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ECONOMIC COMMISSION FOR AFRICA

REPORT OF THE REGIONAL CONFERENCE
ON TRAINING DEVELOPMENT

Addis Ababa, 18-29 November 1974

sponsored by

THE UNITED NATIONS ECONOMIC COMMISSION FOR AFRICA

in collaboration with

THE AMERICAN SOCIETY FOR TRAINING AND DEVELOPMENT,
UNITED STATES AGENCY FOR INTERNATIONAL DEVELOPMENT,
COMMONWEALTH FUND FOR TECHNICAL CO-OPERATION,
DANISH INTERNATIONAL DEVELOPMENT AGENCY, AND
CANADIAN INTERNATIONAL DEVELOPMENT AGENCY

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I. INTRODUCTION

1. A Regional Conference on Training Development was held in Africa Hall, Addis Ababa, from 18-29 November 1974. It was organized in three mutually supporting parts: discussions on training development in relation to future manpower needs; exhibitions, demonstration sessions and seminars on training methods and instructional materials and media; and conference for the formation of an African Association for Training and Development. The conference was sponsored by the United Nations Economic Commission for Africa, in collaboration with the following agencies: The American Society for Training and Development (ASTD) and the International Federation of Training and Development Organizations (IFTDO) lent professional guidance and organizational support; United States Agency for International Development provided funding through ASTD for meeting the travel fares of fifteen participants, the subsistence of three participants, supplementary conference support services, and the services of a Training Consultant; the Commonwealth Fund for Technical Co-operation provided full fellowships for eleven participants from African State members of the Commonwealth and the services of one Consultant; the Danish International Development Agency made a grant of US\$15,000 to finance the travel of ten participants and to cover the costs of interpretational and essential conference support services; and the Canadian International Development Agency financed the services of two Consultants to the Conference.

2. The conference originated from ECA work programme, Project 11.261, Training for Development and from the recommendation of the Regional Expert Group Meeting on Higher Management Education and Training in Africa, held in Addis Ababa in July 1973. Its primary objectives were:

- (i) to create a greater awareness for training for economic and social development in Africa and consequently, the need for training as a profession to be appropriately developed to meet manpower requirements;
- (ii) to stimulate interest in the use and local development of more effective instructional materials and other teaching aids and to encourage the continental diffusion of ideas, techniques and experiences in this area;
- (iii) to provide an opportunity for trainers from African countries to consider the need, and finalize arrangements for the formation of an African Association for Training and Development as a regional professional body dedicated to the promotion of training development at national and continental levels and to fostering professionalism in the training function.

3. Accordingly, the conference was organized for the participation of Directors of Institutes of Administration and Management Development Centres, Directors of Civil Service Training Centres, Directors and administrators of national training programmes and organizations, training managers from parastatal and private sectors and representatives of national associations of trainers. A total of 60 country participants from 21 African countries took part in all three parts of the conference. In addition, 23 persons representing UNIDO, UNESCO, WHO, FAO, ILO, CAFRAD, OAU, ASTD, IFTDO, USAID, TECHNICOLOR of California and the Nigerian Industrial Training Fund

participated in the work of the conference in observer capacity. The National Trainers Associations of Nigeria, Kenya, Tanzania, Uganda, Ghana and Swaziland were either separately represented or had country participants to represent their interest. The parastatal and private enterprises represented included the Ethiopian Airlines, Ethiopian Electric Light and Power Authority, Ethiopian Highway Authority, Nigerian Ports Authority, Swaziland Usutu Pulp Company, and the Finance and Industrial Development Corporation of Zambia. Most participants were Directors or Senior Staff from Institutes of Administration/Management and Civil Service Training Centres.

Opening Session

4. The conference was opened in Africa Hall at 10.30 a.m. on 18 November 1974 by the then Executive Secretary of the Economic Commission for Africa, Mr. R.K.A. Gardiner. In his welcome address he stressed the fact that the training of human minds and the imparting of skills had assumed in modern times the characteristic of an organized industry. This industry, he said, involved substantial input of scarce financial, material and human resources. ECA regarded investment in the formation of "human capital" as most vital to the production of goods and services. Without a good supply of qualified and skilled workers, we cannot achieve the targets of the Second Development Decade nor hope to reduce and eliminate mass poverty in African countries. Without sound training programmes, without trained instructors and up-to-date instructional materials and techniques, we cannot hope to produce the qualified personnel our countries need.

