



Handbook for training of trainers in the law enforcement agencies

Ensuring justice

Enhancing human rights protection
for detained and sentenced persons
in Bosnia and Herzegovina

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**HANDBOOK FOR TRAINING OF TRAINERS
IN THE LAW ENFORCEMENT AGENCIES**

The original version of the manual was prepared within the first phase of the joint EU/CoE programme “Horizontal Facility for the Western Balkans and Turkey” and its action “Enhancing human rights protection for detained and sentenced persons in Bosnia and Herzegovina”, but this summary was prepared within the second phase of the joint EU/CoE programme “Horizontal Facility for the Western Balkans and Turkey 2019-2022” and its action “Strengthening human rights treatment of detained persons based on European standards and best practices in Bosnia and Herzegovina”.

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Notes

This manual was prepared for the staff of the law enforcement agencies in Bosnia and Herzegovina within the framework of the joint programme between the European Union and the Council of Europe Horizontal Facility for Western Balkans and Turkey I - "Enhancing human rights protection for detained and sentenced persons in Bosnia and Herzegovina".

The purpose of this manual is twofold and it can be used as:

- supporting material in the preparation of institutional and other staff training programmes on the topic of human rights, and
- assistance in professional development of more experienced staff of the law enforcement agencies involved in peer mentoring schemes.

The intention behind this material is in no way to replace the existing institutional training but to enrich it further and complement it with experiences of the trainers accredited under the previous joint programmes between the European Union and the Council of Europe (2003-2018).

The languages in which this document is written are Bosnian, Croatian and Serbian, in accordance with preferences of authors. The alphabets used are Latin and Cyrillic, also in accordance with preferences of authors.

The contents of this Handbook represent standards to be aspired to but training should always be adjusted to the given conditions, situation, the present training needs, etc.

All references to trainers made out in this document equally relate to both male and female persons.

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Preparing the training environment

The training room should be well aired with an optimal and pleasant temperature (18-22°C). If possible, there should be a source of fresh air (a window that can be opened) or at least good ventilation provided.

A source of daily light and/or artificial light to enable reading the regular font texts without too much effort is essential.

Tables should be arranged so to enable work in smaller groups with no more than four persons should be seated at one table. Trainers should have a separate table levelled with the participants' tables (the trainers' table should not be lifted above the level of the participants' tables so that the participants should not feel undermined, for example.) Space between the tables should be sufficient to allow for trainers to move around and approach individual participants.

The central area in the training room should be designated for exercises and practical work. It has to be easily accessible and visible from any position in the training room.

Each table has the participant's name tag and his accompanying training material.

The training room is set up a day in advance. If not possible, than at least an hour before the expected time of the trainees' arrival.

A note containing the name of the organiser and the title of training session should be placed at the door of the training room.

Training tools and equipment testing is done prior to the trainees' arrival. There must be an alternative to every piece of training equipment handily available.

For example, an out-of order video projector can be replaced by a flip-chart or an overhead projector; a flipchart can be replaced with the print-out presentations prepared in advance, etc.

Any trainers' internal arrangements should be concluded before the participants joint in, i.e. prior to them entering the training room.

In order to provide good quality training, the trainer has to prepare himself. His preparation implies that he needs to come ready for a training session, fully mastering the contents to be presented, avoiding last minute improvisations.

More specifically, this means that the trainer needs to:

- Study thoroughly the training material shared by the entire training team (a handbook, power point presentations, training programme, practical exercises scenarios, session's agenda, list of registered trainees, etc)
- Adjust and modify relevant training material to meet the participants' needs. Namely, it is possible that enlisted trainees' educational and professional backgrounds differ from the originally planned participants' backgrounds. In such case, the trainer needs to make appropriate adjustments to better tailor the available training material to the participants' needs.
- Pay attention to the structure (introduction, main part and conclusion) when designing presentations (both theoretical presentations and practical exercises).
- Prepare his own session plan so that the ratio between the theoretical and practical work amounts to at least 40:60 in favour of practical work/discussions/questions and answers.
- Chose or prepare exercises for the current training module, as well as questions which may be posed directly to the participants should their focus decline or they lose interest.
- Prepare trainers' notes for the presentation that may be used in case one should need to be reminded of concrete situations, definitions or similar.
- Prepare practical advice(s) for participants relevant to the current training modules, based on one's own professional experience, the so-called «examples from my own practice», if available.

IF YOU FAIL TO PREPARE, PREPARE TO FAIL!
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