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**“PROMOTING ACTIVE INCLUSION OF DISADVANTAGED PERSONS  
EXCLUDED FROM THE LABOUR MARKET”**

**PROJECT REFERENCE NUMBER: 12-9137 / 1**

<b>Deliverable D1.1.2</b>
<b>Training curriculum</b>

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<b>RE</b>	Restricted to a group specified by the consortium (including the Commission Services) <span style="float: right;"><b>X</b></span>
<b>CO</b>	Confidential, only for members of the consortium (including the Commission Services)



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## 1. General information

The training will be held within the project “Promoting active inclusion of disadvantaged persons excluded from the labor market”, Contract No. 12-9137/1, financed by the European Union within the Operational Program for Development of Human Resources – The European Union’s Instrument for Pre-accession Assistance IPA.

The project aims towards increasing the activation and involvement of persons at risk of social exclusion in the labour market by mobilizing and/or improving their skills, education, qualification and facilitating their full integration into the society and in particular their access to the labour market.

The overall goal of the project can be presented by the following specific objectives:

- To enhance the employment potentials of people at risk of social exclusion by promoting individual pathways towards employment;
- To develop and implement targeted employment services and trainings leading to sustainable integration into the labour market of people at risk of social exclusion;
- To identify and transfer good practices of labour market integration of people at risk of social exclusion and ensure their greater impact and multiplication.

The Action is structured into three interrelated clusters of activities:

- Enhancing the skills of employment and social care professionals.
- Reinforcing the motivation, participation and employability of the groups at risk.
- Fostering networking and partnership-building of service providers.

## 2. Training modules

### 2.1 Effective communication and mentoring skills

This training module will enhance the communication skills of the professionals working directly with the vulnerable groups of people. The importance of well-developed communication skills of the staff of the SWCs and SEAs is crucial for internally improved interactions and also for improving the communication with clients.

Purpose:

- To develop an understanding of the theory and practice of effective communication.
- To familiarize the participants with the concept of human communication and its role in the success of the individual on personal and professional level.
- To understand, develop and implement mentoring skills in the social context.
- To build trusting relationship with the mentees.
- To maximize personal, individual, and organizational growth.

Learning Objectives: By the close of the session the participant will be able to:

1. Identify basic communication principles.
2. Give and receive constructive feedback.
3. Actively listen and observe others.



4. Communicate with more clarity and persuasion.
5. Match the body language to the message.
6. Handle difficult cases with greater ease.
7. Work constructively with emotions.
8. Understand the nature and structure of the mentoring process.
9. Define the needs and benefits of mentoring.
10. Competencies of a mentor and coach role of a mentee.

Training Approaches:

- Participants centered training
- Active learning/Participatory approach

Methodology:

- Role play and Simulations
- Small groups work
- Group discussions
- Case studies
- Experimental learning
- Self assessment questionnaires

Preparation and required supplies:

- Projector and projector screen
- Flip chart and flip chart stand
- Scotch tapes (big and small, for paper and wall)-6
- Plain paper, A4-200
- Colored paper (colored cards)-50
- Glue for paper-6
- Colored post-it notes-2
- Scissors-6
- Markers in different colors for paper and board-15
- Paper for flipchart-50
- List of participants
- Folder for each participant
- Pen for each participant (inside of the folder)
- Notebook for each participant (inside of the folder)
- Printed additional materials (handbook, exercises) for each participant
- Speakers
- Printed agenda for each participant (inside of the folder)
- Printed evaluation form for each participant (inside of the folder)
- Extension cord

Training staff:

Name	Role
<b>Blagica Rzoska, Doctor of business administration, Certified Management Consultant, Global career</b>	Trainer



<b>development facilitator and trainer.</b>	
<b>Elias Peppas,</b>	Trainer

Training schedule:

Day/ Time	Topic	Training Staff	Remarks
<b>August 29</b>			
09:30-10:00	Arrival and registration of participants		30'
10:00-11:30	<b>Introduction</b> <ul style="list-style-type: none"> <li>Welcome, Introductions, review of objectives and agenda</li> <li>Expectations from participants</li> </ul> The base of communication <ul style="list-style-type: none"> <li>Communication process</li> <li>Verbal and non verbal communication</li> <li>One way versus two ways communication</li> <li>Barriers of communication</li> </ul>	Ellias Peppas	90'
11:30-11:45	Coffee break		15'
11:45-13:00	Listening for Improved Understanding Types of communicators <ul style="list-style-type: none"> <li>Visual, audio and kinesthetic types of communicators</li> <li>Communicational styles</li> <li>Self assessment questionnaire</li> </ul>	Blagica Rizoska	75'
13:00-14:00	Lunch break		60'
14:00-15:15	The basis of mentoring <ul style="list-style-type: none"> <li>Process of mentoring</li> <li>Differences between mentoring and coaching</li> <li>Role of the mentor</li> <li>Responsibilities of the mentee</li> <li>Relationship among mentor and mentee</li> </ul>	Blagica Rizoska	75'
15:15-15:30	Lunch break		15'
15:30-16:30	Social mentoring process <ul style="list-style-type: none"> <li>Phases of social mentoring</li> <li>Models of social mentoring</li> <li>Know how for successful social mentoring</li> </ul>	Ellias Peppas	60'