5. In reviewing trends in the role of training in African development he observed that training has acquired greater importance in recent years than was the case in the 1950s following response to growing manpower requirements to meet major changes in national development goals. The complex demand for training for economic and social development has posed new challenges and problems which required that training activities be organized on a continuing basis in all productive sectors of the national economy.

6. Another dimension of the training problem, he pointed out, was that an increasing number of African countries have embarked on a policy of getting nationals to participate in the ownership and management of economic activities, especially in the private sector. To be able effectively to Africanize key technical and managerial posts in main economic activities, organized training and better informed and motivated training managers, backed by realistic training policies and adequate funds, were needed. Another aspect of the problem was the need to review current training activities and to adapt imported scientific teaching aids, as well as produce local instructional materials in order to make training efficient and effective.

7. He further emphasized the need to give special attention to training methodology, instructional materials and media within the context of the possibilities and limitations of each country. It was for this purpose that the conference programme included an exhibition on instructional materials and equipment, as well as seminar sessions on training methodology.

8. The Executive Secretary pointed out that a professional approach to the training function was a necessity in order to ensure a continuing improvement in the capability of the training officer himself, whether he be a training manager, staff development officer or training development administrator. Co-operation among training personnel at both national and regional levels was also necessary not only for the improvement of professional skills but also for the purpose of helping governments and other employers of labour in the promotion of training for development. He hoped that the conference would resolve to form an appropriate association for the professional development of trainers.

9. He recalled that in Africa inadequate attention was being paid to in-service and on-the-job training for personnel in order to stimulate productivity and familiarize workers with new techniques, while officers engaged in training jobs were accorded somewhat inferior status. As that type of training was urgently needed in Africa, he called for adequate status, better remuneration and appropriate assistance for officers engaged in in-service and on-the-job training activities.

10. In conclusion, the Executive Secretary cautioned on the need for contemplated action to have relevance to self-reliance and economic independence which were the proclaimed objectives of the OAU and of the programmes of the United Nations. While the implication called for increased savings and reduction on dependence on foreign financial aid, it should not be construed as ruling out international co-operation. It was through such co-operation that the conference was sponsored with the assistance of many agencies. In that connexion, the Executive Secretary expressed appreciation and thanks to all the international organizations and bilateral agencies which assisted ECA in financing the conference and to member Governments for their willing support.

Adoption of Programme of Activities

11. The conference reviewed the programme of activities presented for its consideration, adopted it, and directed that appropriate adjustments should be made later as deemed desirable by the Programme Committee it would elect. The Programme was in three parts: (i) Keynote papers and discussions thereon; (ii) Exhibitions, Demonstration Sessions and Seminar on Training Methods and Materials; and (iii) Conference on the proposed Association. Parts I and III of the Programme were implemented as originally planned but Part II was substantially adjusted by the Programme Committee in order to accommodate the expressed interests and requests of participants.

Elections

12. The conference elected three categories of officers: Conference Officers to direct the deliberations of the conference; a Programme Committee to assist the secretariat in monitoring programme implementation and planning follow-up activities; and a Steering Committee for the formation of the Association to pre-digest the draft constitution, deliberate on relevant issues and present a report to the conference. As a result the following persons were elected:

(i) Conference Officers

Chairman	Mr. Teklemariam Tedla (Ethiopia)
1st Vice-Chairman	Mr. Abraham T. Williams (Sierra Leone)
2nd Vice-Chairman	Mr. Abdeslam Benlamlih (Morocco)
Rapporteur General	Mr. Harelimana, François (Rwanda)

(ii) Programme Committee

- a. Conference officers as above
- b. Mr. M.V. Siwale (Zambia)
Mr. J.B. Ajila (Nigeria)
Mr. Sallah Abdoulie (Gambia)
Mr. J. Montmaneix (Ivory Coast)
- c. Two consultants: Mr. A. Stewart and Mr. K. Schwarzkopf

