



Ethiopian Water Technology Institute (EWTI)

**Guidelines for
Training Operation and Management**

(Third Edition)

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**The Project for Strengthening Capacity for Training
Operation and Management for EWTI**

Abbreviation

CC	Competence Certificate
CD	Course Design
CoC	Centre of Competence
EWTI	Ethiopian Water Technology Institute
DDG	Deputy Director General
DG	Director General
DT	Drilling Technology
EOS	Ethiopian Occupational Standard
JICA	Japan International Cooperation Agency
LAP	Learning Activity Performance
LM	Learning Module
LO	Learning Outcome
MoU	Minutes of Understanding
OHS	Occupational Health and Safety
TMC	Training Management Committee
ToT	Training of Trainers
TRB	Trainee's Record Book
TTLM	Training Teaching and Learning Material
TVET	Technical and Vocational Education and Training
UNICEF	United Nations Children's Fund
WTETD	Water Technology Education and Training Directorate

Table of Contents

1.1	Rational for the Need of the Guidelines and Process of its Development	1
1.2	Purpose of the Guidelines	1
1.3	Scope of the Guidelines	1
1.4	Unique Characteristics of EWTI's Guidelines.....	2
1.5	Applicability	2
1.6	Definitions of Key Terms	2
1.7	Reference Sources.....	3
1.8	Basic Principles.....	4
1.9	Definition of Short-term Training.....	4
1.10	Types of Short-term Training	4
1.11	Modality of Training.....	5
1.12	Trainers Profile	5
1.12.1	EWTI Trainers	5
1.12.2	EWTI's Guest Trainers	5
1.13	Training Management Committee (TMC).....	6
3.1	Training Course Preparation, Approval, Evaluation, Revision and Cancellation.....	8
3.1.1	Training Course Formulation.....	8
3.1.2	Training course approval	8
3.1.3	Training course evaluation, revision and cancellation	9
3.2	Preparation, Approval, Evaluation and Revision for Learning Module (Curriculum)	9
3.2.1	Learning Module (LM) preparation	9
3.2.2	Learning Module approval.....	9
3.2.3	Learning Module evaluation and revision.....	10
3.3	Training Teaching and Learning Materials (TTLM)	10
3.3.1	TTLM preparation.....	10
3.3.2	Main Distinctive Features of EWTI TTLM.....	11
3.3.3	TTLM approval.....	11
3.3.4	TTLM evaluation and revision	11
4.1	Course announcement	13
4.2	Medium/mechanism of announcement	13
4.3	Criteria for selection and notification of training participants	13
4.4	Admission process	14
4.4.1	Notification of Acceptance or Rejection.....	14
4.4.2	Registration and tuition fees	14

5.1	Training period.....	15
5.1.1	Training annual plan	15
5.1.2	Training Schedule	15
5.1.3	Duration of daily training session	15
5.2	Training postponement and cancellation	16
5.3	Conducting orientation.....	16
5.4	Training delivery system.....	16
5.4.1	General	16
5.4.2	Training Delivery	17
5.5	Forms	17
5.6	Language.....	18
5.7	Preparation for field practice.....	18
5.8	Provision of training materials and boarding services for training participants.....	19
6.1	Training participants assessment	20
6.2	Training evaluation	20
6.3	Reporting.....	21
6.3.1	Responsibility of writing report	21
6.3.2	Contents of report.....	21
6.3.3	Deadline of report submission	21
6.3.4	Approval of report.....	21
7.1	Type of certificates	23
7.2	Process of certification.....	23
7.3	Preparation and awarding of the certificates	23
8.1	Training fees	25
8.2	Dormitory service	25
8.3	Services for Inclusive Training	25
8.4	Health service.....	25
8.5	Transport service.....	25
8.6	Library service	25
8.7	Financial service	26
8.8	Entertainment service.....	26
8.9	Insurance coverage.....	26
9.1	Director General.....	27
9.2	Training Management Committee (TMC).....	27
9.3	Director of Water Technology Education and Training Directorate.....	27
9.4	Registrar	27

9.5	Department Team Leader.....	28
9.6	Course Leader	28
9.7	Trainer.....	29
9.8	Assistant Trainer	29
9.9	Training participant.....	30
9.10	Support units	30
9.10.1	Property Administration and General Service	30
9.10.2	Procurement and Finance.....	30
9.10.3	Library and Printing Service	30
9.10.4	Customers	31
9.10.5	Education and Training Team.....	31
9.10.6	Water TVET Support and Competence Assessment Directorate.....	32

Annex

Annex 1: Forms

List of Forms for Training Guide (for Trainers and Learners)

- TG-1 Training Course Design
- TG-2 Learning Module
- TG-3 Performance Evaluation Guide
- TG-4 Resource Requirements for Learning Module
- TG-5 Training Course Announcement
- TG-6 Training Schedule
- TG-7 Training Session Plan
- TG-8 Pre-test Form
- TG-9 Post-test Form
- TG-10 Pre-Training Questionnaire
- TG-11 Post-Training Questionnaire

List of Forms for Trainees' Application

- AP-1 Application Form for EWTI Training Course (for Institutional Candidate)
- AP-2 Application Form for EWTI Training Course (for Individual Candidate)

List of Forms for Training Management

- TM-1 Field Practice Proposal Form
- TM-2 Field Practice Completion Report
- TM-3 List of Participants
- TM-4 Attendance Sheet for Training Participants
- TM-5 Attendance Sheet for Guest Trainer
- TM-6 Trainee's Record Book
- TM-7 Training Participants Progress Chart
- TM-8 Training participants' Assessment Data Sheet
- TM-9 Action Plan Preparation Form
- TM-10 Daily Reflection Sheet
- TM-11 Weekly Reflection Sheet

TM-12 Training Evaluation Form

TM-13 Summary of Training Evaluation

TM-14 Training Completion Report

TM-15 Certificate of Successful Completion

TM-16 Certificate of Training Participation

Annex 2: TTLM Quality Requirement Table

Annex 3: Training Participant's Disciplinary Regulation

Annex 4: Operating Procedures Manual for International Training

1 Introduction

As per the Regulation No 293/2005 of the Council of Ministers, the Ethiopian Water Technology Institute (EWTI) has the power and duties to support the expansion of the provision of adequate water supply for drinking water and irrigation in the country by conducting practical short-term training courses in water technology, carrying out studies and research in the sector's key problem areas and undertaking the transfer of technology as well as providing technical support to Water TVET.

In order to execute its short-term practical training courses in a better systematic and standardised manner, EWTI has prepared the Guidelines for training operation and management in accordance with the mission of EWTI and in consideration of the experience of other similar institutions.

The Guidelines, by providing details in activities of the training operation and management, create clarity of operation regarding the rights and obligations of the implementing actors so that the education and training will be properly implemented without having any significant problems.

Therefore, the Guidelines are prepared with details of the components that are necessary for conducting training, which includes training principles, standards, training types, the process for training preparation and approval, the procedures for course announcements, selection and admission, assessment and evaluation, certification, training participants' regulations, training related services as well as the roles and responsibilities of the different actors.

1.1 Rational for the Need for the Guidelines and Process of its Development

The experience of the training implementation, both during the project period of EWTEC and with the present status of EWTI, has shown the severe lack of uniformity and standards from planning up to implementation phases. There have been no clear and documented official procedures for formulation and approval of training courses, Learning Module and Training, Teaching and Learning Materials; also, there have been no clearly defined assessment methods and certification procedures for awarding certificates to training participants; and there have been no clearly defined roles and responsibilities for the various actors or organisational units that are involved in the operation and management of short-term trainings in EWTI. In this respect, these Guidelines are deemed to be responsive to the above-mentioned constraints.

The Guidelines were drafted by a group of selected EWTI experts with the support of the EWTI/JICA Project. The process involved drafting and discussion in three consecutive workshops and the presentation and discussion with the whole expert and management staff of EWTI on two occasions.

1.2 Purpose of the Guidelines

The purpose of the Guidelines is to provide standards and uniformity from planning up to implementation of short-term training courses.

