

UNITED NATIONS
ECONOMIC
AND
SOCIAL COUNCIL



52444
Distr.
GENERAL

E/CN.14/402
E/CN.14/UAP/123
17 July 1967

Original: ENGLISH/
FRENCH

ECONOMIC COMMISSION FOR AFRICA
West African Sub-regional Course for
Organization and Methods Officers
Achimota, Ghana
19-30 June 1967

FINAL REPORT
ON
COURSE FOR ORGANIZATION AND METHODS OFFICERS
ACHIMOTA, GHANA
19-30 June 1967

M67-885

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INTRODUCTION

1. In implementation of Project 121 in the Commission's Programme of Work and Priorities for 1967-1968 (see E/4354 - E/CN.14/393) a sub-regional Training Course for Organization and Methods Officers took place from 19 to 30 June 1967 at the Institute of Public Administration, Achimota, near Accra, Ghana. The Course was held under the auspices of ECA. The Government of Ghana provided host facilities and the Institute of Public Administration placed its amenities at the disposal of the Course. Assistance was given by the Governments of Canada, France and the Netherlands.

ORIGIN AND OBJECTIVES

2. The genesis of the Course was in the Report of the Seminar on Urgent Administrative Problems of African Governments (E/CN.14/180) held in Addis Ababa in October 1962. The suggestions and recommendations to African Governments of that Seminar included:

"Create a specialized administration (office of organization and methods) composed of specialists in matters of administration, directly subordinate to the highest government level, for the purpose of reforming and continually improving the structures, the organization and the standard procedures throughout the State administration."

3. In the course of assisting member Governments to implement these recommendations, the Public Administration Section of ECA held a Seminar on Organization and Methods for participants from English-speaking African countries in Addis Ababa in October/November 1964, and an Orientation Course on Organization and Methods for French-speaking African countries in Yaoundé in November 1966. As a result of the 1964 Seminar in Addis Ababa, an Organization and Methods Training Manual for Africa was drafted in English; and, this was revised and translated into French for the Yaoundé Seminar.

4. It was decided to hold a Sub-regional Course for Organization and Methods Officers in West African member States in 1967, as a follow-up

and logical extension of previous activities. The objectives of the Course were:

- (1) To demonstrate the need for continuing administrative reform; to illustrate effective methods to undertake it and to show how an O&M Service can assist in planning and carrying out such reform.
- (2) To encourage member States not already having O&M Services to establish them and to help to improve the potential of those in existence.
- (3) To orient those holding senior positions in O&M Services, those destined to hold such positions, and those responsible for training O&M staff, to the conditions and practices necessary to run effective administrative improvement and O&M Services.
- (4) To obtain information for the improvement of the final text of the Organization and Methods Training Manual for Africa.

PREPARATORY ACTION

5. Informal discussions were held during 1966 with senior officials in Ghana, including the Principal and Vice-Principal of the Institute of Public Administration, Achimota and the Director of the O&M Division in the Establishment secretariat, Accra. This resulted in the Government of Ghana inviting the ECA to hold the Course in the Institute of Public Administration in Achimota. Agreement was also reached on the facilities to be provided by the Institute and by ECA.

PARTICIPANTS, OBSERVERS, CONSULTANTS AND DIRECTING STAFF

6. Letters of invitation were sent to all member States in the West Africa Sub-region on 14 February 1967, asking them to send participants to take part in the Course. This resulted in twenty senior officials being nominated, accepted and attending as participants from eight

countries: Ghana (6), Ivory Coast (2), Mali (2), Niger (2), Nigeria (Midwest), Nigeria (Northern), Senegal (2), Sierra Leone (2) and Upper Volta (2). In addition, six observers were nominated by Ghana to take part.

7. Discussions with countries providing bilateral technical assistance resulted in the Governments of Canada, France and the Netherlands each defraying the costs of supplying a consultant to assist with the Course. In addition, the Government of Ghana provided two consultants and the ECA five (two staff members of ECA and three United Nations experts in O&M serving in African countries).

