

---

## COMPETITIVENESS AND INNOVATION FRAMEWORK PROGRAMME

### ICT PSP call for proposals 2011

---

Project Acronym: **eEnviPer**

Project Number: **297358**

Project Type: **Pilot Type B**

Project Full Title: **A single multi-purpose SOA platform that delivers environmental permissions services through the cloud of e-Government services and applications**

ICT PSP Main Theme addressed: **4.1 - Towards a cloud of public services**

### **D4.2 – eEnviPer Training package**

<b>Nature:</b>	<b>R – Report</b>
<b>Dissemination Level:</b>	<b>CO – Confidential</b>
<b>Version #:</b>	<b>1.1</b>
<b>Delivery Date:</b>	<b>30.11.2012</b>
<b>Deliverable Leader:</b>	<b>STELLA</b>
<b>Author(s):</b>	<b>STELLA</b>
<b>Status:</b>	<b>Final</b>
<b>Reviewed on:</b>	<b>29.11.2012</b>
<b>Reviewed by:</b>	<b>Grigoris Chatzikostas</b>

## **Abstract**

The current deliverable contains the methodology and results of the Training Needs Assessment (TNA) carried out between M4 and M6 in order to define and design the Training package. This deliverable also describes the design of the Training package, which aims to support pilot partners in the effective and consistent implementation of the eEnviPer platform across the five pilots.

## Document History

Version <sup>1</sup>	Issue Date	Stage <sup>2</sup>	Content and changes
#1.0	23.11.2012	Draft	Close-to final draft delivered by STELLA
#1.1	30.11.2012	Final	Final as reviewed by Coordinator

### List of participants:

No	Partner	Acronym	Country
1	Draxis Environmental SA	DRAXIS	Greece
2	Region of Crete	CRETE	Greece
3	Aristotle University of Thessaloniki	AUTH	Greece
4	Planetek Italia SRL,	Planetek	Italy
5	Agenzia Regionale per la Prevenzione e Protezione dell'Ambiente	Arpa Puglia	Italy
6	STELLA Consulting	STELLA	Belgium
7	Evrogeomatika Ltd.	EGEO	Serbia
8	Municipality of Indjija	Indija	Serbia
9	City of Niğde	Niğde	Turkey
10	Sampaş IT and Communication Systems	SAM	Turkey
11	Oikon Ltd. – Institute for Applied Ecology, Croatia	Oikon	Croatia
12	Krapina-Zagorje county	KZZ	Croatia

<sup>1</sup> Please use a new number for each new version of the deliverable. Add the date when this version was issued and list the items that have been added or changed. The 'what's new' column will help the reader in identifying the relevant changes. Don't forget to update the version number and date on the front page and the header.

<sup>2</sup> A deliverable can be in either of these stages: "draft" or "final". For each stage, several versions of a document can be issued. *Draft*: Work is being done on the contents. *Final*: All chapters have been completed.

## **Table of Contents**

<b>DOCUMENT HISTORY .....</b>	<b>3</b>
<b>TABLE OF CONTENTS .....</b>	<b>4</b>
<b>1 EXECUTIVE SUMMARY.....</b>	<b>5</b>
<b>2 THE PROJECT.....</b>	<b>6</b>
<b>3 TASK 4.2: TRAINING DESIGN AND DEVELOPMENT .....</b>	<b>7</b>
3.1 Overall objective .....	7
3.2 Specific objective .....	7
3.3 Target audiences .....	7
3.4 Expected results .....	8
3.5 Timing .....	8
<b>4 TRAINING NEEDS ASSESSMENT (TNA).....</b>	<b>9</b>
4.1 Objectives.....	9
4.2 Methodology of the TNA .....	9
4.3 Partners' contribution to the TNA.....	10
4.4 Results .....	11
4.4.1 Key Trainers.....	11
4.4.2 Public authority needs.....	12
4.4.3 Other user needs .....	12
4.4.4 In-house training options .....	13
4.4.5 Language of training.....	13
<b>5 PROPOSED TRAINING PACKAGE.....</b>	<b>14</b>
5.1 Modules.....	14
5.1.1 Module 1: Public Authority users .....	14
5.1.2 Module 2: Other users .....	16
5.2 Feedback system .....	17
5.3 Timetable.....	17
<b>A ANNEX A - PROJECT PARTNERS .....</b>	<b>18</b>
<b>B ANNEX B – RESULTS TNA QUESTIONNAIRE .....</b>	<b>19</b>
<b>C ANNEX C - TNA PHONE INTERVIEW .....</b>	<b>42</b>

## **1 Executive Summary**

The eEnviPer project aims to provide an integrated web-based platform for the application, administration and consultation of environmental permits across Europe. eEnviPer provides digital services for permitting authorities at different levels (local, regional and central) so that:

- Enterprises can manage their own environmental permits application;
- Environmental engineers have access to relevant spatial data and applicable regulations to conduct the environmental impacts assessment; and
- Citizens can provide comments on ongoing application processes online.

In the first phase of the project, eEnviPer will demonstrate this approach in five pilot communities across Europe: Puglia (Italy), Crete (Greece), Niğde (Turkey), Indjija (Serbia) and Krapina-Zagorje (Croatia).

We have designed a Training package to support the users in the use of the eEnviPer platform so that the pilots run smoothly and consistently across the five pilot countries. The Training package has been designed based on a Training Needs Assessment (TNA) carried out in cooperation with all the partners. The TNA has helped us understand the needs, resources and constraints of the training target audiences; and to identify the best way to train the users on the use of eEnviPer.

The Training package aims to fit the needs of the two main target groups: the Public authority users and the Other users (citizens, enterprises, investors and consultants). It includes two modules, one for each of these target groups. Each of the Modules consists of a Manual and Support in the form of Online training, Review session and PowerPoint presentation, among other tools such as Skype calls.

This deliverable presents the results of the TNA and the design of the Training package. The Public Authority Training Manual is an integral part of the Training Package, however, since the eEnviPer platform is still under the process of localisation/finalisation (to be finalised by M12), the final version of the Public Authority Training Manual will be delivered by M14.

## **2 The Project**

eEnviPer is an integrated web-based platform for the application, administration and consultation of environmental permits. By making the environmental permits process more transparent, accessible and efficient, eEnviPer will help to reduce the environmental impact of economic activities through the environmental permits process in a cost-effective manner.

eEnviPer will set-up and test its existing multi-purpose cloud platform in five pilot communities in Crete (Greece), Indjija (Serbia), Krapina-Zagorje (Croatia), Nigde (Turkey); and Puglia (Italy) between 2012 and 2014.

The 13 eEnviPer partners (presented in Annex A) will implement the project through six Work Packages (WP), as follows:

- WP 1: Project management;
- WP 2: Dissemination activities;
- WP 3: Service integration and customization;
- WP 4: Deployment and Operation;
- WP 5: Sustainability Plan; and
- WP 6: Ethical and Legal issues.