1.3 Scope of the Guidelines

The scope of the Guidelines covers the various short-term training courses that are planned and conducted in EWTI.

1.4 Unique Characteristics of EWTI's Guidelines

The Guidelines for Training Operation and Management, besides provision of the standard four level training evaluation, promote the continuous training improvement by conducting:

- Daily reflection - the training participants at the end of the daily training session provide written comment regarding issues of the most interesting, challenging and the way forward for the next day.
- Recapitulation - every morning, based on forwarded comments from the training participants, the trainer discusses with the training participants the previous day's training session performance.
- Weekly reflection - at the end of the weekly training period, the training participants provide written comments on the most interesting, challenging and the way forward for next day.
- End course review - the course leader and other trainers who participated in the training, together with the department head, discuss the strengths and weaknesses of the training and build a consensus on the recommendations that need action for improvement in the training in the next programme.

1.5 Applicability

The Guidelines shall be operational after being approved by the Director General of EWTI.

1.6 Definitions of Key Terms

Assistant trainer: a staff member of EWTI employed as an assistant technician to provide assistance to a trainer while he/she is conducting practical demonstrations in workshops or field practices and during the conducting of LAP tests.

CC (Competence Certificate): a document issued by CoC, on behalf of the Federal TVET Agency, to individuals who were assessed as competent in a single unit or cluster of related units of competence, but this certificate may not cover all areas that are required in a qualification.

CoC (Centre of Competence): Autonomous government organisations delegated by the Federal TVET Agency to properly and effectively implement assessment and certification.

Training Course Design (CD): a form that describes the content of a training course which is usually submitted to the TMC along with the learning modules as part of the approval process for any new training course.

Course leader: a staff member of EWTI who is employed as a trainer to provide training and who is selected by the department leader to coordinate the implementation of a training course.

Customer: EWTI's customers are individuals or organisations (government, public enterprise, NGO or private) that send training participants to be trained at the EWTI.

EOS (Ethiopian Occupational Standard): a standard that defines the competences that a person must possess to be able to perform and be productive in the world of work in Ethiopia.

Learning Activity Performance (LAP) test: a practical test (of formative assessment) given to training participants, as individuals or groups, to assess participants' acquisition of the competency at the end of each LO during the training course. The LAP test comprises skill demonstration and oral questions.

Learning Module: an organised collection of training contents presented together under each learning outcome. Learning Module describes module title, module code number, module contents, methods, and assessment criteria.

Learning Outcomes (LOs): the statements that describe the significant and essential learning that training participants have achieved and can reliably demonstrate at the end of a course or learning guide. In other words, learning Outcomes identify what the training participants will know and be able to do by the end of the training course or each learning guide.

Occupational Standard: a standard defined by experts of the world of work indicating the competences that a person must possess to be able to perform up to the expected level and be productive in the world of work. It is composed of units of competence that define a particular scope of work resulting in a product, service or decision.

Performance Evaluation Guide (PEG): a guide for trainers to prepare (necessary inputs and settings for assessment), execute and record performance evaluation of individuals or groups of training participants in a standard and an orderly manner for consecutive assessments through demonstration and oral questioning (of LAP tests).

Stakeholder: EWTI's stakeholders are management and non-management staff of EWTI, its customers, Ministry of Water and Energy, Ministry of Finance, Parliament members of concerned Committees, Development Partners such as JICA, UNICEF, King Mohammed IV Morocco Foundation, etc.

Trainer: a staff member of EWTI who is employed to provide training and subsequently assigned by the concerned training department on one or more of EWTI's training courses which are directly related to his/her academic profession and skills gained through his/her work experience.

Training Course: is a course which is composed of one or more training modules for theoretical and practical skills development related to a particular job or activity.

Training Participant: a person undergoing training on a training course given by EWTI.

TTLM (Training, Teaching and Learning Material): a trainer-made instructional aid that supplements the trainer's oral and visual instructions. It is a well-designed and carefully developed learning aid that provides detailed instructions to the training participants.

Unit of Competence: a coherent and explicit grouping of performance specifications within an occupational profile, which involves the application of knowledge, skills and any other ability required in the workplace.

1.7 Reference Sources

The following documents are referenced to formulate the Guidelines.

- Training Guideline, Leather Industry Development Institute
- TVET Training - Curriculum - Requirements, 2017 (Ethiopian Standards Agency)
- TTLM Development Manual, July 2011 (MoE)
- EOS Development Guideline, July 2009 (MoE)
- Occupational Assessment and Certification, December 2010 (MoE)

2 Principles of EWTI's Training Provision

1.8 Basic Principles

- EWTI training management committee shall be established and will approve, direct, control, monitor and evaluate the overall training operation and management activities of EWTI under the Director General and Deputy Director Generals of EWTI.
- Learning process shall be focused on outcomes that are linked to the workforce needed, as defined by employers and the profession.
- Learning shall be competency based and modular in structure.
- Training delivery shall be learner-centered and promoting self-learning.
- Training materials must be compatible with the national competency standards (EOS: Ethiopian Occupational Standards) and/or well recognised by international practices in the sector.
- Assessment of training participants shall be based on the collection of evidence of work performance conducted before, during and after the training.
- The training delivery system recognises the prior learning of participants.
- The system allows for training participants to re-enter a programme at different times if he/she obtained an unsatisfactory result in his/her previous assessment.
- Approved training courses must be nationally accredited.
- Trainers can be assigned either from EWTI or external sources.
- The training system shall promote an inclusive learning process (inclusive of all genders, disability, ethnic groups, political perception etc.)
- The learning process shall be designed with consideration of the demands and the satisfaction of customers.
- Every training programme must include as its 1st LG; the introduction of Teamwork, Kaizen and OHS principles and practices.
- Every short-term training course must be designed based on the combination of the unit of competency but may not necessarily cover all units of competency under one level of the EOS.

1.9 Definition of Short-term Training

For the purpose of the Guidelines, short-term training is defined as follows:

- It is an activity of learning or teaching the skills, knowledge, and the right attitude of specific competencies for a particular job or activity.
- Its duration shall not be more than three months.

1.10 Types of Short-term Training

- a) EWTI's short-term training course can be classified into two parts, as a Regular training course and as an On-demand training course as defined below:
 - A Regular training course is a training course planned to be conducted on a regular basis as per the annual training plan of EWTI.
 - An On-demand training course is a training course that can be conducted based on a request from customers (local or abroad) outside the schedule of the annual training plan of EWTI. An On-demand course is subdivided into either a tailor-made training course designed to be conducted based on the specific requests from customers or a ready-made training course that has the same contents as a regular training course but is to be given in addition to the annual training plan.

- b) Based on the location where the training shall be conducted, EWTI's short-term training course can be further classified as:
- In-compound training - taking place inside the classrooms and workshops of EWTI with demonstrations and self-practices.
 - On-site/field training - taking place in the place where the real work environment prevails.
 - On-the-job training - training to be given at a place of work while the trainee is doing the actual job; usually a professional trainer (or sometimes an experienced employee) serves as a course instructor, often supported by an additional classroom lecturer.
- c) Based on the level of training, EWTI's short-term training courses can be classified as basic and advanced:
- Basic training courses are those EWTI training courses which are introductory and very basic in their provision of theoretical and practical skills in their respective fields;
 - Advanced training courses are those EWTI training courses which deal with relatively high level and complex issues in their provision of theoretical and practical skills in their respective fields.

1.11 Modality of Training

EWTI's training programme aims at achieving the highest degree of harmony between what the training participants study and what is required in the actual work sites through the cooperation of the educational institutions and the business enterprises/organisations.