(iii) Steering Committee for the Association

- a. Nigeria Trainers' Association: Mr. S.A. Solarin
Tanzania " " Mr. D.W. Masanja
Uganda " " Mr. A.B. Abaliwano
Kenya " " Mr. J.H. Obaso or Mr. Watatua
Ghana " " Mr. R. Keteku
- b. Mrs. Ako, Irène (Dahomey)
Mr. Jean C. Rajaonarivelo (Madagascar)
Mr. Gabriel Busokosa (Burundi)
Mr. Kassaye Adem (Ethiopia)
Mr. Mamduh Abdel Hamid Ahmed (Egypt)
- c. Two consultants: Mr. W.J. Tait and Mr. R.C. Goslin

II. KEYNOTE PAPERS ON TRAINING DEVELOPMENT

13. Five keynote papers were presented by their authors in plenary sessions during the first three days of the conference. Each presentation was followed by preliminary comments and questions seeking clarifications. The conference then resolved into two discussion groups to examine in details the issues and approaches covered in the keynote paper and to indicate aspects oversights or inadequately treated. Each group elected its own Chairman and Rapporteur and when the two groups reassembled in the afternoon in plenary session, each group reported on its observations and recommendations. The conference again made further general comments and drew its conclusions which were later finalized as Group Reports by the Rapporteur General. In all there were six discussion groups.

Paper I: The Design of Training for Development, by Mr. R.C. Goslin, Director of Studies in Training Methodology, University of Manchester Department of Administrative Studies.

(i) Main focus: Policy implications for rationalizing training and learning systems at the national level: in relation to broad development objectives and strategy; manpower requirements; close relationship between education and training; cost-benefit consideration; assessed training needs; non-training functions of a trainer - as a change agent; the impact of attitude towards training; the need for proper evaluation of training programmes.

(ii) Reports of Discussion Groups

GROUP 'A'

Chairman: Mr. J. Montmameix Rapporteur: Mr. F. Harelimana

Theme: Impact of measures to rationalize training and educational systems at the national level

Whilst not departing from the context of the discussion on the exposé made by Mr. Goslin on the objectives of the training for development, the Group decided to concentrate its attention on defining a "trainer" in relation to the end-product. As the trainer was a change agent, he had to have many qualifications in order to discharge properly the responsibilities conferred on him. Inter alia, he had to have adequate intellectual and professional knowledge and he should show flexibility and have notions of psychology and teaching methods. These qualities were basic to the very nature of the trainer who influenced the behaviour of the individual and changed him, unlike the educator who merely imparted theoretical knowledge to the student without taking its field of application into consideration. The trainer would therefore be chosen in the light of the objectives to be attained, the curriculum, the teaching material to be used and the physical and cultural characteristics of the group to be trained, in addition to the afore-mentioned qualities.

The Group recognized that whatever intellectual equipment the trainer had and without prejudice to its importance, he had to follow courses so as to acquire the ability to transmit his knowledge to others and to put himself into the skin of the person who was to be changed.

The Group stressed that a clear distinction had to be made between training before taking up employment and on-the-job training and vocational training and education. The latter two could be distinguished in that the first was career oriented whilst the other consisted of intervention in certain cases only. These factors should also be taken into account in the choice of the trainer.

The Group recalled that training was to an increasing degree becoming something which affected everyone. It was no longer confined to Public Administrations but also concerned administrators in the private sector and even the peasant since training was needed for development. A common working method had therefore to be found so as to enable those three sectors to co-operate with each other in developing cadres.

Mention was, however, made of the frequent reluctance of cadres who had graduated from universities to take part in training when they were requested to help with the preparation and dissemination of the relevant programmes. In fact they appeared to feel that it was beneath them. The Group therefore recommended that the status of the trainer should be recognized so as to give him more encouragement in his work.

The Group concluded its work on the rationalization of training and education systems which required a certain amount of liaison between the trainer and the political authorities which drew up the development programme. The liaison should also extend to enterprises in the private sector which were also involved in the system. Lastly, the Group stressed that national resources should be used in order to obtain a better analysis of training needs and better adapted research into the solutions.

