

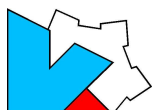
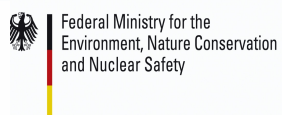


Progressing together

Manual for TCC trainers How to organise a training course

April 2012

www.tcc-karlovac.org
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Introduction

Water is an essential good for life but also the basis for economical development of a society. In Croatia the public water sector suffers from obsolete infrastructure and there is almost no existent infrastructure. The reason for this bad state is an enormous investment delay caused by the Homeland War, the transition process and finally the financial crises. The planned accession to the EU requires modernisation and upgrading of the infrastructure mainly in the waste water sector in order to reach EU standards.

The implementation of the National Water Strategy will cause a total investment of ca. € 4,1 billion for securing EU standards in 763 agglomerations. The very close accession to EU in July 2013 requires a lot of efforts for the implementation of the „Acquis Communautaire“. Especially in the waste water sector many settlements will have to start constructing waste water networks and an own waste water treatment plant or a plant in cooperation with other agglomerations.

For the operation of these facilities qualified personnel with specific process and maintenance knowledge is required. There is no specialised training in Croatia so far available, neither for technical staff (maintenance and operation) nor for management staff. Currently electricians or technicians without preparatory training are employed. A high demand for specialists in this sector will arise in the upcoming years, so that it is absolutely essential to invest in the training of such personnel.

TCC (Training and Competence Centre) is an initiative of ViK Karlovac and GWP for defining the institutional and financial setup of a future Training and Competence Centre for the Croatian Water Sector. Part of the first project phase is the qualification of several trainers and the realisation of some test training for different ViKs. The trainers receive training on didactical and on technical level. The qualification measure is realised in close cooperation with German DWA and German companies active in the sector.

This manual has the objective to give guideline to those “new” local trainers how to organise effectively such test trainings and to provide common forms and samples of documents and procedures. This is necessary in order to create a basic standard from the beginning of the training courses and to facilitate evaluation of these activities through the German DWA, involved in trainer qualification measures.

STEP 1: The training programme

The trainer needs to prepare a detailed training programme for a three days course for trainees recruited by TCC project team (see step 2). For selecting the adequate methods and materials for training the first questions which need to be clarified are:

Which objective has the training measure?

To whom is the training useful (target group)?

In order to create a reasonable training schedule these questions have to be discussed also in view to the analysis of training need assessment. The discussion of these questions has to take place within the project team in cooperation with the local trainers in order to prepare the schedule accordingly.

The training programme will respect the normal capacity of trainees for absorbing new information by regular breaks and activities related to the daily power curve of the trainees (e.g. after lunch open air activities or group work with interaction). The training programme will be elaborated in cooperation with the German companies engaged in TCC. These

companies have experience with training measures and help with materials and equipment for organising a practical training. For fine-tuning the programme and the required materials a personal meeting of trainers and German companies' representatives is recommended! The training programme will be documented in a schedule in English language. After finalisation of the programme the schedule is translated into Croatian language by TCC project team on behalf of ViK Karlovac.

Sample for training schedule (English version)

Decentralised WWTPs and membrane applications for WW



Training course description:

Objectives	Presentation of Waste water treatment in rural areas and decentralized stormwater concepts with focus on demanding discharge quality levels in sensitive areas and insight to MBR technology
Content	Important parameters/criteria for planning and deciding about the concept of the sewage systems and WWTP are defined. Up to date technology is presented, understanding of membrane technology processes is presented.
Target Group and selection criteria	Technical managers and engineers of medium and small sewage treatment companies; decision makers for organisation and arrangement of future sewage systems and WWTPs
N° of participants	Max 15 participants
Trainer	Bojana Hajduk Černeha, Bojan Zmaić, Vedran Dorčić
Training Methods	Theoretical lessons (mindmaps, group work with waste water treatment scenarios), power point presentations, on site workshop etc.
Language/Material	Croatian
Evaluation	By feed-back discussion and in written form
Partner Organisations	GWP e.V. MICRODYN-NADIR, BDZ e.V., UFT, UTP
Materials required from participants and cost	Course free of charge, accommodation and allowances will be paid by participants
Rules for training	No mobile telephone conversation during the training
Registration	TCC Karlovac ViK Karlovac Gažanski trg 8, 47000 Karlovac tel +385 (0)47 648 017 mobile: +385 (0)98 246 244 fax: +385 (0)47 649 154