1.12 Trainers Profile

1.12.1 EWTI Trainers

EWTI's permanent trainers are expected to have the following profile:

- a) Fulfilling minimum educational background - graduated from a recognised college or university with degree or above in a related profession as well as having proven practical experience in the related field. In some exceptional practical training cases, the minimum criteria can be modified with the approval of the department concerned.
- b) Attendance of ToT session on Kaizen principles is a precondition for trainer(s) to be assigned as a trainer on common modules.
- c) Understanding EWTI's Guidelines for Training Operation and Management – every trainer should attend orientation on the operation and management procedures before being assigned as a trainer.
- d) National certification (skills, how to teach) - if the training is based on a unit of competency as defined in the Ethiopian occupational standards, an assigned trainer must have:
 - Competency Certificate (CC) in that particular competency - EWTI shall arrange the assessment programme for CC with the concerned Centre of Competency (CoC).
 - Training methodology certificate - trainers must take a training methodology course given for TVET trainers and must be certified, and EWTI should arrange the training and assessment programme for methodology certification of its trainers.

1.12.2 EWTI's Guest Trainers

EWTI's guest trainers who are hired to serve a particular service related to EWTI's training are expected to have the following profile:

- a) Fulfilling minimum educational background - graduated from a recognised college or university with a degree or above in a related profession as well as having proven practical experience in the related field. In some exceptional practical training cases, the minimum criteria can be modified with the approval of the department concerned.
- b) Understanding EWTI's Guidelines for Training Operation and Management – every guest trainer should attend an orientation on the operation and management procedures before being assigned as a guest trainer.

1.13 Training Management Committee (TMC)

- a) Training Management Committee (TMC) should be established in EWTI to approve the annual training plan, new training programme and evaluation (quarterly and annually) of training implementation for the short-term training courses of EWTI. TMC can be chaired by the Director General of EWTI or any other ranked person assigned by the Director General.
- b) TMC consists of the following members:

▪ Director General (DG)	Chairperson
▪ Deputy Director Generals (DDGs)	Members
▪ Water Technology Education and Training (WTETD) Director ...	Member / Secretary
▪ Water TVET Support and Competency Assessment Director.....	Member
▪ Registrar	Member
▪ Finance and Procurement Director	Member
▪ General Service and Property Administration Director.....	Member
▪ Planning, Monitoring and Evaluation Director	Member
▪ Corporate Communication Director.....	Member
▪ All Training Departments Team Leaders of WTETD.....	Members
- c) In the absence of the Director General, the designated Deputy Director General for the WTETD should be the chairperson for the meeting of TMC.
- d) Despite the above article 1.13 b), EWTI Top Management (DG and DDGs) can include both internal and external experts who can contribute to the successful implementation of training operation and management activities as non-voting members of the committee.
- e) TMC members perform their assigned roles and responsibilities as stated in 9.2 of the Guidelines; and they are expected to consider the overall activities of the committee as their accounted task.
- f) TMC members should meet every quarterly every year. However, whenever necessary, the chairperson can call for a meeting before the regular meeting time.
- g) For proper execution of its responsibilities, TMC should establish the following sub-committees to perform review and recommendation whenever direction is given by the chairperson of TMC:
 - 1) Review and Recommendation of New Training Course / Learning Module Sub-committee:

▪ WTETD Director	Chairperson
▪ Training departments Team Leaders concerned	Members
▪ Registrar	Member / Secretary
 - 2) Annual Training Plan Review Sub-committee:

▪ Planning, Monitoring and Evaluation Director	Chairperson
▪ WTETD Director	Member
▪ Property Administration & General Service Director	Member
▪ Water TVET Support and Competency Assessment Director	Member / Secretary

2 Planning and Approval of EWTI Annual Training Plan

Category	Task	Output	Timing	Responsible
Demand assessment	<ul style="list-style-type: none"> ▪ Assessing the skill gap or needs of the industry ▪ Reviewing current training courses 	Preparing studies report	Every three year	Training and Education Directorate
Pre-planning document review	<ul style="list-style-type: none"> ▪ Reviewing the demand assessment ▪ Reviewing last physical year performance feedback ▪ Reviewing strategic plan of EWTI. 	Data, Figures, inputs for the plan	Before June 30	Head of All departments. Education and Training Directorate
Training plan programme/ schedules	<ul style="list-style-type: none"> ▪ Identify the list of courses to be offered throughout the physical year ▪ Set time schedule (duration) for each course ▪ Numbers of training participant for each course ▪ Name target organisation(s) ▪ Decide options of the sites where field practice will be conducted 	Annual training schedule which Comprises numbers of training participants, target organisations and selected sites for field practices	August	Head of All departments. Education and Training Directorate
Training materials / facilities preparation	<ul style="list-style-type: none"> ▪ Revision of TTLM, module, handout, PowerPoint, reference materials ▪ Preparation of necessary training facilities (machinery, materials, classrooms, workshops, IT rooms etc....) 	Updated training materials and other resources	August	Heads of All Departments
Assign a course leader	<ul style="list-style-type: none"> ▪ Department should assign a course leader for each training round which is under the department 	Assigned course leaders for each training round	August	Heads of Department
Assign trainers for each LOs of the training courses	<ul style="list-style-type: none"> ▪ According to their academic level and experience, the department head should assign the trainers for all LOs after consultation with the course leaders 	Trainers assigned for all LOs	August	Heads of Department
Compile all departments annual plan to prepare the EWTI academic plan	<ul style="list-style-type: none"> ▪ Collecting each department's training plan ▪ Compiling and Organising EWTI's annual training plan ▪ Internal discussion with the implementers 	EWTI draft annual academic plan	Before mid-August	Education Training directorate TVET support directorate
Approval of Annual training plan	<ul style="list-style-type: none"> ▪ Training Management Committee will approve plan after discussion 	Approval	Mid-September	Training Management Committee
Notification of annual training plan	<ul style="list-style-type: none"> ▪ Announce, notify or dispatch approved programme to all stakeholders 	Annual training plan finalised	Immediately after approval	Registrar's Office

3 Formulation, Approval and Evaluation of Training Course, Curriculum (Learning Module) and TTLM

3.1 Training Course Preparation, Approval, Evaluation, Revision and Cancellation

3.1.1 Training Course Formulation

- a) Training course formulation should follow the following steps:
 - Reviewing the existing training needs assessment or conducting an assessment.
 - Checking access to training in other training institutions.
 - Identifying the resources needed for the training.
 - Formulating the training course document.
- b) Since EWTI training courses are outcome-based; they should follow similar forms to those outlined in the documents of the Ethiopian Standards Agency which comprise the following:
 - Training Course Design (CD, TG-1)
 - Learning Module (LM, TG-2)
 - Resource Requirements (TG-4)
- c) Training course design should fulfill the following requirements:
 - Course title
 - Course code
 - Qualification level and certification
 - Unit of competence
 - Course description
 - Course learning outcomes
 - Duration of the course
 - Target groups
 - Entry requirements
 - Mode of delivery
 - Institutional assessment
 - Trainer profile

3.1.2 Training course approval

- a) Proposal of new training course (CD and LM) must be submitted at least three weeks before the TMC meeting, and dispatched to all members.
- b) The department or the person who prepared the Training course proposal should provide a presentation to the committee members.
- c) TMC can approve the training course by checking all requirements mentioned below:
 - If the market-demand survey (training needs assessment) findings show there is adequate training demand for the specified course.
 - If there is no or limited access to get training in local Universities, TVET and other public or private training institutions for the specified course.
 - If the training course has achievable objective/s, appropriate methodology, clear alignment with sector policy and strategy.
 - If EWTI has human and material capacity to deliver the training as per these Guidelines.
- d) If needed, TMC can decide to get advice from external experts working in the water industry.

- e) If needed, TMC can arrange and organise a validation workshop among stakeholders to further check the criteria mentioned in 4.1.2 (c).
- f) TMC members should approve or recommend for further studies and or improvement.
- g) An approved training course must be tested and improved at least twice through pilot training courses to become a permanent annual training course.
- h) Any training course should be implemented after the approval of the TMC.