GROUP 'B'

Chairman: Mr. Abraham T. Williams Rapporteur: Mr. S.A. Solarin

Theme: As for Group 'A'

Before opening the discussions, Mr. Goslin outlined the main points of his exposé on the impact of measures to rationalize training and educational systems at the national level which held the attention of the Group during the discussions. After a brief review of the publications issued by United Nations Economic Commission for Africa on the subject of regional and international policies and the objectives highlighted during the various conferences, the Group identified the following measures for the rationalization of training and educational systems at the national level:

1. Any measure adopted at the national level should be compatible with the measures adopted at the regional and international levels.
2. In view of the fact that each country drew up periodic development plans, the main objective should be to provide labour oriented towards the economic, social and political development sectors.
3. As political independence was linked with economic independence, if a national development plan was to be implemented rationally, training had to be provided for the cadres who were to manage and take over the national economy.
4. As the transition period was not over, every effort should be made to meet the requirements of a technological nature and further the industrial revolution.
5. Recognizing the evils of deculturation and acculturation, the Group stressed that changes could not be effected harmoniously unless a person's cultural heritage was retained.

Nevertheless, since almost all countries were unable to provide training for their cadres who were to work in industry and trade, the Group drew attention to the possibility of using the following strategies:

1. An analysis of short- and long-term needs was required at all levels.
2. All employers should participate in one way or another in training programmes either directly or financially.
3. Control should be exercised over expatriate personnel in relation to the training of counterparts.
4. Employers should cope with precise training needs whilst the Government should concentrate on general objectives and identifying personnel needs and their order of magnitude.
5. A cost-benefit approach might be adopted in the analysis to help to convince decision makers.

A discussion was also held on the difference between the terms "education" and "training", but the Group did not wish to become entangled in semantics and therefore was not able to give appropriate definitions for the terms whilst recognizing the difference between both.

Paper II: The Training Functions - Trends for the Future by Mr. W.N. Wamalwa, Chairman, Board of Governors, East African Management Institute, Arusha.

- (i) Main focus: Training for localization of personnel and the need for qualitative consideration; increasing government involvement in new economic functions requiring special skills and attitudes has posed a new challenge for training; job analysis and research as a basis for rational training; the line manager's responsibility in determining training needs and the responsibility of supervisors in developing subordinates; training must be organization based and the training function must be professionalized both in training skills and methodology and knowledge of the job for which others are being trained; the need to maintain a continuing review of training programmes to ensure relevance and effectiveness and for training efforts to be co-ordinated at the level of the organization.
- (ii) Reports of Discussion Groups

GROUP 'C'

Chairman: Mr. Teklemariam Tedla Rapporteur: Mr. F. Harelimana

Theme: Measures to be adopted to overcome future challenge:

- Administrative framework for the effective co-ordination of training

- Elaboration of effective training and learning systems
- Legal provisions
- Financial requirements - Training Funds

The Group was not able to consider all the items on its agenda since they were all serious issues and time was short. It therefore concentrated on the first item.

In view of the fact that both human and material resources were dispersed in certain programmes, the Group recognized that it was desirable and even essential to set up an organ to ensure that training activities were co-ordinated and to appoint a reasonably stratified group to manage the organ if one did not yet exist.

Recognizing the importance of trainers associations at all levels, wherever possible, for the purposes of consultations, the Group also defined the objectives of the co-ordinating organ which would undertake research into training needs and lay down the course of action to meet the needs in the most satisfactory way. The organ would also attach the greatest importance to the objective selection of professional trainers who should have adequate intellectual, practical and human qualities.

Considering the problem squarely, the Group felt bound to recommend that both political and financial support should be guaranteed from the authorities so as to enable the organ to operate profitably. To that end, it should be recognized as having a certain degree of authority.

GROUP 'D'

Chairman: Mr. A.T. Williams

Rapporteur: Mr. A.B. Abaliwano

Theme: Preparation for Meeting Future Challenge

The Group first addressed itself to the question of whether training is a profession or ought to be professionalized. It felt that in order for training to be professionalized there must be:

- (i) a fund of knowledge with teachable skills;
- (ii) a professional association which fosters membership and which will set ethical standards;
- (iii) a curriculum which sets out in detail the needs of a trainer. Examples were given of the Training of Trainers Programmes. Using the above as a model some members of the Group felt that training was already a profession and others felt that it had not yet come to that position. Finally, all agreed that whether it was a profession or not, there were certain tools and skills of knowledge a trainer required in order to become professionalized and these must be fostered. The trainer's importance would therefore emerge from what contribution he made to the achievement of national and institutional goals and objectives.