### 3 Task 4.2: Training design and development

According to the Description of Work (DOW), one of the objectives of WP4 Deployment and Operation is “to identify all training needs for the pilot and complete training within each country in accordance with those needs”. Under WP4, Task 4.2 focuses on designing and developing a Training package, as described below in the objectives, target audiences, expected results and timing.

#### 3.1 Overall objective

The overall objective of Task 4.2 is the effective and consistent conduct of the pilot across the five pilot countries.

#### 3.2 Specific objective

To reach the Overall objective mentioned above, the specific objective of Task 4.2 is to provide a **Training package** that the pilot users can rely on during pilot execution so that the pilots run smoothly. The Training package will focus on the use of the eEnviPer platform for submitting and managing environmental permits.

#### 3.3 Target audiences

The target audiences for Task 4.2 are the public authorities, enterprises, consultants and citizens to be involved in the five eEnviPer pilot projects. These audiences can be prioritised into three main groups:

1. **Key users:** persons at the public authorities responsible in the five public authorities for implementing the pilot projects. The key users constitute a clearly defined group of named individuals who are already involved in the eEnviPer project.
2. **Other public authority users:** all other users at the public authorities and relevant institutions. This target audience includes all the pilot users of the system at the public authorities and related institutions that will have to use the eEnviPer system either during the pilot implementation or after the eEnviPer project has finished.
3. **Other users:** enterprises, consultants, investors and citizens. The Other users are also expected to use the eEnviPer system during the pilot projects and after the project has been finalised. However, this is a much more diffuse group and not composed of clearly defined groups or individuals; we do not have – and will not have - named individuals as members of this group.

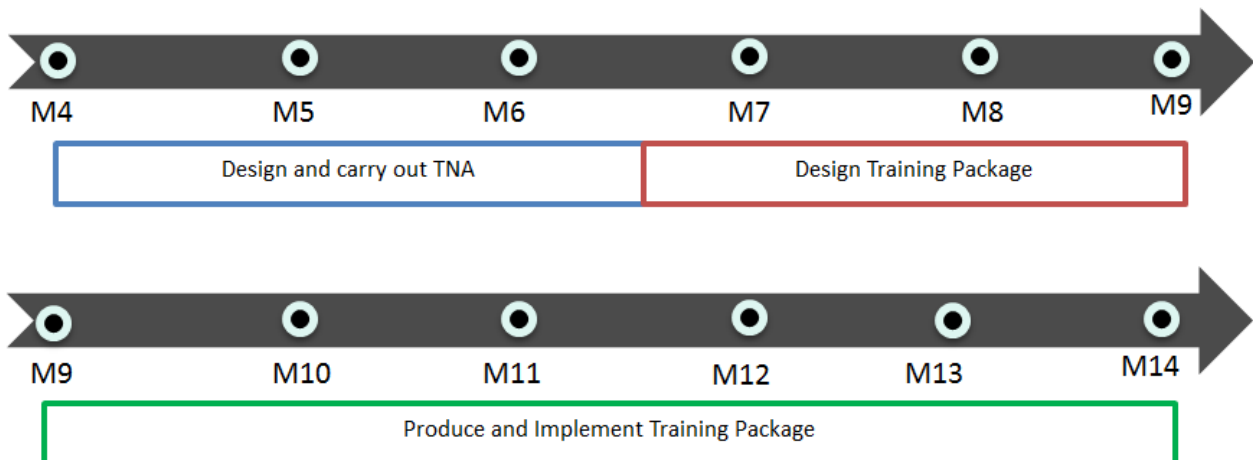
### 3.4 Expected results

The expected results of Task 4.2 include:

1. Public authorities are able to use the platform for managing permit applications;
2. Public authorities are able to support other users (enterprises, etc.) on how to use the platform;
3. Citizens are able to access the eEnviPer platform and to submit comments on environmental permits;
4. Enterprises are able to access the eEnviPer platform and submit and review requests for environmental permits; and
5. The eEnviPer platform is improved thanks to feedback provided on the Training package.

### 3.5 Timing

The timing for Task 4.2 can be summarised in the schema shown below:





## 4 Training needs assessment (TNA)

In order to identify the training needs of the target audiences, STELLA has designed and carried out a Training Needs Assessment (TNA) between M4 and M6.

### 4.1 Objectives

The objectives of the TNA were to:

- a) Understand the needs, resources and constraints of the training target audiences; and
- b) To identify the best way to train the target audiences on the use of eEnviPer.

### 4.2 Methodology of the TNA

The methodology for carrying out the TNA consisted of the following four steps:

#### *i. Nominate a Key Trainer*

As explained above, the target audiences of the eEnviPer project training are the public authorities, enterprises, consultants and citizens to be involved in the five eEnviPer pilot projects. However, given the difficulty in reaching all the members of these three target audiences, the TNA approach consisted in nominating a contact point (a “Key Trainer”) among the Key users for each of the pilots from each of the public authority. This person was responsible for responding to the TNA questionnaire on behalf of all the public authority users. The TNA assessed not only their own training needs, but also the expected training needs of the other two target audiences.

The first step of the TNA was therefore to ask the public authorities to nominate a Key Trainer, as explained above, who was responsible for answering the questionnaire on behalf of the public authorities' staff implementing the eEnviPer pilots, and if possible on behalf of the Other public authority users.

#### *ii. Complete a Questionnaire*

STELLA, in cooperation with DRAXIS and AUTH, developed a questionnaire which was sent to the Key Trainers on 29.08.2012. We gave them eight working days to send us back the completed questionnaire.

In addition to the questionnaire, STELLA prepared and sent them a document explaining the TNA and the training approach using the following sections:

- Objectives of the training;
- Target audiences;
- Role of the Key Trainers;
- Proposed Training package; and

- Module for ‘Public authorities’, including a Public Authority (PA) Training Manual and Support; and
  - Module for ‘Other users’, including a Short Manual and Presentation activities (e.g., Power Point Presentation).
- Timeframe.

The questionnaire included 18 questions based on the proposed role of the Key Trainer, and Content of the Training package. These 18 questions were organised under the following topics:

- Public authority training needs;
- Other users training needs;
- Training options; and
- Training manuals.

A summary and consolidation of the answers from the five pilots are presented under the section “Results” below and the five completed questionnaires are presented in Annex B.

### ***iii. Carry out phone interviews***

After receiving the completed questionnaires from the Key Trainers, we followed up with phone interviews. The phone interviews were held between 12.09.2012 and 17.09.2012. The phone interviews were structured (see sample questions in Annex C) but they varied depending on the results of each of the completed questionnaires.

The objective of the phone interviews was to get to know the Key Trainers for each of the pilots, understand their needs, resources and limitations. The phone interview also aimed to confirm our assumptions about the public authorities and agree on the best generic training method/package for the successful implementation of the eEnviPer platform.

### ***iv. Evaluate the questionnaires and follow up calls***

As soon as the questionnaires were received and the follow up calls carried out, STELLA proceeded to evaluate and consolidate the findings in the questionnaires supported by the phone calls. We aimed to identify trends among the five pilots based on the responses to the questionnaires regarding their needs and resources. These trends were used to refine the Training package and define a generic package that can be used by all five pilots.