3.1.3 Training course evaluation, revision, and cancellation

- a) Every training course must be evaluated as per 7.2 of these Guidelines.
- b) All training courses should be evaluated and revised following a change in national qualification standards, a major shift in the use of specific technology or working procedures.
- c) The respective department will be responsible to conduct evaluation, revision, and submission of a revised training course to the TMC.
- d) A revised training course should be shared with all stakeholders.
- e) A training course should be dropped out of the annual training plan based on adequate analysis and by the decision of the TMC when there is absence of the minimum number of participants.
- f) A cancelled training course can be reserved as a potential training course and may be reactivated following the results of a recent demand assessment.

3.2 Preparation, Approval, Evaluation and Revision for Learning Module (Curriculum)

3.2.1 Learning Module (LM) preparation

- a) LM should be produced by the respective department or any other stakeholders based on labour market demand and/or training needs assessment findings of the sector.
- b) LM should be prepared using a standard form that is compatible with national TVET qualification framework.
- c) Initially the draft curriculum should be evaluated at a department level, and if needed, external experts can be invited to conduct a further evaluation.
- d) LM will be prepared during the formulation of a training course.
- e) Quality of the training LM should be measured with reference to its ability to consistently comply with the applicable regulatory requirements and for it to conform to the requirements of the Ethiopian Standards Agency.
- f) LM should be designed based on the national occupational standards and/or international practices to address the demands of stakeholders and interested parties.
- g) LM should be focused on outcomes that are linked to workforce needs, as defined by employers and the profession.
- h) LM may address inclusive training.

3.2.2 Learning Module approval

- a) Proposal for the initiation of a new LM should be submitted to the TMC for approval by the respective department.
- b) Final draft of revised LM after the development of TTLM should be submitted by the department concerned for approval by TMC.
- c) TMC should assess, discuss, and approve the curriculum (LM).

- d) TMC will make decision based on general and specific criteria of standard LM listed in the Ethiopian standards document.
- e) TMC should invite experts from specific professional area(s) to review LM if necessary.
- f) Any training curriculum should be implemented after the approval of TMC.

3.2.3 Learning Module evaluation and revision

- a) Approved training LM by TMC should be revised following a change in national qualification standards, a major shift in the use of specific technology or working procedures.
- b) Course leaders and trainers are responsible to evaluate LM and identify the necessity of revision.
- c) When the course leader and trainers agree to make revision(s), they can make them by themselves.
- d) Course leader and trainers should submit the revised LM to their respective department for approval.
- e) The department head should approve and submit the revised LM for final approval to the TMC.
- f) LM should be revised annually, if TMC confirms the necessity following customers' feedback or any other unforeseen circumstances.

3.3 Training Teaching and Learning Materials (TTLM)

3.3.1 TTLM preparation

- a) TTLM shall be prepared by the course trainer/s, as per the required quality as set out in the Quality Requirement Table (Annex 2). TTLM generally has three components, namely: Learning Guide, Trainer's Guide and Assessment Package.
 - i. **Learning Guide** has the following contents:
 - ✓ Instruction sheet
 - ✓ Self-check
 - ✓ Information sheet
 - ✓ Operation sheet
 - ✓ LAP-test
 - ✓ Reference/source
 - ii. **Trainer's Guide** has the following contents:
 - Training Course Design (TG-1)
 - Learning Module (TG-2)
 - Performance Evaluation Guide (TG-3)
 - Resource Requirements for Learning Module (TG-4)
 - Training Course Announcement (TG-5)
 - Training Schedule (TG-6)
 - Session Plan (TG-7)
 - Learning Guide:
 - ✓ Instruction sheet
 - ✓ Self-check (with sample answers)
 - ✓ Information sheet
 - ✓ Operation sheet
 - ✓ LAP-test
 - ✓ References/sources

- Pre/post Test (TG-8, TG-9)
- Pre/post-training Questionnaire (TG-10, TG-11)
- iii. **Assessment packet** has the following contents:
 - Performance Evaluation Guide (PEG: TG-3)
 - Formative assessment (LAP test)
 - Evidence plan
 - Summative assessment (Written test or Post-test, TG-11)
- b) TTLM should be prepared using a standard form, as annexed in this document, which was adopted from the national TVET qualification framework (Annex 3).
- c) TTLM may either be “resource based” or “self-contained”.
- d) Based on TTLM, Course trainer/s should prepare PowerPoint as per the standards listed in these Guidelines.

3.3.2 Main Distinctive Features of EWTI TTLM

EWTI TTLM has to be developed by ensuring that it is as compatible as possible with the national TVET qualification framework; however, EWTI’s short term courses cannot be fully compatible with Unit of Competencies listed under EOS developed for water works; due to this reason, EWTI TTLMs have to be developed within its own unique environment. The main distinctive feature of EWTI TTLM are:

- Self-check First approach instead of information sheet before a Self-check.
- Common LM in all training courses with teamwork, OHS and Kaizen practice.
- Assessment method with Post-test (knowledge test) and LAP tests which are only for practical test with demonstration and oral questioning.
- Standardised Session Plan and Training Schedule.

3.3.3 TTLM approval

- a) LM proposal must be first developed by the department concerned and to be submitted for approval by the TMC before the development of TTLM.
- b) Final draft TTLM must be prepared as per approved LM by the department concerned.
- c) The respective department shall assess, discuss, and approve TTLM except LM.
- d) If LM is revised during TTLM development, it should be submitted to the TMC for approval.
- e) The department will make decision based on general and specific criteria of standard TTLM listed in the Ethiopian standards document.
- f) The department should invite experts from specific professional areas to review the TTLM if necessary.
- g) Any TTLM except for CD and LM should be implemented after the approval of the department.

3.3.4 TTLM evaluation and revision

- a) TTLM should be revised annually, if the department has confirmed the necessity following customers’ feedback or any other unforeseen circumstances.
- b) TTLM should be revised following a change in the contents of LM.
- c) Course leaders and trainers are responsible to evaluate TTLM and identify the areas for revision.

- d) When the course leaders and trainers agree to make revisions, they can revise them by themselves.
- e) Course leaders and trainers should submit the revised TTLM to their respective department for approval.
- f) The respective department should assess, discuss, and approve the revised TTLM except CD and LM.

4 Course Announcement, Selection and Admission

4.1 Course announcement

- a) The Registrar's office makes training course announcement to target organisations one and a half months prior to the start of the training, using Training Course Announcement (TG-5).
- b) Training Course Announcement for institutional invitation includes as a minimum the following information and instructions:
 - Course title and contents (learning module)
 - Course schedule (date, training contents, lecture hours, practical hours, trainer, TG-6)
 - Entry requirements (qualifications)
 - Statement for automatic rejection of candidates not fulfilling the requirement
 - Statement for encouraging women applicants
 - Maximum number of training participants expected from the invited organisations
 - Service provisions provided by EWTI for the training
 - Costs to be covered by training participant's organisation
 - Language to be used in the course
 - Working clothes and other safety materials to be brought by the training participants
 - Candidate application form, which includes full name of the participant, educational background, work experience, salary, job position etc. (AP-1)
 - Deadline for notification of applicants from invited organisations (one week before the commencement of the training course)
 - Schedule for notification of acceptance from EWTI
 - Deadline for registration
- c) Training Course Announcement for private applicants:
 - Individual applicants are expected to fill the application form (AP-2)
 - Application can be done physically or online.

4.2 Medium/mechanism of announcement

EWTI announces its scheduled training programme to invite training participants using one or a combination of the following announcement mechanisms:

- P.O Box, Fax, telephone
- Mass media such as radio, TV, newsletter, etc.
- Electronic media such as e-mail, web site, social media, etc.

4.3 Criteria for selection and notification of training participants

- a) Criteria for selection of training participant/s from invited institutions are:
 - A. Fulfillment of the entry requirements (qualifications)
 - B. The number of training participants to be admitted are within the allocated figure for the particular invited organisation
 - C. The number of training participants to be on the waiting list may be accepted, considering the available spaces
- b) Invited organisations notifies the profile of the potential training participants using the specified form before the deadline.
- c) Invited organisations are expected to write official notification letters to confirm that they will cover the cost described in the announcement.