Turning to the question of the necessary administrative set-up for the co-ordination of training, the Group took note of the various experiences of different countries like Nigeria, Sierra Leone, Zambia, Tanzania and Ghana. In all cases, there was a strong feeling of the need for co-ordination whether at the Cabinet Office level or President's Office level, or in the case of Tanzania at the level of setting up a complete Ministry for Manpower and Development. The Group agreed that co-ordination would lead to:

- (i) a proper co-ordination of training policy at the national level;
- (ii) a harmonization of training programmes which would eliminate duplication of effort and a proper utilization of financial resources;
- (iii) a better planning and rationalization of manpower development within the set national objectives and goals. ECA should make every effort to encourage co-ordination at national levels where it does not exist.

With regard to the financial provisions, the Group noted that already training in Africa was being financed under the following methods:

- (i) through annual government subventions;
- (ii) through industrial training levies imposed under training legislations;
- (iii) through institutional earnings received from fees charged for services rendered. The Group agreed that Governments should continue to look generously to the field of training and increase their subventions as long as the training function was fulfilling the national goals.

A word of caution was sounded on the question of charging fees for services being rendered that it could lead to commercialization of training. Also that where a charge was not made, wrong people might be sent for training.

As to the legal framework under which training organizations and institutions should operate, the Group expressed the need for a proper governmental direction and wherever possible the granting of full autonomy to such organizations. That would allow for flexibility on staffing, salaries of trainers etc. Although some members of the Group had some misgivings about the implications of autonomy, it was agreed that institutions work within the framework of set national objectives and goals and therefore there would be no fear of institutions becoming independent of, and out of the general direction of government.

Learning systems were not discussed by the Group since the topic had been discussed earlier and was due to come up again during the coming discussions.

Paper III: The Nigerian Approach to Funded Industrial Training System
by S. Adewale Solarin, Head of the Training Department of the
Industrial Training Fund, Lagos.

- (i) Main focus: Pre-Fund training activities and dissatisfaction with results; the establishment of the Fund - its aims, financing and administration; coverage of the Fund's training policy and provision for management and supervisory training; contributions to the Fund and its reimbursement and grants schemes designed to stimulate training by employers; exemptions from contribution to the Fund; functional organization of the Fund; special features of the Fund's activities - Students Industrial Work-Experience Scheme; Train-the-Trainer Programme; and In-Plant Training Advisory Scheme.
- (ii) Discussions:
- In the follow-up discussions the question was raised whether the establishment of a Training Fund would increase total industrial training activities, especially as the opportunity provided by the Fund for reimbursements and grants for training might not make some employers undertake the needed training. Another question was how to get top management interested in training even after making contributions to the Fund. In the Nigerian experience of funded industrial training system the existence of the Fund has increased overall industrial training activities and has created a nation-wide consciousness of training. The bulk of the Nigerian employers were in the category of establishments employing less than 25 persons, and were not contributing to the Fund; consequently, they were not being encouraged to engage in active training of their personnel. From a survey undertaken by the Fund some 81 per cent of eligible employers had no training programmes for their workers. These were problems the Fund would need to consider appropriate measures for resolving them.

Paper IV: The Role of Training Institutions in the 1970s and 1980s
by Mr. J.E. Kariuki, Director-General, African Training and
Research Centre in Administration for Development, Tangier
(Morocco)

- (i) Main focus: Use of African consultants and role in training African consultants; training in project management; need to adapt imported modern management techniques to suit national needs, social situation and philosophy; training institutions would need to recognize the limits of training and the purposes training could best serve; research into better staff selection methods; training for some sectors where Africanization has not yet made any impact.

Paper V: Non-Formal Education and Training for Manpower Development
by Mr. Ranjit Kumar, Director, Centre for International Programmes,
Seneca College of Applied Arts and Technology, Ontario (presented
by Mr. K. Schwarzkopf of the same Centre)

(i) Main focus: The rising cost of formal education, its failure to respond to urgent needs of national development and the search for alternative, complementary institutions able to provide need-oriented learning system, bring skills to the "unschooled" and remedy deficiencies in formal education system. Non-formal education as an enterprise of skill and knowledge formation; effective in training workers through apprenticeship and in-service training; skill and knowledge up-grading; retraining the workforce; and for the development of skills for recreational activities. The Canadian experience of non-formal education through Community Colleges providing post-secondary courses for manpower training at intermediate level for industry and government; meeting the educational needs of adults and out-of-school youth; and providing recreational and social education for the community - their programmes were designed to respond quickly and effectively to changing needs of the community they served. The development of "training pools" whereby large employers pooled their resources to provide training services to meet their common skill needs and in some countries such arrangements were supported by payroll training levy.