8. The Director of the Course was one of the ECA staff members; one of the Co-Directors was a consultant supplied by Ghana, and the other a United Nations expert serving in Burundi. The Administrative Assistant was supplied by ECA; a French language typist temporarily recruited in Ghana was paid by ECA; the remaining secretarial staff and assistants were provided by the Institute of Public Administration, Achimota.

9. A list of participants, consultants, observers and directing staff is given as Annex I.

METHOD OF CONDUCTING THE COURSE

10. In view of the need to cater for both English and French language participants, and taking into account the difficulties and expense of running a training course in public administration using simultaneous interpretation, it was decided to divide the course into two groups, an English-speaking group and a French-speaking group. Most of the teaching sessions were conducted separately in the two groups. However, they joined for the opening and closing sessions, instructional visits, a few discussions and social functions. Meal-times and evenings also gave the two language groups the opportunity to come together. It is considered that, on the whole, this general arrangement proved very successful.

11. In view of the fact that almost all participants held senior posts in the public service and had had further education, teaching methods such as discussion groups, case studies, instructional visits and syndicate problem-solving were used to a much greater extent than lecturing. Each day, a participant was assigned to make a summary of the day's proceedings and discussions, for distribution to group members the following day. The daily summaries were then translated for distribution to the members of the other language group. In future courses, this system might be pursued and elaborated and time might be given for discussion of such translations. The programmes of the two groups are given as Annex II.

OPENING OF THE COURSE

12. The Course was officially opened on Monday 19 June 1967 by Mr. J.W.K. Harlley, Inspector-General of Police and Vice-Chairman of the National Liberation Council of Ghana, in the presence of invited guests consisting of members of the Diplomatic Corps, senior government administrators and representatives of the United Nations Development Programme and Specialized Agencies.

MAIN POINTS OF DISCUSSION

13. The problems which were the subject of the most lively discussions and which produced numerous questions were common to the groups and were:

- (a) The location of the O&M Service in the public administration structure.
- (b) Selection and training of the personnel of an O&M Service.
- (c) Centralization, deconcentration and decentralization of an O&M Service.

14. The English-speaking group also had lively discussions on O&M as a means of stimulating and undertaking administrative improvement. The French-speaking group had already considered this problem at length during the Seminar held at Yaoundé in November 1966.

FINAL RECOMMENDATIONS

15. At the end of the Course, the following final recommendations were unanimously adopted:

- Considering the necessity to reform public services in order to make them more appropriate for ensuring the best conditions for implementing the policy of economic and social development;
- Considering the necessity of creating, as a matter of urgency, an O&M Service which appears to be the most appropriate instrument for undertaking such reform;
- Considering that for the creation of such a Service, a prerequisite is to take action to inform all responsible administrators so that they will be aware of O&M techniques, and thus to prepare them to look favourably on the establishment of such a Service;
- Emphasizing once more the necessity to locate the O&M Service at as high a level as possible in the hierarchy of the public service in order to guarantee that it has maximum effectiveness;
- Considering the need to develop a corps of O&M specialists;
- Considering the necessity, in order to achieve administrative reform, to prepare a programme of work to be undertaken by an inter-ministerial body within the framework of the development plan, the O&M Service should, as a continuing measure, take part in the work of that body;
- Considering that the United Nations and the Economic Commission for Africa in particular are in favour of the development of O&M techniques in developing countries and give such countries considerable assistance in the field of training as well as implementing projects of administrative reform;
- Also considering that the Achimota Course has enabled English-speaking and French-speaking participants to see that their difficulties in the field of establishing O&M Services are, in general, the same:

- 1 - Recommend to all governments in Africa which have not already done so the creation, as a matter of urgency, of an O&M Service to undertake the reform of their public services;
- 2 - Would wish that this O&M Service should be located at as high a level as possible in the structure of the public service;
- 3 - A Standing Administrative Reform Committee should be established consisting of senior administrators from the following organizations:

- (1) Establishments;
- (2) Finance;
- (3) Economic Planning;
- (4) Organization and Methods;
- (5) Institute of Public Administration, or similar body, where it exists.