- d) Participant's official notification letters must include:
 - Full name of the participant
 - Educational background
 - Work experience
 - Salary
 - Job position
 - Course title to be attended
- e) Criteria for selection of training participant for Individual applicants:
 - Fulfillment of the entry requirements (qualifications)
 - Private training participants can be selected based on allocated space for private applicants
 - When the number of applicants becomes greater than the space provided, training participants should be selected on a first come, first served basis
 - Female and disabled applicants should get priority during selection
 - Individual applicants are expected to cover their own accommodation costs, EWTI will provide training services for free, and also field training per diem as per government allowance directives

4.4 Admission process

4.4.1 Notification of Acceptance or Rejection

The Registrar's office notifies the invited organisations for acceptance or rejection of the candidates based on the profile sent back by the invited organisations.

4.4.2 Registration and tuition fees

- a) Registration payment
 - No registration fees for regular training courses
 - Registration fees are paid when the training is an on-demand training course
 - The amount of the registration fees should be Birr 55.00 per training participant
- b) Tuition fees
 - No tuition fees for regular training courses
 - Tuition fees should be paid if the training is on-demand with the amount agreed by the requesting organisation and the Institute
- c) The Registrar's office makes registration of those training participants who arrive before or upon the deadline after first checking the fulfillment of the following:
 - Target training participants should bring an official letter (that describes acceptance or agreement for conditions stated in the announcement) from the invited organisations; and
 - Settlement of registration fees if the training is an on-demand training course.
 - Target training participants should bring the requested list of working clothes and other safety materials.
- d) Training participants who come after registration day will not be admitted. However, if a training participant's lateness has a justifiable reason he/she may be admitted so long as he or she is not delayed by more than one day late.
- e) The Registrar should prepare a list of participants (TM-3).

5 Training Operation

5.1 Training period

5.1.1 Training annual plan

- a) Implementation of the annual training plan after being approved in August should start from the 2nd week of September.
- b) Implementation of the annual training programme should end on July 7.
- c) On-demand training can be implemented throughout the year so long as suitable times are arranged that do not affect the smooth implementation of the regular training programme.
- d) The period from July to the last week of August should be used as preparation time for reorganising workshops on Kaizen principles, and for the maintenance of training equipment/materials such as drilling rigs, compressors, cranes, generators, pumps, etc.

5.1.2 Training Schedule

- a) Training schedule must be prepared for each training course by the course leader with the approval of the department concerned.
- b) The training schedule should be prepared by specifying in detail the activities with their allocated times as per the attached standard training schedule form.

5.1.3 Duration of daily training session

The training programme should be conducted with a morning and an afternoon session for a total of 5 hours excluding 30 minutes break in the morning and afternoon sessions. The details are as shown in the Table below.

No	Activities	Hour
1	Morning training session	09:00 am - 10:30 am
2	Tea break	10:30 am - 11:00 am
3	Morning training continuation	11:00 am - 12:00 am
4	Lunch break	12:00 am - 02:00 pm
5	Afternoon training session	02:00 pm - 03:30 pm
6	Tea break	03:30 pm - 04:00 pm
7	Afternoon training continuation	04:00 pm - 05:00 pm

- a) The details of any training session, as shown in the above table, should be applicable for regular or on-demand training courses to be conducted in classrooms, workshops, and field practices or for any training courses that may be implemented inside or outside the Institute's compounds.
- b) The normal training days in the Institute should be the government working days, i.e., from Monday to Friday; and with the agreement of the trainer with the training participants, Saturday may be used in addition to the normal working days. However, during field practices and when conducting on-demand training courses, training may be conducted on Saturday and Sunday on a conditional basis.

5.2 Training postponement and cancellation

- a) If the number of registered training participants for a single training programme except for training under Drilling Technology is less than five, this training programme should be cancelled or postponed until another time. In case of training courses under the DT package, the training course should be cancelled if the number of registered training participants is less than seven.
- b) If it is found necessary to cancel or postpone the training programme due to other serious problems, the TMC must discuss and notify its decision before announcement of the training is made.

5.3 Conducting orientation

- a) Orientation should be given for registered training participants for a period of not more than 30 minutes on the next day after the day of registration.
- b) During the conduct of the orientation programme, the TMC chairperson or representative, the course leader, the team leader concerned or training officer and representatives from the General Service and Finance Directorates should be present.
- c) The Registrar must modulate the orientation process; the course leader should make brief explanation of the training course; and training participants' rights and obligations as well as other service provisions should be explained.
- d) Responses and explanations to questions raised by the training participants should be given by the officials concerned or representatives presented in this orientation.

5.4 Training delivery system

5.4.1 General

- The training delivery system of the Institute is comprised of two parts: theoretical and practical exercises. The theoretical part of the training covers 30 % of the total training duration whereas the practical exercises cover 70 % of the training duration, excluding field trips outside the curriculum.
- The theoretical part of the training can be given in classrooms and workshops or in the Institute's laboratories; however, if the training is an on-demand training course, the theoretical training may be given in a place that is agreed between the requesting organisation and the Institute.
- The practical training can be carried out in the Institute's workshops and laboratories as well as in the industries that are outside the Institute.
- Appropriate sights or places for practical exercises or field practices should be identified annually before the end of the 1st week in August.
- MoU should be signed between the Institute and selected organisations where practical exercises should be carried out.
- One week before the start of the field practice, the department concerned should make contact to make sure that the selected organisation is ready to accept the training participants for the practical exercise.
- As per the schedule of the training, the trainer/s should take the training participants to the field site and conduct the practical exercises.

5.4.2 Training Delivery

EWTI's training delivery gives special emphasis for effective implementation of the following:

- Course orientation (general and course specific guidance) with the opening of the training programme; and following course orientation, pre-test and pre-training questionnaire will be given to training participants on the same day and these will be administered by the Registrar
- The 1st LO of every training course deals with Teamwork and communication, Kaizen principles and practices, OHS principles and practices
- Every information sheet needed must be provided for a Self-check exercise before a lecture
- Conduct daily reflection through a written comment at the end of every day's training session and recapitulation the next day before the start of the next session
- Conduct of weekly reflection at the end of every week's training programme
- LAP test implementation at the end of every LO of the training course
- Daily Kaizen principles exercise by training participants during the whole training period. (Assessment of training participant's Kaizen practice as part of LO1's LAP test will be carried out through all other remaining LOs of the training course)
- Post-test, post-training questionnaire and training programme evaluation will be carried out after the end of the training course
- After the end of training course, post-test, post-training questionnaire and training evaluation, each training participant should prepare an Action Plan
- Final reflections on Kaizen and training course should be carried out with training participants before the closing ceremony
- End of course review should be carried by participating trainers with the training department head and a representative from the TMC present

5.5 Forms

Forms that should be used by trainers during training implementation are the following:

- a) Attendance Sheet for Training Participants and Attendance Sheet for Guest Trainers should be made as per TM-4 and TM-5.
- b) Trainee's Record Book (TRB, TM-6) should be prepared based on the approved LO for all training courses; the Education and Training Team under WTETD should collect from all departments concerned and make sure to put the EWTI logo; and after getting approval from the TMC, send for printing with an adequate quantity enough for one year.
- c) Training Participants Progress Chart should be prepared in accordance with the national TVET implementation standards (TM-7).
- d) Training Participants Assessment Data Sheet should be used to record the training participants' detailed assessment results including LAP test under each LO and Post Test (TM-8).
- e) Training Participants Progress Chart should be posted by the course leader or trainer in a suitable or easily observable place in the classroom and write/record the necessary information (assessment result) from the start of the training up to its completion.
- f) PowerPoint presentation material: every trainer for his/her assigned course should prepare a PowerPoint presentation depending on the necessity. The training department concerned is responsible to supervise the proper preparation of PowerPoint presentations as per the Guidelines.
- g) The Power Point prepared in EWTI should fulfill the following criteria:
 - Every slide must have the EWTI logo

- One slide should have no more than 6 lines and 30 words
 - Font size for title and details should be 32 pt. and 24 pt. respectively
 - Font type should be either Arial or Times New Roman
 - The first four slides should be used to reflect the following issues:
 - Introducing the trainer and training participants to each other
 - Training schedule
 - Objectives of the training
- h) Training participants' expectations from the training, etc. A Session Plan should be prepared for each Learning Guide during the TTLM preparation. (TG-7)
- i) Pre-test and post-test (TG-8 and TG-9) which comprise theoretical tests should be prepared covering all LOs with agreement reached among all involved trainers; and the prepared test (soft/hard copies) should be kept with the head of the department concerned. One day before the start of the training, the course leader should make the necessary number of copies. The pre-test will be given to training participants on the 1st day of training and the results should be recorded on the Training Participants Progress Chart; and the post-test implementation should be carried out in the final stage of the training.
- j) Up on the completion stage of the training programme, training participants are asked to prepare an action plan for activities they are going to implement when they return to their respective work places using the Action Plan Preparation Form (TM-9).