Training course schedule:

DAY 1		
Introduction, legal framework, basics of WWT		
10:00 – 11:00	Welcome Introduction of the participants Outline of the day and „warm up“ Expectations of the Participants	Group talks hand out of workshop material Flipchart Mindmap: Expectations
11:00 – 11:30	BREAK	
11:30 – 12:15	Legal framework in Croatia according to Water Act and in view to EU accession	Power point presentation
12:15 – 13:00	Basics of waste water treatment technology and process	Lecture using cards or Power point pictures
13:00 – 14:00	LUNCH	
14:00 – 15:30	Basics of sanitation for defining central and decentralized systems	Brainstorming and group work
15:30 – 16:00	BREAK	
16:00 – 16:30	Basics of stormwater management – on site SWM techniques and possibility of integrating decentralized WW and SW systems	Power point presentation Charts presentation, examples
16:30 – 17:00	Summary	Discussion

Hours: 5

DAY 2		
09:00 – 09:30	Repetition of the first day Check the expectations again	Explaining the flip chart papers from the first day
09:30 – 10:30	Decentralized vs. centralized WWTPs: Decision criteria for deciding the most appropriate approach	Power point and discussion
10:30 – 11:00	BREAK	
11:00 – 12:30	Different decentralised treatment technologies and applications including economic considerations	Power point presentation Charts presentation, examples
12:30 – 13:30	LUNCH	
13:30 – 15:00	Decision making workshop: some case studies	Group work and discussion
15:00 – 15:30	BREAK	
15:30 – 16:30	Basics of MBR Technology as example for treatment in sensitive areas	Power point presentation Examples, comparison with other technologies
16:30 – 17:00	Summary	

Hours: 6

DAY 3		
09:00 – 09:30	Repetition of the first and second day Check the expectations again	Flipchart
09:30 – 10:30	Design, Installation and Operation of Submerged MBR and key figures	Presentation and exercise
10:30 – 11:00	BREAK	
11:00 – 12:30	Role of control systems and automation (PLC) - Importance of Measurement and instrumentation of WWTP, stressed on MBR examples for continuous discharge control	Presentation of some instruments, discussion with participants
12:30 – 13:30	LUNCH	
13:30 – 14:00	Summary	
14:00 – 14:45	Final Exam	
14:45 – 15:30	Feedback and discussion	

Hours: 5

Complete training: 16 hours

Sigurnost i zaštita na radu u sektoru odvodnje



Opis tečaja:

Ciljevi	Povećavanje svjesnosti o odgovornosti i rizicima tijekom rada u sustavu odvodnje i na uređajima za pročišćavanje otpadnih voda , a samim time i povećavanje sigurnosti na licu mjesta
Sadržaj	Pravna pitanja, osobna odgovornost, oprema za zaštitu na radu, praktične vježbe, popisi za pripremu na gradilištu i raspoloživost opreme za radove na kanalizacijskom sustavu te na UPOV-u, hitne mjere u slučaju akcidenta, pravila i standardi sigurnosti i zaštite na radu
Ciljna skupina i kriteriji za odabir sudionika	Inženjeri sigurnosti i zaštite na radu u komunalnim poduzećima
Broj sudionika	Maksimalno 15 sudionika
Predavač	Krešimir Veble, Goran Farena
Metode obuke	Teoretski dio obuke, power point prezentacije, praktična obuka, rad u grupama u obliku praktičnih vježbi
Jezik/Materijali	Predavanja na hrvatskom jeziku
Ocjenjivanje	Povratne informacije tijekom rasprave i u pismenom obliku
Organizacije partneri	Udruženje njemačkog vodnog partnerstva (GWP), Dräger
Materijali potrebni od strane sudionika i troškovi	Tečaj je besplatan, smještaj i ostale troškove snose sudionici (ručak tijekom drugog dana tečaja je uključen)
Pravila tijekom predavanja	Tijekom tečaja nije dozvoljeno koristiti mobilne uređaje
Prijava	TCC Karlovac ViK Karlovac Gažanski trg 8, 47000 Karlovac tel: +385 (0)47 648 017 mob: +385 (0)98 246 244 fax: +385 (0)47 649 154