The O&M Service should participate on a continuing basis in the work of this Committee;

- 4 - Recommend that a special cadre of O&M Officers should be established;
- 5 - Suggest to the Governments to undertake as a matter of urgency the steps necessary, in relation to the United Nations, the ECA or bilateral co-operation sources, to obtain experts and scholarships for the training of national O&M specialists;
- 6 - Recommend that the Governments of the countries concerned co-operate in order to promote maximum exchange of information in the field of Organization and Methods;
- 7 - Recommend that the Governments of West Africa promote biennial conferences of O&M specialists to exchange views, to measure achievements and to work towards common standards.

PARTICIPANTS' EVALUATION OF THE COURSE

16. Two different evaluations were made at the end of the Course:

- (a) An evaluation of the work sessions;
- (b) An evaluation of the physical arrangements.

Evaluation of the work sessions

17. A questionnaire was completed by each participant anonymously, covering the following subjects:

- (1) Interest of the Course;
- (2) Programme content;
- (3) Methods of instruction and quality of sessions;
- (4) Quality of documents distributed;
- (5) Quality of participation in discussions;
- (6) Assessment of the Course as a whole.

The ratings for assessment were as follows:

- (1) Poor;
- (2) Average;
- (3) Good;
- (4) Excellent.

18. Analysis of the questionnaires gives the following arithmetical averages:

1. Interest of the Course. 3.6 (between good and excellent). It can, therefore, be deduced that the participants were well pleased with the organization and conduct of the Course.
2. Programme content. 3.5 (between good and excellent). It can, therefore, be concluded that the items on the programme appeared necessary and useful to the participants. The case studies received the highest credit. Certain participants felt that the programme of work was

too heavy while others, in almost equal numbers, felt that the programme was not intensive enough.

3. Methods of instruction and quality of sessions. 3.4 (between good and excellent). This heading of the evaluation form was given a high rating and comments were very flattering.
4. Quality of documents distributed. 3.4 (between good and excellent). Numerous documents, including the 1966 draft of the O&M Training Manual prepared by the Public Administration Section of ECA, were given to the participants. These documents covered general questions (such as the need for administrative reform) as well as technical aspects (internal organization of an O&M Service, qualities of an O&M Officer, etc.). The assessment given shows that these documents were considered satisfactory.
5. Quality of participation in discussions. 3.3 (between good and excellent). This assessment, better than good, is a reflection of the satisfactory relationship established between consultants and participants, as well as among the participants themselves.
6. Assessment of the Course as a whole. 3.4 (between good and excellent). A high assessment which confirms the utility and quality of execution of this Course.

Evaluation of the physical arrangements

19. A questionnaire with the following headings was completed and signed by each participant:

- (1) Reception of participants;
- (2) Living accommodation;
- (3) Food;
- (4) Working rooms and their equipment;
- (5) Transport;
- (6) Secretarial services;

- (7) General arrangements;
- (8) General assessment of the material organization of the Course.

The ratings for assessment were as follows:

- (1) Poor;
- (2) Average;
- (3) Good;
- (4) Excellent.

20. Analysis of the questionnaires gives the following arithmetical averages:

1. Reception of participants. 3.4 (between good and excellent). The organizers of the Course had made arrangements to have all participants received at the airport and to facilitate Customs clearance, etc. The assessment given proves the quality of these arrangements.
2. Living accommodation. 3.0 (good). Several recommendations were made that each participant should have a room with private bath.
3. Food. 3.2 (between good and excellent). The food, which was plentiful and of good quality, seems to have been justly appreciated by the participants.
4. Working rooms and their equipment. 3.6 (between good and excellent). This heading received the highest assessment in the questionnaire. This illustrates the high quality of the arrangements made by those in charge of the Achimota Institute.
5. Transport. 2.6 (between average and good). This heading received the lowest assessment in the questionnaire. The distance of the Institute at Achimota from the town of Accra made it difficult for transport facilities to be available at all times for the participants. This aspect of the organization should be improved for future Courses.