5.6 Language

The language of the training delivery in EWTI should be English.

5.7 Preparation for field practice

- a) At least one week before the training course announcement, the course leader should prepare a Field Practice Proposal (TM-1) with clearly stated objectives, selected field sites, list of activities, duration and expected outputs.
- b) One day after the registration of training participants, the Education and Training Team should confirm by communicating with letter or getting an MoU signed by organisations selected for the field practices.
- c) One day after the registration of training participants, based on the Field Practice Proposal, the assigned training officer should prepare a financial proposal and follow-up the process.
- d) Two days before the start of a field trip, the course leader should make sure the completion of every necessary preparation. One day before the start of the field trip, the Finance Directorate should pay per diem for training participants and other payments for assigned persons for expenses such as fuel and lubricants based on the submitted request. EWTI should pay per diem for course coordinator, trainers, training participants and assigned support staff based on government directives; and the general service should assign vehicles and drivers for the planned field trip and announce the same two days before the field trip. All trainers assigned for the specific learning objective may participate in the field practice exercises. The course leader in consultation with the trainers who participated in the field practice exercises should prepare the Field Training Completion Report (TM-2).
- e) Field training schedule and some information regarding the site as well as background and the purpose of field training should be explained to training participants by the course leader at the latest one day before the field trip.

5.8 Provision of training materials and boarding services for training participants

- a) Notebook, pen, and other related materials should be purchased by EWTI at the beginning of the fiscal year. The Training and Education Team should request and receive these materials from the store before the reception of the training participants and distribute the same to the training participants during the orientation time.
- b) The trainer should distribute TTLM, handouts and other prepared documents to training participants on the first day of the training and the course leader should confirm the same.
- c) General Service Directorate should provide bedrooms, soft paper, soap, and other materials for the bedrooms for those training participants who completed registration for the training programme.
- d) General Service Directorate should maintain good sanitation/hygiene of the classrooms, dormitory blocks, toilets and bathing facilities.

6 Training Assessment, Evaluation and Reporting

Assessment takes place before, during and after the learning process and is both qualifying and focused on the competence development of students.

6.1 Training participants assessment

The assessment process in EWTI should be as follows:

- a) The training participants should be assessed both in knowledge and practical skills, according to the assessment criteria on LM.
- b) The training participants should be assessed using the Performance Evaluation Guide.
- c) There will be a pre-test (at the beginning of the training), LAP tests at the end of every LO and a post-test at the end of the training.
- d) LAP tests and post-tests are the key assessment tools, which are compulsory for all the training participants. The minimum pass mark for each LAP test (practical) is 100% and for post-test (for knowledge /written test) is 50% and above.
 - i. Method of assessment for LAP tests are two ways: demonstration and oral questions.
 - ii. Both demonstration and oral questions can be arranged in a group or on an individual basis but evaluation should be on an individual level.
- e) If a training participant cannot pass the LAP test on his/her first trial, he/she has a second chance to take the LAP test.
- f) Tests should be properly marked by the trainers.
- g) Test results should be properly recorded in a Trainee's Record Book (TRB, TM-6), Training Participant's Progress Chart (TM-7) and Training Participant's Assessment Data Sheet (TM-8).
- h) TRB must show the detailed results of the tests of all LO.
- i) The course leader and other assigned trainers are responsible for compiling a pre/post-test questionnaire from already prepared self-check questionnaires found in TTLM.

6.2 Training evaluation

- a) As per internationally accepted training evaluation systems, EWTI training programmes will be evaluated in four levels of evaluation (Reaction, Learning, Behaviour and Result).

Level of Training Evaluation	What to evaluate	When to evaluate	Who will evaluate
Level I	Reaction: What is the reaction of participant to the training?	During the training process	Course leader and trainers
Level II	Learning: What kind of knowledge and skills were acquired by the trainee?	During the training process	Course leader and trainers
Level III	Behavior: How do participants apply the knowledge and skills acquired to their work?	Six months after the end of the training	Department members and Education and Training Team Participants' organisations
Level IV	Result: What is the impact of the training to the goal of the organisation?	In the third year	Department members and Education and Training Team Participants' organisations

- b) Training participants are given the opportunity to evaluate the training throughout the training course period as well as at the end of the training course.
Everyday training participants will give feedback to the trainer at the end of daily sessions orally or in written form (Daily Reflection Sheet, TM-10).
- At the beginning of every daily lesson, training participants should provide a recapitulation presentation of the last day's training session. The approach will be by group.
 - At the end of every week, the trainer and the course leader should evaluate the weekly progress together with training participants; this will be applicable only for those learning modules of more than one-week's duration (Weekly Reflection Sheet, TM-11).
 - At the end of the training programme, training participants are expected to evaluate the entire learning process, with respect to trainers and administrative services provided by the Registrar's office. (Training Evaluation Form, TM-12).
 - The result of evaluation should be summarised and compiled by the Registrar with the support of the course leader (TM-13).
- c) The course leader and the trainer with the oversight of the department head must facilitate the conduct of daily reflection, weekly reflection, end course review and training evaluation.

6.3 Reporting

6.3.1 Responsibility of writing report

Upon the completion of every training programme, the course leader should prepare the training completion report and submits it to the head of the department concerned.

6.3.2 Contents of report

- a) The training completion report should have at least the following points (Training Completion Report, TM-14):
- Name of the training course and its objectives
 - Duration and period of the training implementation
 - List of training participants and trainers who participated in the training programme
 - Assessment results of the training participants
 - Difficulties encountered and measures taken during the implementation of the programme
 - Recommendations or suggestions for a better future implementation
- b) Following documents should be attached:
- List of Participants (TM-3)
 - Training Participants Progress Chart (TM-7)
 - Summary of Training Evaluation (TM-8)
 - Summary of Pre/Post-training Questionnaire (TG-10, TG-11)

6.3.3 Deadline of report submission

The training completion report should be prepared and submitted within 10 days after the completion of the training course to the department head.

6.3.4 Approval of report

- a) The department team leader should check and approve the training completion report and submit the same to WTETD.

- b) Notwithstanding the provision of 6.3.4 (a), the department team leader should submit the assessment result, which is part of the training completion report, to the Registrar's office one day before the end of the training course programme.

7 Certification

Based on the summary results scored by the training participants on the consecutive assessments made on completion of each LO, EWTI should prepare and issue one of the two types of certificates for each training participant who completed the short-term training course. The Registrar is responsible to prepare the certificates for all short-term training courses conducted by EWTI.

7.1 Type of certificates

- a) **Certificate of Successful Completion**
This type of certificate is awarded to a training participant who scores satisfactory or more on the summary result of the consecutive assessment by attending at least 85 % of the training period (TM-15).
- b) **Certificate of Participation**
This type of certificate is awarded to a training participant who attends at least 85 % of the training period but obtained an unsatisfactory score on the summary result of the consecutive assessment (TM-16).
- c) If the training is on-demand, issues to do with logos will be decided in consultation with the financing organisation to cover the cost of certificate printing.