Raspored predavanja :

DAN 1		
10:00 – 11:00	Predstavljanje sudionika i njihovih očekivanja, uvod u tematiku	Početno 'razbijanje leda' i 'oluja mozгова', tzv. brainstorming
11:00 – 11:30	STANKA	
11:30 – 13:00	Pravna pitanja i osobna odgovornost tehničkog osoblja	Prezentacija i rasprava
13:00 – 14:00	RUČAK	
14:00 – 15:30	Predstavljanje opreme za zaštitu na radu te rukovanja istom Popis materijala i opreme prije inspekcije kanalizacije	Praktična prezentacija i grupni rad 'Brainstorming' i grupni rad
15:30 – 16:00	STANKA	
16:00 – 16:30	Organizacija terena za inspekciju kanalizacije	'Brainstorming' i grupni rad
16:30 – 17:00	Sažetak glavnih zaključaka	Flip chart ploča

5 sati

DAN 2		
09:00 – 09:30	Ponavljjanje rezultata prvog dana tečaja	Grupni rad
09:30 – 10:30	Akcijski plan u slučaju nužde: Kako reagirati u slučaju akcidenta	Grupni rad i flip chart ploča
10:30 – 11:00	STANKA	
11:00 – 12:00	Sigurnost i zaštita na radu na UPOV-u	Terenski posjet i grupni rad
12:00 – 13:00	Testiranje i ocjenjivanje	
13:30 – 15:00	RUČAK – razmjena iskustava	
15:00	Podjela certifikata	

Sveukupno trajanje tečaja: 4 sati
9 sati

STEP 2: Invitations for candidates

TCC team will receive from the trainer the detailed training schedule in English version. TCC team will translate the schedule into Croatian language and will send this accompanied by an invitation letter and a registration form to all ViKs in Croatia. There is an offer from the Croatian association HDZV to take care of the mailing procedure and to accompany the invitations by a letter of recommendation for underlining the importance of TCC activities.

Content of Invitation:

- Invitation letter ViK Karlovac
- Support letter Line Ministry/Hrvatske Vode
- Recommendation letter HGViK or HDZV
- Training schedule
- Registration form

Sample for invitation letter (English version)

[Letterhead of ViK Karlovac]

[address of organisation]

Karlovac, *[dd/mm/yy]*

Subject: Invitation to participate in a training course

[Title of the training course]

Dear Mr./Ms. *[Name of person in charge of organisation]*,

The Training and Competence Centre Karlovac (TCC Karlovac) is an institution that was established in the context of a cooperation initiative of Germany and Croatia with the objective to support the water sector in Croatia on a long-term basis. Within the first implementation phase in 2012 several courses will be offered free of charge to the water and waste water utility companies.

The duration of the training course is three days on *[dd-dd/mm/yy]*.

The training course will be held in the *[Complete address of the place]*.

Kindly make the nomination of a person working in *[Topic of the training course]*.

Please find attached the schedule for the training programme (including additional information on target group and contents of the course) and the registration form.

Note that accommodation will be reserved for participants, but the cost for accommodation and the travel cost have to be borne by your organisation.

Please fill in the attached form and send a letter of nomination to the Fax No. *[Fax number and contact person]* not later than *[dd/mm/yy]*. As the number of participants is limited the order of fax arrival decides on participation. We look forward to your active and effective participation.

Best regards,

Krešimir Veble
TCC Project Coordinator

Sample for Registration form (Croatian version)



Obrazac za prijavu:

Sigurnost i zaštita na radu za inženjere, xx.xx.2012

(Molimo Vas da ispunjeni obrazac pošaljete najkasnije do xx.xx.2012. na sljedeći broj
faksa: 047-649 154)

Prezime: _____

Ime: _____

Datum rođenja: _____

Razina obrazovanje: _____

Stručna kvalifikacija: _____

Iskustvo u struci (broj godina): _____

Posljednji tečaj na kojem ste prisustvovali (tema, datum i trajanje):

Tvrtka: _____

Godine rada u tvrtki: _____

Radno mjesto: _____

Kratki opis Vaših radnih zadataka u tvrtki (3 glavne aktivnosti):

Potvrđujem svoje sudjelovanje na trening-radionici koja će se održati veljače 2012 u Karlovcu.
Tečaj je besplatan. Svjestan sam da trošak puta i smještaja nisu uključeni u ponudu te ih je
obvezan snositi moj poslodavac ili ja osobno.

