthusiastic by trying various tools, holding shorter and longer presentations and sharing their experiences with the group.

In general, the standard of the training skills of the participants after a week of training was impressive. Most of the trainees were very ambitious and they worked hard to do their very best. After the mission the next step will be to enable the MS experts to observe the first actual "in live" outcomes of the training: the trained persons will actually implement the variety of methods and tools using the knowledge acquired and the material prepared by performing the pilot trainings for their colleagues. MS experts are positive that these future trainers will successfully use the acquired skills and methods for these and future trainings. Ombudsperson office in Ukraine will therefore benefit greatly from the participants in different educational contexts.

Date: 10.07.2018

Key-expert: dr. Salvija Kavalne

Annexes:

Annex 1. Agenda of training;



Twinning project No. EuropeAid/137673/DD/ACT/UA

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)

AGENDA OF THE EXPERTS MISSION (3.4. ACTIVITY. CARRYING OUT THE TRAINING OF TRAINERS)

*May 14-18, 2018
Kyiv*

Experts:

1. Ms. Salvija Kavalne (key expert), Law Institute of Lithuania; 2018.05.14-18.
2. Ms. Jurgita Paužaitė-Kulvinskienė, Law Institute of Lithuania; 2018.05.14-18.
3. Ms. Laima Vengalė-Dits, Office of the Equal Opportunities Ombudsperson; 2018.05.14-18.
4. Ms. Dijana Šinkūnienė, State Data Protection Inspectorate; 2018.05.14-18.
5. Ms. Skirgailė Žalimienė, Supreme Administrative Court of Lithuania (via Law Institute of Lithuania); 2018.05.14-18.
6. Mr. Gintautas Valickas, Vilnius University (via Law Institute of Lithuania); 2018.05.14-18.

Timeline	Day 1. Developing educational leadership and psychological competences for adults' trainings	Day 2. Developing teaching, communication skills and competences for the trainings on human rights	Day 3. Increasing training competences and skills in the areas of 1) data protection, 2) equal rights and non-discrimination, 3) access to public information, 4) competencies and skills related to the general mandate of Ombudsperson	Day 4. Practical application of the acquired knowledge: stepping into the role of the trainer	Day 5. The guided self-evaluation of the practical presentation and the evaluation of the training
Trainers	<i>J. Paužaitė-Kulvinskienė</i> <i>S. Kavalnė</i> <i>G. Valickas</i>	<i>S. Kavalnė</i> <i>G. Valickas</i> <i>S. Žalimienė</i>	<i>J. Paužaitė-Kulvinskienė</i> <i>S. Žalimienė</i> <i>D. Šinkūnienė</i> <i>L. Vengalė-Dits</i> <i>S. Kavalnė</i> <i>G. Valickas</i>	<i>S. Kavalnė</i> <i>G. Valickas</i> <i>J. Paužaitė-Kulvinskienė</i> <i>S. Žalimienė</i> <i>D. Šinkūnienė</i> <i>L. Vengalė-Dits</i>	<i>S. Kavalnė</i> <i>G. Valickas</i> <i>J. Paužaitė-Kulvinskienė</i> <i>S. Žalimienė</i> <i>D. Šinkūnienė</i> <i>L. Vengalė-Dits</i>
First session 9:00–12.30 1 break – 15 min	<i>J. Paužaitė-Kulvinskienė</i> I. Introduction of the train the trainers workshop, timeline, objectives and activities. <i>S. Kavalnė, G. Valickas</i> II. Specifics of adults learning. Promotion of collaboration and active learning among diverse trainees with different	<i>S. Kavalnė, G. Valickas</i> I. Management of time II. Planning the training session and using various evaluative tools and procedures to assess learning progress and training behaviour. Controlling the attention of the	<i>J. Paužaitė -Kulvinskienė</i> I. Increasing training competences and skills in the areas related to the general mandate of the Ombudsperson: rule of law/good administration All trainers. II. Work in small groups on increasing training competences and skills in the specific branches of the Ombudsperson's offices	All trainers. I. Stepping in the real role of the trainer. Video-recording of short presentations/performance (made by participants, appr. 10 min) reconstructing typical training situations.	All trainers. I. Guided self-evaluation of the practical presentations; Preview of some important presentations aspects; Group discussion;

	<p>learning styles. Specifics of the trainings focusing on human rights.</p> <p>III. Mastering oneself. Control of the nonverbal behavior for the trainers. Interpretation and meaning of the nonverbal cues (gestures, facial expressions, use of space, outfit, eye contact, etc.).</p>	<p>audience and taking positive action.</p> <p>III. Mastering oneself. Interaction in conflict situations (1 part).</p>	<p>activities.</p> <p>Trainees will be divided into 3-4 groups based on their interests and specialisation:</p> <p>(1) data protection, 2) equal rights and non-discrimination, 3) access to public information, 4) other-general mandate.</p> <p>Assigned trainers will work with the separate groups, discussing the objectives of the prepared training programmes, structure of the training material and teaching aids and the methods best suited for the delivery of the training on concrete topics.</p>		
<p>Second session 13.30-17.00 1 break (15 min)</p>	<p><i>S. Kavalnė, G. Valickas</i></p> <p>IV. Effective tools and instruments for adult trainings</p> <p>V. Stress and coping for trainers. Remaining calm in specific situations - effective stress control techniques;</p>	<p><i>S. Kavalnė, G. Valickas,</i></p> <p>IV. Interaction in conflict situations (2 part)</p> <p><i>S. Žalimienė</i></p> <p>V. Increasing competences and skills for the trainings</p>	<p>III. Work in small groups on increasing training competences and skills in the specific branches of the Ombudsperson's offices activities.</p> <p>IV. Trainees preparation for the next practical task - presentation, reconstructing typical training situations,</p>	<p>II. Stepping in the real role of the trainer. Video-recording of short presentations/performances (made by participants, appr. 10 min) reconstructing typical training situations.</p> <p>III. Feedback from the audience and the MS</p>	<p>II. Evaluation of the training.</p>

	avoiding communication breakdowns.	on Human rights	using the prepared training materials.	trainers.	
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