7.2 Process of certification

- a) A training participant can be awarded a certificate only if he/she attended at least 85 % of the total allocated training time.
- b) With the fulfillment of attendance rate, if the submitted training participant's assessment result (on theoretical and practical tests) by the department concerned showed SATISFACTORY, the certificate to be prepared and awarded should be a "certificate of successful completion".
- c) With the fulfillment of attendance rate, if the submitted assessment result (on theoretical and practical tests) by the department concerned showed UNSATISFACTORY, the certificate to be prepared and awarded should be "certificate of participation".
- d) The training certificates must clearly show the training participant's performance on completion of the training as well as create conditions that promote more attentiveness and effort among training participants.

7.3 Preparation and awarding of the certificates

- a) Based on the assessment results and the training participants' attendance records submitted by the department concerned, within a half a day, the Registrar should identify those training participants who should be awarded "Certificate of Successful Completion" and those training participant/s who should be given "Certificate of Participation".
- b) The Registrar, based on the submitted results and the attendance records, should prepare the certificates within one day of receiving the results.
- c) The Registrar, on the same day that the certificate preparation is completed, should submit the prepared certificates to the Director General of EWTI to get approval and signature.
- d) The training participants should be awarded their training certificates alongside their TRBs on an occasion with the presence of trainers, course leaders, and top officials (or their representatives) of EWTI.

- e) The following information should be included in both types of certificates:
- Logo of EWTI
 - Description of the training
 - Duration of the training
 - Name of the training participant
 - Description of the training accomplishment (participation or successful completion)
 - Signature of the Registrar on the left side at the bottom of the page
 - Signature of the Director General on the right side at the bottom of the page

8 Type of Training Related Services for Training participants

8.1 Training fees

- a) EWTI provides regularly planned training programmes for water sector institutions free of charge.
- b) At the request of on-demand training from stakeholders, training fees will be charged. The amount of the payment will be prepared and approved by the government as per the EWTI establishment regulation No. 293/2013.
- c) On-demand training will be delivered after the signing of an agreement between EWTI and the client.

8.2 Dormitory service

- a) EWTI will provide dormitory service for training participants who attend training in its compound.
- b) Blanket and mattress will be provided by EWTI.

8.3 Services for Inclusive Training

- a) EWTI will arrange separate dormitory, bathroom as well as toilet rooms for men and women
- b) EWTI will arrange suitable dormitory rooms for disabled persons
- c) EWTI will arrange a babysitter for training participants who are women taking care of their child(ren)
- d) EWTI will arrange special assistance by its trainers for disabled persons

8.4 Health service

- a) During EWTI's compound training, EWTI should provide health services for emergencies either in the EWTI clinic or in the governmental health centre.
- b) EWTI cannot provide health service other than for emergencies.
- c) EWTI will not provide insurance and compensation for a health-related damage during the training programme.
- d) EWTI will provide basic sanitation and hygiene materials, like soap, soft paper etc.
- e) While there is pandemic (like Covid 19) EWTI will provide protective materials such as hand-sanitiser or alcohol, face masks, etc.

8.5 Transport service

- a) EWTI should provide transport vehicles and fuel and lubricant costs for field practical training programmes.
- b) The training officer and the course leader should facilitate the transportation service.

8.6 Library service

- a) The library can provide its services during office working hours.
- b) Training participants can borrow books and periodicals from the library until the last date of their stay at EWTI.

- c) Training participants must return books and periodicals they borrowed before the last date of the course's completion and obtain a clearance signature.

8.7 Financial service

- a) EWTI will provide per diem as per government directives for training participants during their stay out of Addis Ababa for field practices and visits.
- b) Transportation costs and a travel allowance from participants' workplace to EWTI and the reverse are not covered by EWTI.

8.8 Entertainment service

EWTI should arrange entertainment opportunities for training participants. (Television, table tennis, volleyball etc.)

8.9 Insurance coverage

EWTI should not provide insurance coverage for training participants.

9 Role and Responsibility of the Different Actors

9.1 Director General

- Responsible for timely preparation of the education and training plan and necessary budget; provide direction for fulfillment of necessary training facilities.
- Place on the agenda of the TMC meeting and obtain decisions concerning the education and training activities that require the decision of this committee.
- Sign on the certificates which are prepared by the Registrar.

9.2 Training Management Committee (TMC)

- Review and approve the annual training plan.
- Perform evaluation of annual training programmes, implementation and take corrective action.
- Approve proposed new training programme and LM.
- Make a decision on cancelation and postponing the training programme.
- TMC members should meet regularly every quarter of the year. However, when there is a necessary situation, the chairperson can call for a meeting before the regular meeting date.

9.3 Director of Water Technology Education and Training Directorate

- Plan, direct, monitor and implement the education and training activities of EWTI.
- Execute or ensure the execution of activities related to education and training along with different organisations or offices by having discussion with top management of EWTI.
- Provide orientation on the Guidelines for Training Operation and Management for the newly assigned trainers and assistant trainers.
- Ensure that each new trainer has the CoC certificate, Training Methodology Certificate and Attendance of ToT for Common Module.
- Along with the head of the department concerned, provide, or get solution to problems that may be faced by trainers and /or training participants during training implementation.
- Identify the procurement needs of the directorate, provide support and follow-up for the timely procurement in order to fulfill the training and teaching materials and facilities.
- Pass the list and related information of registered training participants submitted by the Registrar's office to the department concerned and other offices of EWTI.
- Submit training completion reports to TMC and the Director General of EWTI.

9.4 Registrar

- Perform the distribution of the approved annual training plan of EWTI to its stakeholders; and receive from the same the training needs or demands and handle them in an organised way for their implementation.
- Allocate a quota for the number of training participants to be invited for each training programme based on the demands from the Institute's stakeholders and private applicants; make announcement for each training programme; and ensure the participation of invited organisations and private applicants.
- Responsible to make course announcements one and half months before the start of the training.
- Perform registration on registration day by checking the documents submitted by each training participant.
- Conduct orientation to training participants.

- Prepare and provide ID cards for training participants.
- Submit the list of registered training participants for each training programme to the Education and Training Directorate.
- Keep and handle the assessment results of training participants in an organised system.
- Prepare certificates of accomplishment or participation depending on the result of training participant's assessment and attendance.
- Provide response to requests that may come from the Institute's stakeholders or anyone concerning training participation.
- Prepare and provide a certificate as a replacement of the original when it is lost based on the request of an applicant and after performing the necessary check-up of records.

9.5 Department Team Leader

- Prepare a plan of the department's annual short-term practical training courses; direct its implementation, monitor and coordinate its implementation.
- Each department team leader assigns a course leader from trainers assigned for each training programme under the department based on the consensus reached among the trainers assigned for the course. And the trainer assigned as a course leader:
 - Should participate as a trainer for the training course.
 - Should have adequate knowledge and experience of this particular course.
 - Should be selected as far as possible with the acceptance all trainers participating in the course.
- In accordance with EWTI's training schedule, assign trainers for the training programme; and in case of a lack of a trainer for the course, try to cover the programme by employing an external trainer.
- Ensure that LM, TTLM and training participants' assessment tools prepared for the training courses under the department are done in accordance with these Guideline; approve and submit those to be approved by the TMC.
- Identify and submit the department's needs of training and teaching materials and facilities; provide support and follow-up for timely purchase of the same.
- Participate in the orientation programme of the training participants.
- In consultation with both the assigned course leader and the director of the Education and Training Directorate, provide solutions to problems encountered by trainers and/or training participants during the course of training implementation.
- Check and approve training participants' assessment results and submit the same to the Registrar.
- Check and approve the training field practice report and training completion report submitted by the course leader which is prepared upon the completion of each training programme (both in-compound and field training) and submit the same to the Education and Training Directorate.
- Check and approve the field technical proposal and submit to the Education and Training Directorate.
- Ensure that necessary equipment/instruments and other facilities (including the selection of field sites) are ready for the start of a training course and implementation of field practice.