## **4.3 Partners’ contribution to the TNA**

All partners contributed to the TNA; however their roles varied as follows:

*DRAXIS and the University of Aristotle:* supported STELLA in the design and set up of the TNA, including developing the questionnaire. They supported STELLA in analysing the results of the questionnaires and phone interviews and finalising the TNA.

*Public authorities (Crete, ARPA, Indjija, Niğde and KZZ):* each proposed a Key Trainer, responded to the questionnaire and participated in the phone interview.

*Business and environmental validation partners (AUTH, Planetek, EGEO, SAM and OIKON):* provided supported to the public authorities when answering the questionnaires and during the phone interviews.

## 4.4 Results

The TNA was carried out smoothly and all pilots were involved and contributed as foreseen. The main results of the TNA can be summarised in the following five sections:

### 4.4.1 Key Trainers

One of the issues that came up during the TNA process regarding the Key Trainers is that all the pilots had a different approach to choosing the Key Trainers. Two of the five pilots (ArpaPuglia and Niğde) followed STELLA's approach of nominating only one Key Trainer coming from the public authority. However, Crete proposed three Key Trainers to facilitate the training of the public authority's users given the number of pilot users as well as other needs of the authority. Moreover, the KZZ and Indija Key Trainers mentioned that they would require support from the technical partners (OIKON and EGEO respectively).

All the Key Trainers agreed that they will be responsible for:

- Training (or organising the training of) the rest of the staff at the public authority who are involved in the eEnviPer pilot project (Key users) using the PA Training Manual to be prepared by STELLA/DRAXIS/AUTH;
- Training/presenting the platform to the Other public authority users and to the Other users, if applicable, using the training manuals to be prepared by STELLA/DRAXIS/AUTH;
- Answering questions from the Other public authority users and the Other users; and
- Providing feedback on behalf of the Public authority users.

It is therefore clear that the training process must involve the technical partners so that they provide necessary support to the public authority's Key Trainers.

The Key Trainers also expressed their need for support from STELLA/DRAXIS/AUTH:

- i. For Crete, this could be done through phone call, Skype call, face-to-face meetings or a half-day workshop, depending on the issue at hand.
- ii. As mentioned above, KZZ would only be able to carry out the training process with the help of OIKON, and to a lesser extent from STELLA/DRAXIS/AUTH.
- iii. ArpaPuglia, Indija and Niğde would benefit from Skype calls in addition to the half-day workshop and the PA Training Manual.

#### 4.4.2 Public authority needs

The number of Key users at the five pilots varies but in general it is between 3 to 8 users, except for Crete where they have at least 50 users scattered across various units located around the Region of Crete.

All the partners confirmed that the pilot users would benefit from a Workshop/Training session (organised by the Key Trainers) in addition to the PA Training Manual. Overall they all agreed that a Workshop/Training session would be useful as it will provide a face to face meeting and a possibility to ask questions in case the public authority users do not understand parts of the manual.

Others (Crete and Niğde) mentioned on-the-job training as well. As the number of pilot users in the Region of Crete is around 50 people and they are based in different locations, the Key Trainers envisage carrying out on-the-job training in the different units and at least two workshops in the two largest cities of the region.

All the public authority users have good computer skills and use daily common software (i.e., Microsoft Office package and other more specialised software for the administration of the agencies).

On the other hand, the pilot users at the agencies do not have the following skills, and therefore the Training package should emphasise these topics:

- Geographical Information Systems (GIS); and
- Knowledge Management and Participatory Systems.

Moreover, all the key users are willing to accept changes in the use of computers and the turnover is relatively low; therefore, the training of these users will be long-lasting and cost-efficient.

#### 4.4.3 Other user needs

Although all pilots agree that a presentation to present the eEnviPer platform to the Other users would be useful, only three of them (ArpaPuglia, Crete and Indija) had thought about organising a launch event for the eEnviPer pilot. In fact, Crete is planning to organise at least two events: one small event with a small group of stakeholders (potentially their Core Group); and a larger event with a large group of stakeholders. On the other hand, KZZ and Niğde would like to organise a launch event but this is not yet confirmed.

They all agree that the citizens will face some issues when using the eEnviPer platform given their computer skills, the local customs of using paper and personal contact, and their resistance to using a computer (only Niğde). However, they considered that a user friendly and short manual uploaded on the agency's website/eEnviPer external portal will increase their participation and that the platform should be as easy to use as possible.

All the pilots, except Niğde, considered that a PowerPoint presentation to be used at the launch of the platform will help the Other users to be at ease with the platform. Crete and Niğde also proposed using short self-training videos to show some of the functionalities of the platform. Indija also mentioned that a small question mark icon located next to some of the platform functions

would be useful so that users can click on to learn more about a particular function. However, the need for the question mark icon will depend on the use of images in the manual, as these can serve a similar objective. These two points will have to be considered, as they are likely to be beyond the current resources.

#### **4.4.4 In-house training options**

All the pilots confirmed that they have no official trainers available at their agencies for the eEnviPer project and that they have no budget for training the agency's staff (besides the eEnviPer project budget).

For the Other users training, the five pilots do not have a budget either, although ArpaPuglia and Indija mentioned that they could organise one event for the 'Other users' at their premises using their marketing budget.

#### **4.4.5 Language of training**

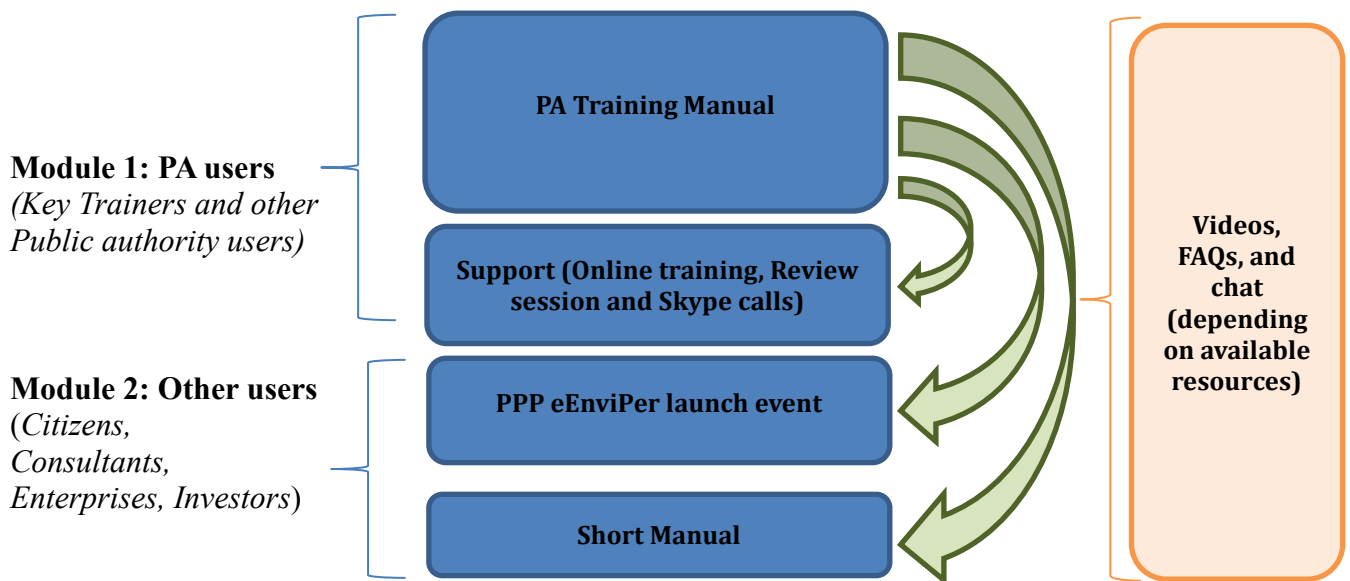
All the pilots agreed that the two manuals, but in particular the Other users' manual, need to be translated into the language of the pilot. They considered that manuals in English would not be useful. However, none of them (except Indija and Niğde, who do not know yet whether they have budget to do the translations) have a budget to translate the manuals. Therefore they recommend making short and concise manuals so that they are easier to translate. However, most of them have alternative solutions for the translation:

- ArpaPuglia mentioned that they could do the translations themselves, as long as these are not too long.
- KZZ proposed contacting sponsors (e.g., governments) to cover the translation; and if they are short, OIKON can translate them; and
- Crete mentioned that there is an official translator hired by the Region for Greek-English translations; they will however need to give enough advance notice.

One of the pilots (Niğde) proposed to include as many pictures and images as possible to make the manual self-explanatory.

## 5 Proposed Training package

Based on the results of the TNA, and in cooperation with DRAXIS and AUTH, STELLA has designed the Training package as illustrated in the following schema:



This Training package is designed to be implementable within the available resources, and will be adapted to fit into the expected timeframe of the pilot launches.

### 5.1 Modules

As shown in the schema above, the **Training package** will consist of two modules:

#### 5.1.1 Module 1: Public Authority users

The Public authorities' module will consist of the following two components:

*i) PA Training Manual:* the Public Authority (PA) Training Manual will be used by the Key users and the Other public authority users as an introduction and practical manual to enable them to use the eEnviPer system during the pilots implementation and after the eEnviPer project has finalised. We consider that a manual would be the most useful training tool for public authorities as it will serve as:

- An introduction to the eEnviPer prior to training.
- An outline to be followed during the support/training to the Key Trainers (i.e., Online training and Review session), and during the Workshop/Training session to the Key users and Other public authority users organised by the Key Trainers.

- A general reference document to be used after the training, during pilot implementation, and after the eEnviPer project has been finalised. This document can also be updated<sup>3</sup>, depending on the feedback of the users, as well as changes in the platform.

The results of the TNA show that a shorter document with many images will be most effective, possibly with more details provided in annexes if necessary. The TNA also confirmed that the PA Training Manual needs to be translated into the pilots' languages.

STELLA will provide the Manual in *pdf* format. The Key Trainers are expected to read the Manual and test the platform, and provide feedback to STELLA<sup>4</sup>.

They Key Trainers will use the PA Training Manual to train the pilot users at the public authority agency and related institutions. They, in cooperation with the technical partners, will be responsible for organising a Workshop/Training session for all the other members of the public authority working with eEnviPer project.

It is important to note that the PA Training Manual for the Public authority users will be the basis for all the rest of the Training package Tools (i.e. Online training, Review session, PowerPoint Presentation and Other users Short Manual) as shown in the schema above.

The PA Training Manual was initially planned to be finalised by M8, however, the eEnviPer system itself will not be final until M12. Due to these incoherencies in the timetable for WP4 in the DOW, the planning under Task 4.2 has been adjusted. We have added two additional deliverables by M13 (1<sup>st</sup> draft of the PA Training Manual) and M14 (Final PA Training Manual).

*ii) Support to the Key Trainers:* the TNA results confirmed that the pilot partners would benefit from support provided by STELLA/DRAXIS/AUTH to conduct the pilots.

Initially, as shown in the Questionnaires presented in Annex B, STELLA considered that one half-day train-the-trainer Workshop would be an excellent tool to provide support to the Key Trainers. However, given the timing of the delivery of the eEnviPer platform by M12, we consider that an Online training in M13 and a Review session during the M14 Project Meeting will be more adapted to the timing of the eEnviPer platform delivery and the planned project meetings. The Key Trainers will therefore first receive the PA Training Manual explained above, and will attend the Online training and Review session after they have read the Manual and once the eEnviPer platform is available to them.

The best timing for the Online training will be during M13 after the first version of the Manual has been delivered. For the Online training, we will schedule a Skype conference call with all the Key Trainers, and we will present a PowerPoint presentation based on the PA Training Manual. For the face-to-face Review session, the best timing would be during a scheduled eEnviPer project meeting<sup>5</sup>; for example in M14. During the project meeting, we will dedicate one session to discuss

---

<sup>3</sup> The Training Manual will be updated periodically with the content and screenshots as they become available. One last final version will be delivered by M14.

<sup>4</sup> The Training Manual will be delivered in M13, and the Key Trainers should test the Manual in M13 during the Online training. STELLA will update the Manual and deliver a final version by M14.

<sup>5</sup> This will reduce travel costs and the Key Trainers can count on the support of all technical partners.



the platform functionalities and to answer questions from the Key Trainers regarding the PA Training Manual or specific functionalities of the platform.

The Online training and Review session will be led by a DRAXIS/AUTH/STELLA partnership. The agenda will be based on the Table of contents of the *PA Training Manual*. After the Online training and Review Session the Key Trainers will be fully autonomous in their use of the Manual and able to train/support all the rest of the users.

The TNA results also confirmed that the Key Trainers will also benefit from Skype calls with STELLA/DRAXIS/AUTH to help them fulfil their responsibilities as Key trainers as well as the support of the technical partners in fulfilling their role as trainers of the PA users as well as the Other users.

Other supporting tools could include short videos, chat and FAQs options. However, these options will be considered once the content of the Manual is complete. At that point, we will be able to assess more accurately the most relevant additional options, and which ones will be feasible within the available resources.

### 5.1.2 Module 2: Other users

The Other users module would consist of the following two components:

i) *A Short Training Manual*: the short manual for the Other users will only include the tools available through the eEnviPer system for citizens, enterprises, investors and consultants. This version of the manual, also in *pdf*, would be uploaded on the public authority website and promoted during the launch of the pilots (e.g., eEnviPer launch event, press release).

The TNA confirmed that a Short Training Manual will serve as the best tool for the Other users as it will provide the following advantages:

- It will be self-explanatory and will not require additional training;
- It can be easily disseminated through the public authorities' websites, or through the eEnviPer portal itself, since most of the Other users are not identifiable or easily reachable by other means; and
- It will serve as a reference document during pilot implementation and after the eEnviPer project has ended.