6. Secretarial services. 3.3 (between good and excellent). A high assessment which illustrates the speed with which the documents were typed and reproduced throughout the Course.
7. General arrangements. 3.3 (between good and excellent). This assessment demonstrates the congenial working arrangements which were obvious at all times during the Course.
8. General assessment of the material organization of the Course. 3.3 (between good and excellent). This assessment is in accordance with the assessments of the individual headings above.

EXPECTED RESULTS AND FUTURE ACTION

21. It is considered that, as a result of attending the Course, all participants will urge their governments to institute continuing programmes of administrative reform and to use O&M services as a means to this end.

22. It is considered that in the four countries represented which do not already have O&M services, such services will be instituted within the next year. One of these countries has already asked the United Nations for assistance in establishing an O&M Service; one has asked for bilateral assistance to the same end; the others will probably make similar requests in the near future. In the countries which already have O&M services, efforts will be made to strengthen them and to extend the scope of their functions.

23. The participants in the Course were convinced that the principles and practices advocated during the Course should be applied in their countries and that emphasis should be given to the teaching of O&M to both those engaged in O&M work and to all administrators in the middle and upper levels of the public service, including public corporations and local government.

24. Each of the consultants undertook to review, rewrite and expand a portion of the Organization and Methods Training Manual for Africa within the next few weeks. It is hoped that a final text will be assembled in ECA in August 1967.

ANNEX I/ANNEXE I

LIST OF PARTICIPANTS, CONSULTANTS, OBSERVERS AND DIRECTING PERSONNEL

LISTE DES PARTICIPANTS, CONSULTANTS, OBSERVATEURS ET
PERSONNEL DE DIRECTION

(i) PARTICIPANTS

<u>Country/Pays</u>	<u>Name/Nom</u>	<u>Title/Titre</u>
<u>Ghana</u>	Mr. E.K. Acquah-Moses	Assignment Officer Staff Inspection Establishment Secretariat P.O. Box M.49 Accra
	Mr. H.K. Acquaye	Principal Executive Officer c/o Organization and Methods Division P.O. Box M.49 Accra
	Mr. J.T. Amuah	Principal Executive Officer O and M Division Establishment Secretariat Accra
	Mr. Essel Blankson	Commissioner of Valuation Ministry of Local Government P.O. Box M.50 Accra
	Mr. J.H. Elliott	Industrial Promotion Officer State Enterprises Secretariat P.O. Box 1627 Accra
	Mr. Nat Opintan	Records Officer Volta River Authority P.O. Box M.77 Accra

<u>Country/Pays</u>	<u>Name/Nom</u>	<u>Title/Titre</u>
<u>Ivory Coast</u> <u>Côte-d'Ivoire</u>	M. Fetigué Koulibaly	Administrateur civil Conseiller technique du Ministre de la Fonction publique Abidjan
	M. Gonnet Zando	Administrateur civil Chef du Service O et M de Côte-d'Ivoire Ministère de la Fonction publique Abidjan
<u>Mali</u>	M. Baba Halaou	Fonctionnaire au Ministère du Travail Ministère du Travail Bamako
	M. Amadou Keita	Conseiller technique Ministère du Travail à Bamako Bamako
<u>Niger</u>	M. Moise Diara	Inspecteur d'Etat Présidence de la République Niamey
	M. Alou Tidjiani	Directeur des Affaires politiques et administratives Ministère de l'Intérieur Niamey
<u>Nigeria/Nigéria</u> (Northern/Nord)	Mr. J.R.S. Addaquay	Senior Executive Officer Northern Nigeria Government Ministry of Establishments and Training, O et M Unit P.M.B. 2056 Kaduna
(Midwestern) (Centre-ouest)	Mr. A. O. Igbinedion	Higher Executive Officer (O & M) Ministry of Establishments (O & M Division) Benin City