Datum i potpis sudionika

Pečat i potpis direktora komunalne tvrtke

ViK Karlovac will send as answer to the request of registration a letter of confirmation accompanied by details on accommodation (reserved hotel capacities) and a chart “how to reach the training place”.

If the number of registration applications is higher than the capacity of the training course, then the order of the fax arrival will decide. Those who cannot participate in the course will receive a letter giving an outlook on future activities with motivation to register earlier.

Sample for Confirmation of Participation (English version)

[Letterhead of ViK Karlovac]

[address of organisation]

Karlovac, *[dd/mm/yy]*

**Subject: Participation in TCC training course of Mr./Ms. *[Name of participant]*
*[Name of the training course]***

Dear Mr./Ms. *[Name of participant]*,

We are very pleased to inform you that you are registered for the participation in the training course held on *[dd-dd/mm/yy]* in Karlovac.

We believe you will benefit from this training course and that it will contribute to improving the situation of the water sector in Croatia.

The training course will be held at *[Name of place and address]*. Please refer to attached chart. For your accommodation we reserved a contingent at the Hotel *[name/address/tel of Hotel]* at a reduced price of *[xx,xx Kuna]* per night. Please realise booking of your hotel room in time.

For any question please contact *[Contact person, tel., fax, email]*.

We trust you will benefit from the training course and wish you all success.

Best regards,

Krešimir Veble

TCC Project Coordinator

Attachments: Chart: How to find the training place

Hotel flyer

STEP 3: Preparation of training module

The courses will be organised by the local trainers in cooperation with the experts from the German specialised companies. The course itself will be held by minimum two local trainers in Croatian language. However all materials and documents will need to be prepared in English and Croatian version in order to evaluate the contents by the German experts.

The local trainers receive in advance the registration forms of all participants with data on position, experience and main activities in their position, so that they get prepared to level and potential expectations of participants. All courses have to start with an introduction of the participants in order to evaluate their level and background knowledge and in order to break the ice between the participants.

The training will be conducted with different training methods as presented in the train-the-trainer course (presentations, group work, brain storming, meta plan, videos, etc.).

It is important to present the contents of the training on different levels:

- Theoretical (laws, standards and rules)
- Practical (handling of tools and equipment, active involvement of participants, learning by doing, exercise under similar work conditions, related health and safety issues)
- Team oriented (active involvement of participants, experience exchange, discussion of best practise examples).

The training will be observed by the German experts for later evaluation of the courses and respective improvement proposals in respect to suitability of contents and in respect to methodical/didactical approach. A list of regular attendance of the participants will be filled each day. Photos will also serve for the documentation.

The trainer will motivate the participants to meet after the courses for informal information exchange during the evening hours (e.g. common dinner). This activity is important in order to create networks among the trainers and the trainees and prepare the field for the implementation of a neighbourhood system for the public water sector. This network is an important step towards the improvement of operational performance of utility companies by regular exchange of standards and benchmarks.

Sample of list of attendance

List of attendance:

[title of course],
[date of course]

Training days: 3 days

Training hours: [x] hours



Progressing together

N°	Name/Organisation	Day 1	Day 2	Day 3
1				
2				
3				
4				
5				
6				
7				
8				
9				
10				
11				
12				
13				
14				
15				

STEP 4: Training materials

The trainers will prepare in cooperation with the specialised German companies the training materials and also the hand-out for the three days course in English language. TCC team will translate them and compile the training hand-out.

The hand-out consists of the following materials in a TCC-folder for each participant:

- Cover page with title of training course and contact details of trainers
- Training schedule
- Power point presentations
- List of participants with contact details
- Evaluation sheet for each trainer
- Evaluation sheet training course

Sample for cover page (including trainers contact information)



Progressing together

[NAME of COURSE]

[DATE]

Trainer 1:

[Name]
[Organisation]
[tel:]
[e-mail:]

Trainer 2:

[Name]
[Organisation]
[tel:]
[e-mail:]