The TNA also confirmed that in order to be useful the Other users' Manual should be translated into the pilots' languages

ii) *Presentation eEnviPer launch event*: in addition, we will provide a *PowerPoint Presentation* (PPP) based on the Short Manual that will serve the purpose of disseminating the basic functionalities of the system to the Other users. The presentation can be used during the eEnviPer launch event<sup>6</sup>. It will shortly present the eEnviPer system and the tools/functionalities available to

---

<sup>6</sup> STELLA has paid particular attention to ensure that the Pilot Communication Toolkit (finalised in M6) effectively promotes the training of Other users through an eEnviPer launch event (i.e., STELLA has provided a Checklist for organising an eEnviPer event, an Agenda for such an event as well as Briefing notes).



Other users.

## **5.2 Feedback system**

The Training package will include a simple but effective Feedback system to provide feedback on the eEnviPer platform from all target audiences. STELLA will design two questionnaires to be annexed to both Training manuals to ask for feedback on the platform.

In addition, the pilot partners will test during the Online training and the Review session the PA Training Manual in order to provide feedback to STELLA and the technical partners on the manual. STELLA will put together a questionnaire which will be delivered to the pilot partners during the Review session for the Key Trainers planned as part of the Training package (see above).

## **5.3 Timetable**

The table below presents an overview of the timetable for implementing the Training package activities:

<b>Date</b>	<b>Milestone/Deliverable</b>
March 2013 (M12)	eEnviPer platform ready
April 2013 (M13)	1 <sup>st</sup> version of the PA Training manual
April 2013 (M13)	Online training
May 2013 (M14)	Final version of the PA Training manual
May 2013 (M14)	Review session during eEnviPer Project Meeting
May 2013 (M14)	Short Training Manual for the Other users
May 2013 – June 2013 (M14-15)	Workshop/Training Session for Key users*
May 2013 – June 2013 (M14-15)	eEnviPer launch events at pilot partners*

\* To be carried out by Key trainers at the pilot partners.

## **Annex A - Project Partners**

DRAXIS	DRAXIS Environmental S.A., Greece
STELLA	STELLA Consulting SPRL, Belgium
Crete	Region of Crete, Greece
AUTH	Aristotle University of Thessaloniki, Greece
Planetek	Planetek Italia SRL, Italy
ARPA	Agenzia Regionale per la Protezione Ambientale Puglia, Italy
Oikon	Oikon Ltd. – Institute for Applied Ecology, Croatia
KZZ	Krapina-Zagorje County, Croatia
Indjija	Municipality of Indjija, Serbia
EGEO	Evrogeomatika Ltd., Serbia
SAM	Sampaş IT and Communication Systems, Turkey
Niğde	Niğde Province Directorate of Environment and Urbanism, Turkey
Niğde	City of Niğde

## Annex B – Results TNA Questionnaire

### Public authority Arpa Puglia

<b>Name of the Key Trainer</b>	Leonardo Germinario
<b>Contact details of the Key Trainer (email and phone number)</b>	Mail: <a href="mailto:l.germinario@arpa.puglia.it">l.germinario@arpa.puglia.it</a> phone: +39 0805460359

### Public authority training needs

1. How many people (i.e., pilot users) will be involved in the implementation of the eEnviPer pilot at your agency? What are their roles?

Six people. Domain expertise (three people), communication specialist (one people), IT supporter (two people).

2. Can you confirm that all the pilot users at your agency mentioned above have the following skills:

	Yes	No
Computer skills such as using a computer and surfing the internet	x	
Experience with environmental permits and EIA	x	
Experience with Geographical Information Systems (GIS)	x	
Little or no experience with Knowledge Management Systems	x	
Little or no experience with electronic Participatory Systems	x	

If not, please explain why not and what are the differences of skills/knowledge between the different pilot users at your agency:

3. In addition to receiving the Training Manual, will your agency's pilot users need training to be able to fully use the eEnviPer platform?

Yes	x
No	

If yes, what training would be required:

It depends on structural complexity of final version system, I can plan 10 days training.

If no, please explain why not:

4. If yes, which of the following methods you consider the best to train your agency's pilot users, taking into consideration the training capacity of your agency?

Workshop/Training session	x
On-the-job training	
Other	

If you marked Other, please explain:

### Other users training needs

5. Is your agency planning to carry an event with external stakeholders to launch the eEnviPer pilot?

Yes	x
No	

If yes, please describe the event and the approximate date you are planning to hold the event:

*It is foreseen, but the date is not fixed yet*

6. Please indicate the main bottlenecks that you consider citizens will be faced with when participating in the electronic Participation System services offered through eEnviPer?

Lack of basic computer skills	
Complexity of the system	x
Local customs (e.g., use of paper, personal contact)	
Resistance to using a computer	
Other	x

If you marked Other, please explain:

*Compliance between local law and final system features*

7. What tool do you think will help the external users be at ease with the eEnviPer system?

Manual (uploaded on the agency's website/eEnviPer external portal)	x
PowerPoint Presentation at the launch of the pilot	x
Other	x

If you marked Other, please explain:

*Web information portal, knowledge management system (a small help button on the upper side of the system would be more useful)*

### Training options

8. Will you yourself be able to train your agency's pilot users in the use of eEnviPer using the proposed Training Manual?

Yes	x
No	

9. If yes, what type of support would you find most useful from STELLA or DRAXIS/AUTH for training the pilot users at your agency using the proposed Training Manual?

Phone call	
Skype call	x
Face-to-face meeting	
Half-day workshop	
Other	x

If you marked Other, please explain:

Advanced User Manual /System Manual, collaboration system like chat, faq, etc.

10. If no, are there official trainers available at your agency to carry out the training?

Yes	
No	

If yes, please explain their main fields of expertise:

11. Does the agency have a budget for conducting training for the agency's staff?

Yes	
No	x

12. Does the agency have a budget for conducting training for other external stakeholders such as citizens and consultants?

Yes	
No	x

13. Have you (or your colleagues) received any training from the agency?

Yes	x
No	

14. If so, which method was used?

Presentations	<input checked="" type="checkbox"/>
On-the-job training	<input type="checkbox"/>
Manuals	<input type="checkbox"/>
Other	<input checked="" type="checkbox"/>

If you marked Other, please explain:

**Class training inside or outside the Agency (Arpa Puglia).**

### Training manuals

15. Do you think the eEnviPer Training Manual for the Public authorities should be translated into the official language of your country?

Yes	<input checked="" type="checkbox"/>
No	<input type="checkbox"/>

16. Do you think the Short Manual for the Other users should be translated into the official language of your country?

Yes	<input checked="" type="checkbox"/>
No	<input type="checkbox"/>

17. Is there an available budget at your agency for translating the manuals?

Yes	<input type="checkbox"/>
No	<input checked="" type="checkbox"/>

18. If not, can you propose a solution for translating the both Manuals, taking into consideration that the project's budget does not foresee translation costs?