<u>Country/Pays</u>	<u>Name/Nom</u>	<u>Title/Titre</u>
<u>Sénégal</u>	M. Babacar Diallo	Administrateur civil Inspecteur général d'Etat du Sénégal Secrétariat général de la Présidence de la République Dakar
	M. Ousmane Diene	Administrateur civil Conseiller technique de la Présidence de la République Dakar
<u>Sierra Leone</u>	Mr. O.E. Moore	Executive Class Lecturer Civil Service Training College Freetown
	Mr. J.E.O. Taylor	Assistant Secretary Training and Recruitment Office Department of Buildings Freetown
<u>Upper Volta</u>		
<u>Haute-Volta</u>	M. Aisse Mensah	Directeur de l'Intérieur Ministère de l'Intérieur Ouagadougou
	M. Modou Sere	Directeur des Etudes et de l'Organisation du Ministère de la Fonction publique Ouagadougou

(ii) CONSULTANTS

Mr. Fred W. Buser
Chief, Management Services
Department of Agriculture
Ottawa
Canada

M. Roger Crémoux
Conseiller régional des Nations Unies en
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Boîte postale 3001
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Ethiopie

M. P. Dumoulin
Service central O et M
Ministère des Finances
24, rue de Richelieu
Paris 1er
France

Mr. Jan Groot (D.Ec.)
Expert in the Netherlands Foreign Aid Programme
Haydnlaan 77
Groningen
The Netherlands

Mr. C.S. Magat
UN Public Administration Expert (O & M) for Ethiopia
c/o P.O. Box 3429
Addis Ababa
Ethiopia

Mr. James Nti
Vice-Principal
Institute of Public Administration
Achimota
Ghana

M. Jean-Marc Peltier
Expert des Nations Unies en
Administration publique (O et M) à Abidjan
Boîte postale 4309
Abidjan
Côte-d'Ivoire

(iii) OBSERVERS/OBSERVATEURS

Mr. J.A. ADUSEI	Principal Assistant Secretary Ministry of Defence Accra
Mr. T.O. SOWAH	Director of Administration Ministry of External Affairs Accra
Mr. E. AYEH-DARKO	Chief Superintendent of Police Ghana Police Accra

Mr. B.C.F. LOKKO Lecturer - School of Administration
University of Ghana
Legon - Accra

Mr. G.K. ATIASE Lecturer - School of Administration
University of Ghana
Legon - Accra

Mr. F.K.C. WARDY Methods Officer
O and M Division
Establishment Secretariat
Accra

(iv) DIRECTING PERSONNEL/PERSONNEL DE DIRECTION

Director/Directeur

Mr. I.S. Fraser, Head
Coordination Group, ECA
P.O. Box 3001
Addis Ababa
Ethiopia

Co-Director/Codirecteur

(English Group) (Groupe anglais) Mr. M.A. Bentil
Director
O & M Division
Establishments Secretariat
Accra
Ghana

Co-Director/Codirecteur

(French Group) (Groupe français) M. C. Cournot
Expert des Nations Unies en Adminis-
tration publique (O & M) à Bujumbura
Boîte postale 1490
Bujumbura
Burundi

Administrative Assistant
Adjointe administrative

Miss S. Sepilian
Coordination Group
Economic Commission for Africa
Addis Ababa
Ethiopia

ANNEX II(a)/ANNEXE II a)

E/CN.14/402
E/CN.14/UAP/123
Annex II(a)PROGRAMME - TRAINING COURSE FOR ORGANIZATION AND METHODS OFFICERS
Institute of Public Administration, Achimota (Ghana), 19 - 30 June 1967PROGRAMME DU COURS A L'INTENTION DES SPECIALISTES EN ORGANISATION ET METHODES DE LA
SOUS-REGION DE L'AFRIQUE DE L'OUEST

Institut d'Administration publique, Achimota (Ghana), 19 - 30 juin 1967

English-speaking group:

Co-Director and Chairman - Mr. M. Bentil

Vice-Chairman - Mr. J. Nti

Groupe anglophone :