(ii) Reports of Discussion Groups

GROUP 'E'

Chairman: Mr. A.B. Abaliwano

Rapporteur: Mr. F. Harelimana

Theme: Preparations required to meet future training needs effectively:

- Recruitment, further training and use of personnel
- Pooling of ideas (Think Tank Concept)
- Consultancy
- Leadership in the development of training/learning systems

After a brief review of experience in Zambia, Ghana and Ethiopia, the Group concentrated on the adverse consequences arising from poor utilization of trained trainers, which was apparent in several institutes for training in public administration.

The reasons for wastage were defined as follows:

1. The lack of career planning in relation to training and particularly in the civil service.

2. Practices relating to the seniority of staff in training institutes. In this connexion mention was made of the need for the right man in the right place, because, at times chiefs with no knowledge of, or experience in training were found in the hierarchical structure.

In order to solve this problem, training institutes should participate in the elaboration of the employment plan. Nationals who received fellowships should undertake to serve for a certain number of years in the field in which they qualified. When training institutes became financially or administratively autonomous, they should offer more attractive salaries in order to attract highly competent and capable staff. It was also to be recommended that employees sent on further training courses should be considered from the point of view of more responsibility if they were really capable.

Moreover, the post classifications of persons working in training institutes should at least compare with those in force in the administration.

As far as possible, staff should be given the chance to participate in decision making so as to create a good group spirit (esprit de corps) and foster co-operation and pride.

Innovation also had a place in the modernization of ideas and the retention of what had been acquired.

With regard to the pooling of ideas (Think Tank Concept), the need for basic planning without which training institutes could not attain their set objectives was emphasized. The question then arose as to whether training institutes could not play a decisive role in research for the Government so as to identify training needs easily and accumulate ideas without difficulty.

Of course, the matter was not so straightforward because it was the responsibility of anyone who had an idea to communicate it to others by properly chosen and appropriate methods. In any case, evidence had shown that institutes for training in public administration knew of an excellent source of research that the Administration could use by adjusting set plans.

At the level of consultation, it was noted that there was some confusion between consultancy and advisory services. A consultant would help to solve a problem, although his ability to do so would depend on the way in which it was presented to him. An adviser on the other hand was much more helpful in working out the smallest details of problem or even finding the shortest way of solving it. Sometimes the same person performed the two functions but then the matter of lucidity was what was important.

The question was then raised whether institutes for training in public administration could provide training and advisory services for the private sector. The Group stressed that research based on consultancy services might actually be considered an element in the pooling of ideas, especially when a research team capable of undertaking a specific piece of research was set up. It was generally agreed that if an institute showed that it was able to solve specific problems, in either the public or the private sector, no one would hesitate to call upon it to solve other problems or send trainees to it for either their initial or subsequent training.

GROUP 'F'

Chairman: Mr. Abdeslam Benlamlih (Morocco)

Rapporteur: Mr. Kakima Ntambi (Uganda)

Theme: The challenge of preparing to meet future training and development needs effectively

1. Opening remarks

Having briefly referred to keynote papers by J.E. Kariuki (CAFRAD) and the one read by K. Schwarzkopf (Seneca College) the Chairman reminded members of the task before them: The challenge of preparing to meet future training and development needs.

2. Review of concept and practice

The members of the Group re-affirmed their belief in the potency of training development and research as a means of closing a spectrum of gaps in knowledge, skills, attitude and performance. The advancement of any nation was unanimously viewed as heavily dependent on the quality and quantity of human decisions and actions. The challenge was to establish practical ways and means of keeping these capabilities up-graded at all times. The discussion showed that this up-grading could (and in fact did) take many forms. In order to demonstrate the practicability of their ultimate recommendations the Group elected to concentrate its deliberations on how developing country/experts arrangements could be made more efficient, effective and productive. The selection of this subject was deliberate after it was felt by the Group that:

- (a) enormous resource packages continue to be poured into developing countries/expert arrangements but,
- (b) the result of these arrangements too often still fell short of expectations.