**It may be considered for no more than 0,5 m/m effort investment. For that reason it should be stressed that a simple documentation help is more useful.**

**Public authority Region of Crete**

<b>Name of the Key Trainer</b>	Eleni Hatziyanni Maria Kandilogiannaki Anna Kagiampaki
<b>Contact details of the Key Trainer (email and phone number)</b>	<a href="mailto:elhatziyanni@pkr.gov.gr">elhatziyanni@pkr.gov.gr</a> , +302813410118 <a href="mailto:mkandil@pkr.gov.gr">mkandil@pkr.gov.gr</a> , +302813410123 <a href="mailto:kagiampaki@pkr.gov.gr">kagiampaki@pkr.gov.gr</a> , +302813410124

**Public authority training needs**

1. How many people (i.e., pilot users) will be involved in the implementation of the eEnviPer pilot at your agency? What are their roles?

3 Key Trainers (1 of them is Head of the Department of Environment and Water Resources Management of the Iraklion Regional Unit, the other 2 are technical staff of the Region's Department of Environment).

1 Director of the Directorate of Environment and Spatial Planning of the Region of Crete

1 Head of the Region's Department of Environment.

3 Heads of Departments of Environment and Water Resources Management of the Regional Units of Chania, Rethymno and Lassithi.

1 Consultant of the Vice Governor of Crete, responsible for environmental issues (GIS and spatial planning expert, member of Crete's eEnviPer working group).

2 IT experts (from the Directorate of e-Government of the Region of Crete, 1 of them Director, both members of Crete's eEnviPer working group).

16 people, technical staff for Environmental Permitting (from the Region's Department of Environment and from the 4 Departments of Environment and Water Resources Management of the Regional Units of Chania, Rethymno, Iraklion and Lassithi).

8 people, technical staff for Environmental Permitting of industries of B category (from the 4 Departments of Development of the Regional Units of Chania, Rethymno, Iraklion and Lassithi).

8 people, technical staff for Environmental Permitting of livestock projects of B category (from the 4 Departments of Development of the Regional Units of Chania, Rethymno, Iraklion and Lassithi).

8 people, technical staff for environmental issues (from the 4 Departments of Agricultural Development of the Regional Units of Chania, Rethymno, Iraklion and Lassithi).

**TOTAL: 50 persons**

2. Can you confirm that all the pilot users at your agency mentioned above have the following skills:

	Yes	No
Computer skills such as using a computer and surfing the internet	x	
Experience with environmental permits and EIA	x	
Experience with Geographical Information Systems (GIS)		x

Little or no experience with Knowledge Management Systems	x	
Little or no experience with electronic Participatory Systems	x	

If not, please explain why not and what are the differences of skills/knowledge between the different pilot users at your agency:

GIS: Few experts (one of them does not belong to our permanent staff), some people have some basic empirically gained knowledge and experience; most of the people have no skills.

Knowledge Management Systems and Electronic Participatory Systems: Few people with experience.

3. In addition to receiving the Training Manual, will your agency's pilot users need training to be able to fully use the eEnviPer platform?

Yes	x
No	

If yes, what training would be required:

Training about the platform use by the 3 Key Trainers

GIS training

e-Government training

4. If yes, which of the following methods you consider the best to train your agency's pilot users, taking into consideration the training capacity of your agency?

Workshop/Training session	x
On-the-job training	x
Other	

#### Other users training needs

5. Is your agency planning to carry an event with external stakeholders to launch the eEnviPer pilot?

Yes	x
No	

If yes, please describe the event and the approximate date you are planning to hold the event:

1 event with a small group of stakeholders in the beta testing phase, January 2013

1 open event with external stakeholders, March 2013



6. Please indicate the main bottlenecks that you consider citizens will be faced with when participating in the electronic Participation System services offered through eEnviPer?

Lack of basic computer skills	
Complexity of the system	x
Local customs (e.g., use of paper, personal contact)	x
Resistance to using a computer	
Other	

7. What tool do you think will help the external users be at ease with the eEnviPer system?

Manual (uploaded on the agency's website/eEnviPer external portal)	x
PowerPoint Presentation at the launch of the pilot	x
Other	x

If you marked Other, please explain:

1. Self-training modules (videos) available on the eEnviPer website
2. Short training video

### Training options

8. Will you yourself be able to train your agency's pilot users in the use of eEnviPer using the proposed Training Manual?

Yes	x
No	

9. If yes, what type of support would you find most useful from STELLA or DRAXIS/AUTH for training the pilot users at your agency using the proposed Training Manual?

Depending on the issue and the needs:

Phone call	x
Skype call	x
Face-to-face meeting	x
Half-day workshop	x
Other	

10. If no, are there official trainers available at your agency to carry out the training?

Yes	<input type="checkbox"/>
No	<input type="checkbox"/>

If yes, please explain their main fields of expertise:

11. Does the agency have a budget for conducting training for the agency's staff?

Yes	<input type="checkbox"/>
No	<input checked="" type="checkbox"/>

12. Does the agency have a budget for conducting training for other external stakeholders such as citizens and consultants?

Our budget is just the eEnviPer budget

Yes	<input type="checkbox"/>
No	<input checked="" type="checkbox"/>

13. Have you (or your colleagues) received any training from the agency?

Our training is conducted through the National Center of Public Administration of Greece

Yes	<input checked="" type="checkbox"/>
No	<input type="checkbox"/>

14. If so, which method was used?

Presentations	<input checked="" type="checkbox"/>
On-the-job training	<input type="checkbox"/>
Manuals	<input type="checkbox"/>
Other	<input checked="" type="checkbox"/>

If you marked Other, please explain:

Printed material, CD

### Training manuals

15. Do you think the eEnviPer Training Manual for the Public authorities should be translated into the official language of your country?

Yes	<input checked="" type="checkbox"/>
No	<input type="checkbox"/>

16. Do you think the Short Manual for the Other users should be translated into the official language of your country?

Yes	<input checked="" type="checkbox"/>
No	<input type="checkbox"/>

17. Is there an available budget at your agency for translating the manuals?

Our budget is just the eEnviPer budget.

Yes	<input type="checkbox"/>
No	<input checked="" type="checkbox"/>

18. If not, can you propose a solution for translating the both Manuals, taking into consideration that the project's budget does not foresee translation costs?

There is an official translator hired by the Region of Crete for all English-Greek translations, who could translate the manuals (if enough time is given to her).

**Public authority Municipality of Indjija**

<b>Name of the Key Trainer</b>	Jelena Dukić, Ivan Vučetić
<b>Contact details of the Key Trainer (email and phone number)</b>	<a href="mailto:jelena.dukic@indjija.net">jelena.dukic@indjija.net</a> <a href="mailto:vuceta87@yahoo.com">vuceta87@yahoo.com</a> , +381 69 390 20 52

**Public authority training needs**

1. How many people (i.e., pilot users) will be involved in the implementation of the eEnviPer pilot at your agency? What are their roles?

