



NALAS and its members Award this

Certificate

to

CIOBANU NATALIA

for having successfully completed the

Generic Training of Trainers (ToT)

14-18.09.2015, Seget Donji, Croatia

and the following Specific Training of Trainers:

Efficient organization and effective management of communal affairs

26-30.10.2015, Skopje, Macedonia

Implementation of infrastructure investment projects

18-22.01.2016, Zagreb, Croatia

Results-based strategic programme planning and management

01-05.02.2016, Belgrade, Serbia

implemented within the project

Local Leaders in South-East Europe:

Lead for Change – LL SEE

LL SEE – Trainers Code of Good Practice

The Network of Associations of Local Authorities of South-East Europe (NALAS), its members Local Government Associations (LGAs) and the GIZ have jointly launched the project "*Local Leaders in South-East Europe: Lead for Change (LL SEE)*" to enhance leadership and management competences of local decision makers and managers from Municipalities and Public Utility Companies for planning and implementation of investment projects in the field of municipal WSS infrastructure.

Within the project a LL SEE Trainer Pool is established that currently consists 33 trainers acting according methodological state of the art of competence development. The LL SEE Trainers Code of Good Practice elaborates the roles and responsibilities that the LL SEE trainers are willing and committed to implement and apply in the preparation and delivery of the LL SEE trainings:

- The LL SEE Pool of trainers consist of trainers that have successfully completed Generic Training of Trainers (ToT) and Specific ToT training modules in accordance to their professional background, work experience and performance shown during the ToTs.
- After successful completion of every ToT the trainers are obliged to participate (free of charge) in implementation of up to two national training activities realised by LGAs or NALAS.
- Trainers are available for realisation of training measures implemented by LGAs and NALAS on national and regional level and are expected to take over active responsibility for future curriculum development. They do so in close coordination and by request from the LGAs and NALAS.
- Trainers prepare the LL SEE training for delivery in line with the LL SEE National Training Delivery Scheme (NTDS) and the LL SEE Regional Training Delivery Scheme (RTDS), Generic ToT guidance and the Specific ToT Trainers' Manuals and in compliance with the LL SEE Methodological Minimum Standards for Training Delivery and Quality Assurance.
- The LL SEE training materials (Generic ToT guidance and Specific ToT Trainers' Manuals) are property of NALAS and its members LGAs and trainers use them for the purposes of LL SEE training delivery. If they use it out of the LL SEE training framework they are obligated to acquire prior consent from NALAS and appropriately acknowledge the source of material.
- The standardized LL SEE formats are used for preparation and delivery of trainings and the LL SEE visibility and logos are applied appropriately in all documents.
- Trainers participate at the preparatory meetings and workshops organised by LGAs and NALAS, and actively contribute with opinions and recommendations for selection of training topic and mode of delivery.
- Trainers conduct all appointed responsibilities within the trainers' team professionally and on time, and have good relations and communication with the other team members.
- The LL SEE trainers are committed to continuous improvement, learning and personal competence development. They are motivated and actively participate and contribute to the LL SEE Community of Practice.

in partnership with