The Group made the following observations and recommendations:

- (1) Observation: Most current arrangements by which experts were availed to developing countries still failed to ensure the acquisition of the really suitable qualified personnel for the tasks in hand. Cases were cited of incapable people that came to some developing countries under the cover of "Expert".

Recommendation: The host countries should take an active part (with the help of its qualified people and supplemented by an independent body such as ECA, ILO) in the selection of such experts. Such steps would minimize fraternization in donor countries, and would in many ways ensure the selection of the right man (from among many) for the task in question.

- (2) Observation: Although it was clear that there was need to step up performance and training development, it was felt that many experts continued to come only for specific tasks without anyone in the host country taking advantage of the performance period to learn.

Recommendation: In order to facilitate the greatest multiplier effect originating from a foreign expert's performance, it was strongly recommended that every expert should be under-studied by a national during the period of the expert's performance. Such participation by a national would ensure more meaningful follow-up on the project as well as ensure local expertise for future similar tasks.

- (3) Observation: Some projects, it was observed, were misconceived, with no clear objectives, let alone clear thinking about how it would progress. Questions such as what precisely do we want done? What precisely will be the expert's contribution, when, how, where and with whom? were not asked and answered in advance. As a result, a start was made anywhere only to end nowhere.

Recommendation: Clear objectives of what is to be done should be clearly set - carefully spelling out the objectives to be achieved and the local people to be involved as understudies.

- (4) Observation: Many countries have missed the opportunity to benefit from some projects to which experts were attached as a result of failure on the part of host countries to realize that 'experts' for instance have the ability to train and to develop others. This observation ties up with No. 3 above.

Recommendation: The need to develop local resource personnel could not be over emphasized. The Group strongly felt that whatever possible the performance skill of an expert should be passed on to national personnel. This meant that besides considering the expert's own performance abilities, he should have training/development abilities - i.e. the ability to impart some of his capabilities to others.

- (5) Observation: Cases were known where foreign experts' performances were inadequate owing to lack of adequate supervision by host country. There were instances when foreign aid personnel excessively owed their allegiance to their employers abroad, and with negligible, if any commitment at all to the host country. Needless to conclude that such a situation would tend to produce adverse results on the project.

Recommendation: There was a strong feeling that situations similar to the one mentioned above would be minimized if a contractual relationship could be established between the expert and both the "employers abroad" as well as the host authority.

- (6) Observation: There were the extremes among the developing countries themselves. One extreme was the unnecessary lack of confidence in their own nationals. In this connexion cases were cited where project proposals prepared by nationals were rejected only to be approved later in presentation by impostors! The other extreme was to localize - Africanize or whatever term used - for the sake of it.

Recommendation: Expertise, it was felt, should be appreciated; it does not matter what national or racial label it bears. "No one can be an expert in his own (developing) country". Attitude should be discouraged from favouring such a view. On the other hand, attention was drawn to the fact that Africanizing for its own sake might end up by being more expensive than not filling the position at all.

The Group strongly wished to underscore the hard fact that for a long time to come most African countries would continue to need experts. At the same time however, they wished to see such experts limited only to cases of real need. At this juncture the Group noted with satisfaction the efforts of ECA and CAFRAD to compile statistics and particulars regarding Africa's own experts in support of the services of the Technical Co-operation Programme of the OAU and member countries.

- (7) Conclusion: The need to train and develop the personnel resource was founded to be acute and the possibilities to do so, plentiful.

III. SEMINAR PROGRAMME AND EXHIBITIONS ON TRAINING METHODS AND MATERIALS

14. The exhibition of instructional materials and equipment began by the second day of the conference. Exhibits were displayed along the foyer, corridor and assigned rooms of Africa Hall throughout the entire duration of the conference. Exhibits ranged from the display of text books, manuals, instructional notes, illustrative teaching materials, photographs of teaching situation, hand-outs, course programmes, syllabuses, etc. The United States Information Service, Addis Ababa, and the ECA Information Unit both contributed to the exhibition and assisted with the organization of the exhibition which was the first training exhibition of its kind to be sponsored by ECA. A private firm, TECHNICOLOR of California (USA) staged a continuous display of its single concept instant theatre model 4100 and generously donated to ECA Training Service one Super 8mm Projector for which the secretariat remained ever grateful. In addition to the displays in the lobbies, one large room was devoted to the display of books and publications on training.