3 people will be implementing eEnviPer in the Municipality.  
2 of those are associates working on the issues of environmental protection in the Municipality, therefore directly responsible for the process of issuing permits, and 1 of those is the Head of the Department in charge of environmental protection.

2. Can you confirm that all the pilot users at your agency mentioned above have the following skills:

	Yes	No
Computer skills such as using a computer and surfing the internet	x	
Experience with environmental permits and EIA	x	
Experience with Geographical Information Systems (GIS)		x
Little or no experience with Knowledge Management Systems	x	
Little or no experience with electronic Participatory Systems	x	

If not, please explain why not and what are the differences of skills/knowledge between the different pilot users at your agency:

While Head of the Department has some experience with GIS, 2 other workers do not. So far, all the GIS usage needed was done for them by colleagues from other sector of the Department

3. In addition to receiving the Training Manual, will your agency's pilot users need training to be able to fully use the eEnviPer platform?

Yes	x
No	

If yes, what training would be required:

A presentation would be a good solution, since it will mean face-to-face conversation with the trainer and provide opportunity for users to ask questions in case some of the topics from the Manual are not clear.

If no, please explain why not:

4. If yes, which of the following methods you consider the best to train your agency's pilot users, taking into consideration the training capacity of your agency?

Workshop/Training session	x
On-the-job training	
Other	

If you marked Other, please explain:

#### Other users training needs

5. Is your agency planning to carry an event with external stakeholders to launch the eEnviPer pilot?

Yes	x
No	

If yes, please describe the event and the approximate date you are planning to hold the event:

Some kind of event (presentation most likely) is foreseen to be organized for the external stakeholders. The exact nature of the event and it's date, however, have still not been defined.

6. Please indicate the main bottlenecks that you consider citizens will be faced with when participating in the electronic Participation System services offered through eEnviPer?

Lack of basic computer skills	x
Complexity of the system	
Local customs (e.g., use of paper, personal contact)	
Resistance to using a computer	
Other	

If you marked Other, please explain:

7. What tool do you think will help the external users be at ease with the eEnviPer system?

Manual (uploaded on the agency's website/eEnviPer external portal)	x
--	---

PowerPoint Presentation at the launch of the pilot	x
Other	

If you marked Other, please explain:

### Training options

8. Will you yourself be able to train your agency's pilot users in the use of eEnviPer using the proposed Training Manual?

Yes	x
No	

9. If yes, what type of support would you find most useful from STELLA or DRAXIS/AUTH for training the pilot users at your agency using the proposed Training Manual?

Phone call	
Skype call	x
Face-to-face meeting	
Half-day workshop	
Other	

If you marked Other, please explain:

10. If no, are there official trainers available at your agency to carry out the training?

Yes	
No	x

If yes, please explain their main fields of expertise:

11. Does the agency have a budget for conducting training for the agency's staff?

Yes	x
No	

12. Does the agency have a budget for conducting training for other external stakeholders such as citizens and consultants?

Yes	
No	x

13. Have you (or your colleagues) received any training from the agency?

Yes	x
No	

14. If so, which method was used?

Presentations	x
On-the-job training	
Manuals	
Other	

If you marked Other, please explain:

### Training manuals

15. Do you think the eEnviPer Training Manual for the Public authorities should be translated into the official language of your country?

Yes	x
No	

16. Do you think the Short Manual for the Other users should be translated into the official language of your country?

Yes	x
No	

17. Is there an available budget at your agency for translating the manuals?

Yes	x
No	x

**It is still unknown whether there will be enough money in the budget for this kind of task. As soon as the decision is made, you will be informed, and in case there's no budget, we will try to propose a solution for this problem.**

18. If not, can you propose a solution for translating the both Manuals, taking into consideration that the project's budget does not foresee translation costs?



Grant Agreement No.  
297358

*D4.2 eEnviPer Training package,  
Version 1.1- November 2012*

---

---



**Public authority Krapina – Zagorje County**

<b>Name of the Key Trainer</b>	Zvonimir Tušek
<b>Contact details of the Key Trainer (email and phone number)</b>	<a href="mailto:zvonimir.tusek@kzz.hr">zvonimir.tusek@kzz.hr</a> 00385-91-329-3344

**Public authority training needs**

1. How many people (i.e., pilot users) will be involved in the implementation of the eEnviPer pilot at your agency? What are their roles?

3 people will be involved in the implementation of the pilot. Their roles are:

- 1 – working with all aspects of issuing environmental permits including system administration
- 2 – technical support and helpdesk
- 3 – legal support (head of department)

- 3 Can you confirm that all the pilot users at your agency mentioned above have the following skills:

	Yes	No
Computer skills such as using a computer and surfing the internet	X	
Experience with environmental permits and EIA	Some	
Experience with Geographical Information Systems (GIS)		X
Little or no experience with Knowledge Management Systems	X	
Little or no experience with electronic Participatory Systems	X	

If not, please explain why not and what are the differences of skills/knowledge between the different pilot users at your agency:

We use GIS services of our Institute of physical planning. Some users have little experience with GIS and some none.

- 4 In addition to receiving the Training Manual, will your agency's pilot users need training to be able to fully use the eEnviPer platform?

Yes	X
No	

If yes, what training would be required:  
GIS training

If no, please explain why not:

- 5 If yes, which of the following methods you consider the best to train your agency's pilot users, taking into consideration the training capacity of your agency?

Workshop/Training session	X
On-the-job training	
Other	

If you marked Other, please explain:

**Other users training needs**

- 6 Is your agency planning to carry an event with external stakeholders to launch the eEnviPer pilot?

Yes	
No	X

If yes, please describe the event and the approximate date you are planning to hold the event:

- 7 Please indicate the main bottlenecks that you consider citizens will be faced with when participating in the electronic Participation System services offered through eEnviPer?

Lack of basic computer skills	X
Complexity of the system	X
Local customs (e.g., use of paper, personal contact)	X
Resistance to using a computer	
Other	

If you marked Other, please explain:

- 8 What tool do you think will help the external users be at ease with the eEnviPer system?

Manual (uploaded on the agency's website/eEnviPer external portal)	X
PowerPoint Presentation at the launch of the pilot	X
Other	

If you marked Other, please explain:

**Training options**

9 Will you yourself be able to train your agency's pilot users in the use of eEnviPer using the proposed Training Manual?

Yes	X
No	

10 If yes, what type of support would you find most useful from STELLA or DRAXIS/AUTH for training the pilot users at your agency using the proposed Training Manual?

Phone call	
Skype call	
Face-to-face meeting	
Half-day workshop	
Other	X

If you marked Other, please explain:

The Key Trainer can train the agency's pilot users as long as he receives the support from the technical partner.

11 If no, are there official trainers available at your agency to carry out the training?

Yes	
No	X

If yes, please explain their main fields of expertise:

12 Does the agency have a budget for conducting training for the agency's staff?

Yes	
No	X

13 Does the agency have a budget for conducting training for other external stakeholders such as citizens and consultants?