Codirecteur et Président, M. M. Bentil

Vice-Président, M. J. Nti

	0930 - 1100	1115 - 1245		1430 - 1600	1615 - 1745
Monday 19/6/67	Reception and Registration of Participants NTI	SEPILIAN	H	Preliminary Course Arrangements (Joint Session) FRASER	Official Opening of Course (Joint Session) BENTIL
Tuesday 20/6/67	Study of Basic Documents	The need for Administrative Reform MAGAT	C	O&M as the means of Administrative Reform MAGAT	The Location and Organization of an O&M Unit FRASER
Wednesday 21/6/67	Controlling and Directing an O&M Unit BENTIL	Planning for Administrative Reform MAGAT	N	The O&M Assignment (1) Planning the assignment FRASER	The O&M Assignment (2) Interviewing BUSER
Thursday 22/6/67	The O&M Assignment (3) Collecting and assessing facts GROOT	Preparation for Visits (Joint Session) GHANA O&M OFFICER	U	Visits arranged by Mr. Bentil (Joint Session) GHANA O&M OFFICER	
Friday 23/6/67	Discussion of Visits ALL CONSULTANTS	The O&M Assignment (4) Recommending a better way FRASER	L	Typical O&M tasks (1) A Machine Study BUSER	Typical O&M Tasks (2) An Organization study BUSER

ANNEX II(a). (Cont'd)

	0930 - 1100	1115 - 1245		1430 - 1600	1615 - 1745
Saturday 24/6/67	Visits arranged by Mr. Bentil (Joint Session) GHANA O&M OFFICER			FREE	FREE
Monday 26/6/67	Discussion of Visits ALL CONSULTANTS	Preparation for Case Study BENTIL : NTI	H	CASE STUDY BENTIL : NTI	
Tuesday 27/6/67	The O&M Assignment (5) The Report BUSER	Typical O&M Tasks (3) A Methods Study GROOT	C	Discussion of Mr. Bentil's paper on "The Development of the O&M Service in Ghana" BENTIL	Preparation for Working Sessions on Drafting by participants of recommendations for O&M Services in their Countries ALL CONSULTANTS
Wednesday 28/6/67	Drafting of Recommendations by Participants for O&M Services in their Countries ALL CONSULTANTS		N	Drafting of Recommendations by Participants for O&M Services in their Countries ALL CONSULTANTS	
Thursday 29/6/67	The O&M Assignment (6) Implementation and follow-up MAGAP	Selection of O&M Staff NTI	U	Training of O&M Staff NTI	Discussions of final recommendations (Joint Session)
Friday 30/6/67	Agreement of final Recommendations (Joint Session) 0830 - 1000	Discussion of Recommendations by Participants for O&M Services in their countries ALL CONSULTANTS 1015 - 1145 Formal Closing of Course - 1200 - 1300 (Joint Session)	L	Discussion of Recommendations by Participants for O&M Services in their countries ALL CONSULTANTS	

ANNEXE II b)/ANNEX II(b)