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POLJOPRIVREDE

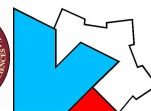


Federal Ministry for the
Environment, Nature Conservation
and Nuclear Safety


Umwelt
Bundes
Amt
For our Environment



German Water
Partnership




Sample for Power Point master




Title of lecture


Name
Position
Organisation
Address
Email
Phone




MINISTERSTVO
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VZDĚLÁNÍ





Federal Ministry for the
Environment, Nature Conservation
and Nuclear Safety



Umwelt
Bundes
Amt



German Water
Partnership







MINISTERSTVO
POLSKÉHO
VZDĚLÁNÍ



Federal Ministry for the
Environment, Nature Conservation
and Nuclear Safety



Umwelt
Bundes
Amt



German Water
Partnership



The evaluation sheets for trainers and the training course can be found under step 8

STEP 5: Logistical preparations

Check-list training course preparation



N°	TOPIC	Organisation	Person in charge	deadline
1.	Location	ViK		
	Reservation of rooms for workshops	ViK		
	Reservation of hotel contingent with special price	ViK		
	Technical equipment: Projector, screen, laser pointer, connections PC, enough sockets, flip chart, light control (for ppt presentations), possibility for copying if necessary nearby	ViK		
	Visible clock in the room (time control)	ViK		
	Parking arrangements	ViK		
2.	Invitations			
	Invitation letter	ViK		
	Accompanying letter Ministry/associations	HBUR/ViK		
	Translation and finalisation of training schedules	ViK		
	TCC flyer / hotel flyer	If available		
	Chart: How to find the Hotel? How to find the workshop room?	ViK		
	registration form including information on participant, information on hotel arrangement (deadline for registration!)	HBUR/ViK		
3.	Confirmation			
	Letter of confirmation of participation	ViK		
	Chart of accessibility of training location	ViK		
	Reminder to reserve hotel by own initiative	ViK		
4.	Printing material			
	Folders for training hand-out in TCC layout	HBUR		
	Pens/Pads with TCC logo	HBUR		
	Poster with rough agenda for orientation	ViK		
	Table tag with name of trainers	ViK		
	Cover page hand-out and training programme	ViK		
	Hand-out (power points, etc.)	ViK		
	List of participants with contact details	ViK		
	Evaluation forms for trainers and course	HBUR/ViK		
	Certificates	HBUR/ViK		
5.	Course realisation			
	Check if everybody booked hotel (5 days before)	ViK		
	Preparation of room (sitting order, technical equipment, flip chart, folders with hand-out, etc.)	ViK		
	Facilities for guardarobe (if workshop is included then facilities for changing clothes)	ViK		
	Organisation of coffee breaks and lunch (sponsoring)	HBUR/ViK (German counterpart)		
	Organisation of dinner/leisure activity in the evening (e.g. reception in city hall, visit of city centre,...)	ViK		

Sample for trainees contact list

Participants list:

[title of course],
[date of course]

Training days: 3 days

Training hours: [x] hours



Progressing together

N°	Name	Utility company and address	Position	Tel/Fax	e-mail
1					
2					
3					
4					
5					
6					
7					
8					
9					
10					
11					
12					
13					
14					
15					

STEP 6: Final test for trainees

At the end of the training course a final exam of 30-45 minutes will be held. This exam is important to evaluate how much of the given information has been absorbed by the participants. The aim of the trainers is to prepare their trainees in a way that everybody is able to pass the exam. Furthermore it is important to keep the motivation level high until the end of the course. When participants know that they have to pass an exam they will concentrate more on the contents of the course. For passing the exam a minimum of 60% of the questions has to be answered correctly.

The trainers will elaborate a small test in cooperation with the German counterparts. No multiple choice method will be used, just questions related to understanding of context information and answers in text form.

STEP 7: Certificates

Finally the participants will receive a certificate under the pre-condition that they passed the exam. Those who don't pass the exam will get a confirmation of attendance. The certificates will be handed over after a final common lunch at the end of the course. The tests will be checked during the lunch time by the TCC team.



CERTIFICATE

Progressing together

Mr./Ms. [name participant]

participated with success and passed the final exam of the training course

[Title of Training course]

on [dd.-dd.mm.yy] in Karlovac.