Yes	
No	X

14 Have you (or your colleagues) received any training from the agency?

Yes	
No	X

15 If so, which method was used?

Presentations	
On-the-job training	
Manuals	
Other	

If you marked Other, please explain:

### Training manuals

16 Do you think the eEnviPer Training Manual for the Public authorities should be translated into the official language of your country?

Yes	X
No	

17 Do you think the Short Manual for the Other users should be translated into the official language of your country?

Yes	X
No	

18 Is there an available budget at your agency for translating the manuals?

Yes	
No	X

19 If not, can you propose a solution for translating the both Manuals, taking into consideration that the project's budget does not foresee translation costs?

**Perhaps we could find a sponsor to support translation.**

**Public authority Nigde Province Directorate of Environment and Urbanism**

<b>Name of the Key Trainer</b>	Hakan Karaca
<b>Contact details of the Key Trainer (email and phone number)</b>	<a href="mailto:karaca26@hotmail.com">karaca26@hotmail.com</a> +905062351837

**Public authority training needs**

1. How many people (i.e., pilot users) will be involved in the implementation of the eEnviPer pilot at your agency? What are their roles?

Ahmet Akaycan (Manager)  
Melih Ayhan (Deputy Manager)  
Yasemin Demirörs (Branch Manager responsible for EIA and Environmental Permit)  
Dehan Ataner KOÇAK (Building Inspection and Building Materials Branch Director)  
Fevzi Peker (Chemical Engineer)  
Yusuf Ziya Öner (Environmental Engineer)  
Hakan Karaca (Civil Engineer)  
İlkay Baykan (Operator)

2. Can you confirm that all the pilot users at your agency mentioned above have the following skills:

	Yes	No
Computer skills such as using a computer and surfing the internet	Ok	
Experience with environmental permits and EIA	Ok	
Experience with Geographical Information Systems (GIS)	Ok	
Little or no experience with Knowledge Management Systems		Ok
Little or no experience with electronic Participatory Systems		Ok

If not, please explain why not and what are the differences of skills/knowledge between the different pilot users at your agency:

We don't use KMS and electronic Participatory Systems so there is no knowledge and experience about these systems.

3. In addition to receiving the Training Manual, will your agency's pilot users need training to be able to fully use the eEnviPer platform?

Yes	
No	X

We can't give clear answer to this question since we have not seen training materials and

system.

If yes, what training would be required:

If no, please explain why not:

4. If yes, which of the following methods you consider the best to train your agency's pilot users, taking into consideration the training capacity of your agency?

Workshop/Training session	X
On-the-job training	X
Other	X

If you marked Other, please explain:

**E-Learning portal (emails and manuals)**

**Other users training needs**

5. Is your agency planning to carry an event with external stakeholders to launch the eEnviPer pilot?

Yes	
No	X

*They do not know yet but definitively would like to carry out a presentation to the external stakeholders. They have done this before.*

If yes, please describe the event and the approximate date you are planning to hold the event:

6. Please indicate the main bottlenecks that you consider citizens will be faced with when participating in the electronic Participation System services offered through eEnviPer?

Lack of basic computer skills	X
Complexity of the system	X
Local customs (e.g., use of paper, personal contact)	
Resistance to using a computer	X
Other	

If you marked Other, please explain:

7. What tool do you think will help the external users be at ease with the eEnviPer

system?

Manual (uploaded on the agency's website/eEnviPer external portal)	X
PowerPoint Presentation at the launch of the pilot	
Other	X

If you marked Other, please explain:

Training videos

### Training options

8. Will you yourself be able to train your agency's pilot users in the use of eEnviPer using the proposed Training Manual?

Yes	X
No	

But it depends on the success of the training materials.

9. If yes, what type of support would you find most useful from STELLA or DRAXIS/AUTH for training the pilot users at your agency using the proposed Training Manual?

Phone call	
Skype call	X
Face-to-face meeting	
Half-day workshop	X
Other	X

If you marked Other, please explain:

Training videos

10. If no, are there official trainers available at your agency to carry out the training?

Yes	
No	

If yes, please explain their main fields of expertise:

11. Does the agency have a budget for conducting training for the agency's staff?

Yes	
No	X

12. Does the agency have a budget for conducting training for other external stakeholders such as citizens and consultants?

Yes	
No	X

13. Have you (or your colleagues) received any training from the agency?

Yes	
No	X

14. If so, which method was used?

Presentations	
On-the-job training	
Manuals	
Other	

If you marked Other, please explain:

### Training manuals

15. Do you think the eEnviPer Training Manual for the Public authorities should be translated into the official language of your country?

Yes	X
No	

16. Do you think the Short Manual for the Other users should be translated into the official language of your country?

Yes	X
No	

17. Is there an available budget at your agency for translating the manuals?

Yes	
No	X

Not sure, needs to be confirmed

18. If not, can you propose a solution for translating the both Manuals, taking into



consideration that the project's budget does not foresee translation costs?

**There is no solution since we are a public authority.**

---

## Annex C - TNA Phone interview

Sample questions to be asked to the Key Trainer for each pilot, building on the response to the above questionnaire.

### Key Trainer Roles and responsibilities

- What is your role in the organisation?
- How did you get involved with eEnviPer?
- How/why were you nominated Key trainer?

### Computer skills

- How do you use computers at your work?
- How will you rate the computer skills of those involved in implementing eEnviPer? Excellent, good or poor? Can you give me some examples?
- Is the staff at the agency prone to changes? New methods?
- Is there a large staff turnover at your agency?
- How has the agency's use of computers changed over the past years?

### Public authority training needs

- How many colleagues will implement/use eEnviPer?
- Do you think that the colleagues involved in the implementation of eEnviPer will need training to use eEnviPer, or will they be able to use the system by themselves supported by the Training Manual?
- Based on your answer to the questionnaire, you think that the pilot users at the agency need training. Which will be the best method for training?

### Your role

- If your colleagues need training, will you be able to carry out a training session/workshop/on-the-job training for them?
- Have you done this in the past?
- What support will you need from STELLA/DRAXIS/AUTH? Will the Training Manual and a Trainer half-day Workshop will be sufficient? If not, why not?
- What support will you need from the environmental validation partners?

### Other users training needs

- How does your municipality/region provide information online?
- How is your agency's relationship with citizens? Consultants? Enterprises?
- Do you organise events for external stakeholders?
- How do you think external users will receive eEnviPer?
- What bottlenecks or problems do you foresee in their use of eEnviPer?
- What do you think will be the best approach to increase their participation and avoid

these bottlenecks/challenges?

**Training options**

- Does your agency have the resources to deliver training for the staff at the agency? Trainers? Budget?
- Does your agency have the resources to deliver training for the Other users? Trainers? Budget?
- If so, how would you envisage STELLA/DRAXIS/AUTH support to the training of these two target audiences?
- Do you think it will be imperative to translate the Manuals?
- If so, is there a budget for translating?
- If no, what options do you envisage to provide the users with training in their language?