16:30 -17:30	<b>Wrap up/ Closing</b> <ul style="list-style-type: none"><li>Recap, summary of learning from the day</li><li>Brief group evaluation</li><li>Revisiting participants' training expectations</li></ul>	Blagica Rizoska Ellias Peppas	30'
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## 2.2 Partnership skill building – 30 August 2016

This training module will enhance trainees skills to build partnership between each other, with other stakeholders and with their clients, in order to provide them better services.

### Purpose:

- To develop an understanding of the theory and practice of strategic planning and vision setting between cooperating associations.
- To explore the best practices and necessary components to maintain successful ongoing relationships with other associations.
- To understand the importance of establishing and maintaining partnership and cooperation and then to create new opportunities for partnership and cooperation.

Learning Objectives: By the close of the session the participant will be able to:

11. State how strategic planning drives partnership development.
12. State what a shared vision/ mission is and why is valuable.
13. Describe factors to consider in initiating a strategic planning effort.
14. Describe the process for developing and maintaining a shared vision/ mission between cooperating associations.
15. Identify strategies for improving cooperating associations' relationships.
16. Identify techniques for communicating and creating partnerships.
17. Identify the characteristics of collaborative relationships.
18. List some of the principles for effective partnerships.
19. Identify specific components in building trust, commitment and respect.
20. Describe the importance of stakeholder engagement.
21. Describe how to engage stakeholders in your cause.
22. Identify a process for developing a joint vision.
23. Review key course learning objectives.

### Training Approaches:

- Active learning method/Participatory approach

### Methodologies:

The training methodology is based on interaction, role-play, case studies, exercises, practical work and use of audiovisual tools. The trainers and the trainees are interactively involved during the whole process of learning during the training. The following learning methods will be used during the training:

- Creative thinking/Brainstorming



- Role play and Simulations
- Small groups work
- Group discussions
- Case studies
- Experimental learning
- Exercises for energizing, ice breaking, fun learning

Preparation and Supplies required:

- Projector and projector screen
- Flip chart and flip chart stand
- Scotch tapes (big and small, for paper and wall)-6
- Plain paper, A4-200
- Colored paper (colored cards)-50
- Glue for paper-6
- Colored post-it notes-2
- Scissors-6
- Markers in different colors for paper and board-15
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- Printed agenda for each participant (inside of the folder)
- Printed evaluation form for each participant (inside of the folder)
- Extension cord

Training Staff:

Name	Role
Ellias Peppas,	Trainer
Blagica Rizoska	Trainer

Training Schedule:

Day/ Time	Topic	Training Staff	Remarks
<b>August, 30</b>			
09:30 - 10:00	Arrival and registration of participants		30'
10:00 - 11:30	<b>Introduction</b> <ul style="list-style-type: none"> <li>• Welcome, Introductions, review of objectives and agenda</li> <li>• Expectations from participants</li> </ul> Introduction of training-Partnership	Ellias Peppas	90'





	building skills Important elements of establishing partnership <ul style="list-style-type: none"> <li>• What is partnership?</li> <li>• Why do we develop partnership?</li> </ul> Organizational strategy for building partnership and cooperation		
11:30-11:45	Coffee Break		15'
11:45 - 13:00	Maintaining partnership <ul style="list-style-type: none"> <li>• Methods for establishing partnership</li> <li>• Benefits of Partnership and Cooperation</li> </ul>	Blagica Rizoska	75'
13:00-14:00	Lunch Break		60'
14:00 - 15:30	Building a partnership plan (group work exercise) <ul style="list-style-type: none"> <li>• Estimation of the current situation</li> <li>• Identification of the advantages of the organization</li> <li>• Creating plan for maintaining partnership</li> </ul>	Ellias Peppas, Blagica Rizoska	90'
15:30-15:45	Coffee break		15'
15:45-16:30	<b>Presentation of the group work</b> <b>Discussion</b>	Ellias Peppas, Blagica Rizoska	60'
16:30 - 17:00	<b>Wrap up/ Closing</b> <ul style="list-style-type: none"> <li>▪ Recap, summary of learning from the day</li> <li>▪ Brief group evaluation</li> <li>▪ Revisiting participants' training expectations</li> </ul>	Ellias Peppas	30'

### 2.3 Professional Stress Management – 31 August 2016

This training will enhance the ability to cope with stress and improve stress resistance of the staff of SWCs and SEAs. The high stress rate among professionals working with vulnerable groups of people demands skills and regular usage of stress relief techniques in order to support their work satisfaction and prevent burn out on the long run.