9.6 Course Leader

- One week before the start of the training course, in consultation with the department team leader, call a meeting to review the completion of training preparation; and prepare a list of training materials/facilities as well as a detailed schedule of the training programme.

- Provide support and perform monitoring and evaluation of the performance of external trainers in order to ensure that the Institute is getting the required service from their employment.
- Prepare a detail technical proposal (with clearly stated objectives, selected field sites, list of activities, duration and expected outcomes) of a field training programme; and upon its approval, implement the programme in coordination with the concerned offices of EWTI;
- Coordinate and direct the assigned field training team; provide solution for problems that may be encountered during the field practice by consulting the department team leader.
- Upon the completion stage of the training programme, make explanation and provide support on preparation of an action plan (TM-9) by each training participant for activities they are going to implement when they return to their respective work places; and collect copies of these plan for the department.
- Prepare both Field Practice Completion Report (TM-2) and Training Completion Report (TM-14) when they are completed.

9.7 Trainer

- Prepare TTLM for his/her assigned training course; revise TTLM and upon approval by the department, implement it.
- Provide training using the standards and forms which are attached in this Guidelines.
- Record, keep and monitor the attendance of training participants during the conducting of the training.
- Select the sites for the field training at the beginning of the year in consideration of the field practice for the particular training course and the expected result from each training programme.
- Participate in the conduct of the orientation programme for training participants.
- Perform study and research that will help to improve the quality of the training; periodically update himself/herself with the latest technologies.
- Participate in training needs assessment, labour market survey, training impact survey and other related studies.
- Participate in the preparation of field training completion reports.
- Perform assessment of training participants as per the training programme and notify the results to training participants in accordance with these Guidelines.
- Upon the completion stage of the training programme, make explanation and provide support on preparation of Action Plan (TM-9) by each training participant for activities they are going to implement when they return to their respective work places; and collect copies of these plans for the department.
- Submit the attendance sheet, TRB and the training participants' assessment results to the department when the training programme is completed.
- Throughout the training period the trainer must take proper and necessary safety measures to protect himself/herself as well as training participants from accidents, pandemic, etc.
- Provide counseling and guidance to training participants in their respective professions.

9.8 Assistant Trainer

- Receive and properly handle equipment and materials issued for the training department.
- Ensure that equipment and instruments are properly placed and cleaned.
- Assist the trainer while conducting practical training in workshops, laboratories, and computer labs and on field work.

- Assist trainer in evaluating training participants while they exercise Kaizen in workshops, laboratory, and computer lab and on field work.
- Assist trainer in evaluating training participants with other LAP tests.
- Provide other assistance to trainers as per instructions given by the training department concerned.

9.9 Training participant

- Must register at the Registrar's office on the date and scheduled time of registration by submitting the required documents.
- Attend the orientation programme that is organised by the Registrar's office and the department concerned.
- Attend the training as per the schedule of the training programme and sign the daily attendance sheet.
- Discuss with the trainer or course leader or training officer to get solution for any problem/s encountered; if no solution is obtained, submit the issue to the Director General to get a solution.
- The training participant is expected to attend 85 % and above of the classroom training and 100 % of the practical training.
- Upon completion of the training programme, prepare Action Plan (TM-9) for activities he/she is going to implement when he/she returns to his/her workplace.
- The training participant should wear the proper working clothes, shoes and other protective gear whilst training in workshops and during field practices.
- Training participants' discipline should be as per Annex 3.

9.10 Support units

9.10.1 Property Administration and General Service

- Provide dormitory service.
- Making ready and timely assigning of vehicles for field practice training.
- Performing basic maintenance and repair of training instruments and machines.

9.10.2 Procurement and Finance

- Expedite the timely disbursement of financial requests for per diem and fuel as per the approved proposal prepared by the department.
- Expedite the timely procurement of training materials, equipment, and maintenance services.
- Controlling and managing the financial flow and resources allocated for the training provision.

9.10.3 Library and Printing Service

- Collect data on the needs of appropriate reference books from the departments for each training programme and ensure that they are available by procurement or if possible, by donation.
- Collect and organise the curriculum and TTLM (both in hard and soft copies) which are prepared by the department concerned and get approval as per this Manual; and make them available for the users.
- Keep the library open for service during government working hours.

- Submit a list of requirements to the Education and Training Directorate to fulfill facilities for the library.
- Perform photo copying and binding of documents that are necessary for education and training implementation.

9.10.4 Customers

- Send training participants as per notified criteria.
- Cover those costs of the training participant that should not be covered by EWTI.
- Send the training participants to EWTI with the necessary work clothes and safety shoes.
- When the training participants return to their workplace after the completion of the training, provide them support and cooperation so that they can apply the skills and knowledge they gained on their assigned tasks.

9.10.5 Education and Training Team

Education and training team is composed of a team leader and training officers and their responsibilities are as follows:

- a) Education and Training Team Leader
 - Collect the training programme from each department and compile the annual training programme of EWTI.
 - Perform coordination tasks during the joint planning and preparation of TTLM by the training staff of the department concerned with the training course.
 - Assign a training officer for preparing financial proposal and follow-up of the process.
 - Coordinate and participate in the training needs assessment, labour market survey, training impact survey and other related studies.
 - Communicate and prepare an MoU with the selected organisation for field practice based on the suggestion of the department concerned with the training programme.
 - Responsible to make sure that the classrooms are ready for the conduct of the training programme.
 - Participate in the conduct of the training participants' orientation programme.
 - Perform regular monitoring and follow-up during the conducting of training courses to ensure the proper implementation of the training as per these Guidelines; and submit the monitoring report to the Director of WTETD.
 - Provide solutions when problems are encountered by discussing with the offices and persons concerned; the encountered problems and solutions should be reported on the monitoring report.
 - From 3 to 6 months after completion of the training programme, carry out a performance survey of the training participants on the implementation of their action plans that they prepared after the completion of their training programme; and if the results of the survey indicate the need for further support to the former training participants, then make a report to the department concerned.
- b) Training Officer
 - Participate in the compilation of the annual training programme which are prepared by each training department.
 - Prepare request for training inputs (such as stationery items) and prepare financial proposal for field training based on the field technical proposal prepared by the training course leader.

- Participate in the training needs assessment, labour market survey, training impact survey and other related studies.
- As per the instructions of the Education and Training Team Leader, prepare draft MoU to be signed with the selected organisation for field practice based on the suggestion of the department concerned with the training programme.
- Make sure that the classrooms are ready for the conduct of the training programme.
- As per the instructions of the Education and Training Team Leader, perform monitoring and follow-up during the conduct of the training programme to ensure the proper implementation of the training as per these Guideline; prepare and submit monitoring report to the Team Leader.
- Between 3 to 6 months after the completion of the training programme, participate in carrying out a performance survey of the training participants on the implementation of their action plans that they prepared upon the completion of their training programme; make a report to the department concerned if the results of the survey indicate the need for further support to the former training participants.

9.10.6 Water TVET Support and Competence Assessment Directorate

- Plan, direct, monitor and coordinate the implementation of training programmes for water TVET colleges.
- Identify the training needs of the water TVET colleges; and submit the identified training needs to the department concerned with implementation.
- Coordinate the conduct of training courses planned for water TVET colleges and ensure that the implementation of the training programme is done as per procedures of these Guidelines.
- Execute and ensure the execution of tasks related to the implementation of training courses for water TVET colleges alongside the different organisations and offices by discussing with the top management of EWTI.
- Alongside the head of the department concerned, provide solutions to problems that may be encountered by trainers and/or training participants during training implementation planned for water TVET colleges.
- Provide pass lists and related information of registered participants which are submitted by the Registrar's office to the department concerned and other offices of EWTI.
- Submit training implementation reports to the TMC and to the Director General of EWTI.

10 Training participants' Disciplinary Issues

Details concerning training participants' disciplinary procedures and related issues are listed in Annex 3.

11 Operational Procedures Manual for International Training

Operational Procedures Manual for International Training, based on the cases funded by JICA, with procedures of invitation, application, screening, implementation, etc. is attached as Annex 4.