Mr./Ms. [name]

TCC trainer in qualification phase

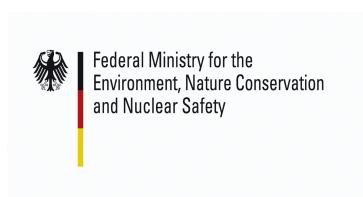
Mr./Ms. [name]

TCC trainer in qualification phase

Mr. Krešimir Veble

Project Coordinator TCC

The course has been realised with the kind support of:



MINISTARSTVO
POLJOPRIVREDE



and the associations:



Project initiative
of ViK Karlovac



STEP 8: Evaluation of trainers and courses

The current phase of implementation of TCC is a test phase. During this test phase local trainers for the future operation of TCC will be qualified according to DWA standards.

The first step of qualification is the train-the-trainer workshop held directly by DWA. The trainers will be evaluated with a test.

After that the trainers who passed the test prepare and implement a test training (3 days course) in their expert field. This training course will be evaluated by the German counterpart (GWP/German companies) and finally again by DWA analysing the evaluation sheets filled in by the participants/trainees.

The last step of qualification for the trainers is the participation in a training course for waste water treatment in general in order to create among the trainers a common level of basic knowledge regarding collection and treatment of waste water.

All participants of the training courses need to fill in the evaluation form for the trainers (one form per trainer) and for the training course in general. The analysis will be executed by the TCC project team and the results will be presented to DWA for evaluation.



Evaluation Form (Trainer): (Please fill in and hand out to your trainer)

Training measure: _____

Name of Trainer: _____ Date: _____

Remark for filling in the evaluation table: 1 = poor, 2 = acceptable, 3 = good, 4 = excellent. Please put a cross in the field representing your opinion!

1. Training course preparation	1	2	3	4
Training room facilities adequate as well as resources and tools for the training realisation				
Structure of the course and links between different parts of the course clear and focused for achieving objectives of the training				
Presentation of content balanced between theory and practise with well chosen examples and cases for connecting to reality of daily work				
Documentation and hand-out gives a good summary of the training contents				

2. Presentation of Trainer	1	2	3	4
Diversified methods of presenting the training contents (presentation, discussions, exercises, group work, etc.)				
Open minded approach for additional aspects or questions formulated by participants and adequate adaptation of training to needs/situations				
Positive attitude towards the training situation (enthusiasm, motivation, body language, voice, etc.)				
Visualisation techniques well prepared and with quality (power points, videos, flip chart, etc.)				

3. Attitude towards training participants	1	2	3	4
Involvement of participants for fine-tuning the objectives of the training course and adaptation to participants' background and professional reality				
Motivation of participants to be involved actively in learning process and acquire responsibility for own learning success				
Respectful treatment of participants in different situations and adequate approach to manage group dynamic				
Moderation of learning process by deepening open questions, summarising results, focusing discussions to clear outcome, etc.				
Time management				

If you have additional remarks, suggestions, proposals, please note on the back of this sheet!!!

Sample for evaluation of training course



Evaluation Form:

(Please fill in and hand out to your trainer)

Training measure: _____

Name of Trainer: _____ Date: _____

Remark for filling in the evaluation table: 1 = poor, 2 = acceptable, 3 = good, 4 = excellent. Please put a cross in the field representing your opinion!

4. Training course logistics	1	2	3	4
	☹️	😐	😊	😄
Administrative realisation (secretary services for registration, etc.)				
Room and training material/equipment was appropriate				
Accessibility of training room				
Hotel arrangement				
Coffee breaks and lunch				
Dinner				

5. Training course general	1	2	3	4
	☹️	😐	😊	😄
Training was of benefit				
Training met my expectations				
Training will be helpful for my professional needs				
Duration of training was adequate				
Training presented new ideas and competencies useful for daily work				
Overall evaluation of course				

What was the best part in the training?

Suggestions for training improvement:

If you have additional remarks, suggestions, proposals, please note on the back of this sheet!!!

STEP 9: Documentation and reporting

The trainers will record all relevant documents, photos, etc. on a CD and deliver this CD to ViK Karlovac. The minimum content of the CD is:

Training handout (English version) including all presentations
Short report on experiences with training course, suggestions, etc.
Photos and videos

All filled evaluation forms and the attendance sheet will be handed over to ViK Karlovac in paper form.

STEP 10: Compiling and publishing on website

TCC team will publish of each training course a page with photos and relevant results of the course for all webpage visitors. The overall analysis of the evaluation of the course will be published as well on the webpage www.tcc-karlovac.org .

Contact data of trainers and participants will not be published.

We wish all future TCC trainers and the TCC project team a successful start!!!