Purpose:

- To develop an understanding of the theory and practice of stress management.



- To explore the most convenient methods and techniques with regards to stress management.
- To understand the process which will make them more effective and increase their confidence and sense of achievement.
- To learn the fundamentals of dealing with the 'stressor' that affect their wellbeing and confidence.

Learning Objectives: By the close of the session the participant will be able to:

24. Define stress, including its positive and negative aspects.
25. Identify different sources of stress.
26. Identify at least 3 ways to reduce stress within the work environment.
27. Identify at least 3 techniques to improve stress management and/ or self-care.
28. Measure, monitor and reduce stress levels
29. Feel more in control of the daily activities
30. Increase confidence handling difficult behavior in others
31. Manage colleagues and friends effectively
32. Increase productivity through more effective communication

Training Approaches:

- Participants centered training
- Active learning/Participatory approach

Methodologies:

- Power – point presentations
- Audio-visual tools
- Role play and Simulations
- Small groups work
- Flip chart presentations
- Group discussions
- Case studies
- Experimental learning
- Experiential learning/Leaded fantasies
- Self assessment questionnaires

Preparation and supplies required:

- Projector and projector screen
- Flip chart and flip chart stand
- Scotch tapes (big and small, for paper and wall)-6
- Plain paper, A4-200
- Colored paper (colored cards)-50
- Glue for paper-6
- Colored post-it notes-2
- Scissors-6
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- Extension cord

Training Staff:

Name	Role
<b>Blagica Rzoska, Doctor of business administration, Certified Management Consultant, Global career development facilitator and trainer.</b>	Trainer

Training Schedule:

Day/ Time	Topic	Training Staff	Remarks
<b>August 31</b>			
09:00 – 10:15	<b>Introduction</b> <ol style="list-style-type: none"> <li>1. Welcome, Introductions, review of objectives and agenda</li> <li>2. Expectations from participants</li> </ol> <b>What is Stress?</b> <ul style="list-style-type: none"> <li>• Definitions of stress</li> <li>• Discussion of positive and negative aspects of stress</li> </ul>	Blagica Rzoska	75'
10:15 - 10:30	Coffee break		15'
10:30 -13:00	<b>How Do We React to Stress?</b> <ul style="list-style-type: none"> <li>• Phases of the stress reaction</li> <li>• Physical, cognitive, emotional and behavioral symptoms as reaction of stress</li> <li>• Measuring stress: Self assessment questionnaire</li> </ul> <b>Stress at workplace/practical exercise</b> <ul style="list-style-type: none"> <li>• Factors that contribute towards the stress at the workplace</li> <li>• Participant activity on positive/negative responses on stress at workplace</li> <li>• Discussion of role play</li> </ul>	Blagica Rzoska	150'



13:00-14:00	Lunch break		60'
14:00 – 15:30	<b>Stress Management Strategies</b> <ul style="list-style-type: none"> <li>• Introduction to strategies for stress management</li> <li>• Basic stress management techniques</li> <li>• Review of Stress Management tips (Recognition, Self-Care)</li> <li>• Discussion/ reactions to self-care ideas</li> </ul>	Blagica Rizoska	90'
15:30-16:00	<b>Wrap up/ Closing</b> <ul style="list-style-type: none"> <li>• Recap, summary of learning from the day</li> <li>• Brief group evaluation</li> <li>• Revisiting participants' training expectations</li> </ul>	Blagica Rizoska	30'

### 3. Formal Training Guidelines

The training will be held in Skopje, at hotel Orange Inn which is located at Str. Todor Panica 2. Hotel accommodation on a full-board basis is provided for every participant who lives outside Skopje. Each participant has right on total 6 coffee breaks, 2 each day of training.

Additionally, people who come from cities outside of Skopje, are entitled to reimbursement of travel expenses in the amount of the average amount of a return bus ticket from your city of departure to Skopje, as shown in the table below. A compensation entitlement is only in the amount specified in the table, regardless of the route or the vehicle that you have used.

Destination	Average cost of return bus ticket in MKD
Kumanovo	200
Kratovo	290
Debar	630
Kicevo	495
Makedonski Brod	530
Sveti Nikole	350
Kavadarci	410
Negotino	370
Tetovo	240



Ohrid	720
Kriva Palanka	325

Each participant will receive a folder with the following materials:

- Notebook
- Pen
- Agenda
- Handbook
- Template for transportation costs
- Evaluation questionnaires

Power point presentations together with the additional books, articles, pictures, will be saved into the shared folder. Each participant will have access to the all materials distributed during the training.