PROGRAMME DU COURS A L'INTENTION DES SPECIALISTES EN ORGANISATION ET METHODES
DE LA SOUS-REGION DE L'AFRIQUE DE L'OUEST


Institut d'Administration publique, Achimota (Ghana) 19-30 juin 1967

PROGRAMME - TRAINING COURSE FOR ORGANIZATION AND METHODS OFFICERS

Institute of Public Administration, Achimota (Ghana) 19 - 30 June 1967

Groupe francophone : Codirecteur, M. Claude Cournot

French-Speaking group : Co-Director: Mr. Claude Cournot

Horaires	9 h 30 - 11 h 00	11 h 15 - 12 h 45	14 h 30 - 16 h 00	16 h 15 - 17 h 45
Date				
Lundi 19 juin	<u>Séance n° 1</u> Réception et enregistrement des participants	<u>Séance n° 2</u>	<u>Séance n° 3</u> Information des participants sur les objectifs du Cours (Séance bilingue)	<u>Séance n° 4</u> Ouverture officielle (Séance bilingue) BENTIL
Mardi 20 juin	<u>Séance n° 5</u> Exposé sur le Stage de Yaoundé (Novembre 1966) M. BABACAR DIALLO	<u>Séance n° 6</u>  Problèmes généraux de la réforme administrative COURNOT	<u>Séance n° 7</u> Problèmes spécifiques de la réforme administrative en Afrique COURNOT	<u>Séance n° 8</u> Contenu de la réforme administrative dans les pays africains COURNOT
Mercredi 21 juin	<u>Séance n° 9</u> Mission et compétences des services O et M PELTIER	<u>Séance n° 10</u> Place des services O & M dans les structures de l'Administration publique PELTIER	<u>Séance n° 11</u> La fonction O & M et le Conseiller en Organisation - profil d'aptitude et formation PELTIER	<u>Séance n° 12</u> Organisation & Planification d'un service O & M PELTIER
Jeudi 22 juin	<u>Séance n° 13</u> Exemple d'un service d'O & M : le Service central français d'O & M DUMOULIN	<u>Séance n° 14</u> Préparation des visites (séance bilingue)	<u>Séance n° 15</u> Visites (communes)	<u>Séance n° 16</u> Visites (communes)

ANNEXE II b) (suite)
 PROGRAMME DU COURS A L'INTENTION DES SPECIALISTES EN ORGANISATION ET METHODES
 DE LA SOUS-REGION DE L'AFRIQUE DE L'OUEST
 Institut d'Administration publique, Achimota (Ghana) 19-30 juin 1967

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Date	Horaire	9 h 30 - 11 h 00	11 h 15 - 12 h 45	14 h 30 - 16 h 00	16 h 15 - 17 h 45
Vendredi 23 juin		<u>Séance n° 17</u> Commentaires et débats sur les visites (séance bilingue)	<u>Séance n° 18</u> Conduite d'une étude d'organisation (préparation à l'étude de cas) DUMOULIN	<u>Séance n° 19</u> Etude de cas COURNOT, CREMOUX, DUMOULIN, PELTIER	<u>Séance n° 20</u>
Samedi 24 juin		<u>Séance n° 21</u> Visites (communes)	<u>Séance n° 22</u> Visites (communes)		
Lundi 26 juin		<u>Séance n° 23</u> Etude de cas COURNOT, CREMOUX, DUMOULIN, PELTIER	<u>Séance n° 24</u>	<u>Séance n° 25</u> Etude de cas COURNOT, CREMOUX, DUMOULIN, PELTIER	<u>Séance n° 26</u>
Mardi 27 juin		<u>Séance n° 27</u> Discussion de groupe sur l'étude des cas COURNOT, CREMOUX, DUMOULIN, PELTIER	<u>Séance n° 28</u>	<u>Séance n° 29</u> Discussion de groupe sur l'étude de cas COURNOT, CREMOUX, DUMOULIN, PELTIER	<u>Séance n° 30</u> Synthèse générale sur l'étude de cas COURNOT, CREMOUX, DUMOULIN, PELTIER
Mercredi 28 juin		<u>Séance n° 31</u> Les techniques O & M Productivité, automatisation et mécanisation dans l'administration publique PELTIER, CREMOUX, COURNOT	<u>Séance n° 32</u>	<u>Séance n° 33</u> Exposés sur les problèmes de la mise en oeuvre d'un service O & M CREMOUX, PELTIER, COURNOT	<u>Séance n° 34</u>

ANNEXE II b) (suite)
 PROGRAMME DU COURS A L'INTENTION DES SPECIALISTES EN ORGANISATION ET METHODES
 DE LA SOUS-REGION DE L'AFRIQUE DE L'OUEST
Institut d'Administration publique, Achimota (Ghana) 19-30 juin 1967

Horaires	9 h 30 - 11 h 00	11 h 15 - 12 h 45	14 h 30 - 16 h 00	16 h 15 - 17 h 45
Jeu 29 juin	<u>Séance n° 35</u> Echange d'informations sur les problèmes spécifiques de chacun des pays participants sur la création d'un service O & M	<u>Séance n° 36</u>	<u>Séance n° 37</u> Elaboration des recommandations finales en groupe de travail	<u>Séance n° 38</u>
Vend 30 juin	<u>Séance n° 39</u> Débat général sur les recommandations finales (Séance bilingue)	<u>Séance n° 40</u> Clôture du Cours (Séance bilingue)		