15. The seminar on training methods and use of instructional materials and media offered an opportunity for participants to demonstrate the use and effectiveness of specific methods, materials and equipment. The demonstration sessions came to life as participants and observers made their observations and asked questions. The following were the main topics and activities of the seminar and demonstration sessions:

- (i) Professionalization of Training: Experience with National Associations, by Messrs. S. Solarin, J. Obaso and W. Tait.
- (ii) Participative Methods of Learning, by Mr. W.A. Tait, assisted by Dr. J. Bukhala.
- (iii) The use of Video-Tape as a Training Tool, by Mr. A. Stewart.

- (iv) Video-taped interview between a Director and a prospective candidate for the post of a Trainer, by Mr. A. Stewart and Mr. S. Borgwardt.
- (v) Swaziland Adult Education Programme, by Messrs. Michael Lynott and Bob Fraser.
- (vi) Media Selection - A Flow Chart Approach, by Mr. A. Stewart.
- (vii) Application of Modules of Employable Skills to Industrial Vocational Training, by Mr. Ralf Erickson.
- (viii) Panel discussion on Methods and Approaches for the Evaluation and Appraisal of Training, by Messrs. W.A. Tait, R.C. Goslin and E.H. Abdel-Rahman.
- (ix) Use of Syndicates in designing training materials and for Group Dynamics, by Mr. R.C. Goslin.
- (x) Preparation of Training Manual at the Centre for Management Development, Lagos, by Mr. J.B. Ajila.
- (xi) Instrumented learning, by Dr. J. Bukhala.
- (xii) Preparation of Training Materials at the Kenya Institute of Administration, by Mr. S. Watatua.
- (xiii) Training Programmes and their Organization, by Mr. Teklemariam Tedla.
- (xiv) Practical Training Organization, by Mr. G.E. Okafor.
- (xv) Comparative Study of Different Types of Training Systems in Morocco, by Mr. Abdeslam Benlamlih.
- (xvi) Experience of Upper Volta Training Institutions, by Mr. Traore Yaya.
- (xvii) Group visit to Ethiopian Airlines Training School, Addis Ababa: Pilot Training; Aviation Maintenance; Training Service and Training Aids, led by Ato Teklemariam Tedla.
- (xviii) Administrative procedures and Decision Making Exercise, by Mr. R.C. Goslin.
- (xix) Evaluation of the Conference: a quick evaluation method, by Mr. W.A. Tait.

16. Notes on the main features of some of the demonstration sessions as prepared by the Rapporteur-General are contained in Annex I.

Evaluation of the Conference - a training technique

17. On the basis of Mr. Tait's quick evaluation method which served the dual purpose of a demonstration of how to apply the method and at the same time evaluate the performance of the conference, 8 participants rated

the conference as "good", "successful", "worthwhile", "dynamic" or "productive"; 6 considered it as "ineffective", "fair", "disorganized" or "unsatisfactory"; 24 others rated it "either way", thus giving a general observation of a middle rating. As required by the method participants' rating must be framed in not more than two words and the classification of all ratings was confined to three categories, namely, "favourable", "negative" and "Either Way". A more detailed evaluation will be found in Section V below.

IV. AATD INAUGURAL CONFERENCE

(a) The Work of the Steering Committee

18. The Steering Committee for the formation of an African Association for Training and Development (AATD) began its work by the second day of the Conference on Training Development, and met regularly and simultaneously with the conference for a number of days, considering every item in the suggested agenda for the formation of the Association and other issues that might promote or hinder the establishment and development of the said Association. Its Chairman consulted with the secretariat as necessary. As a result of its deliberations and consensus reached, it prepared and presented to the plenary session on 27 November its report which is reproduced below:

AFRICAN ASSOCIATION FOR TRAINING AND DEVELOPMENT (AATD): REPORT OF THE STEERING COMMITTEE FOR THE FORMATION OF THE AATD

Chairman: Mr. S.A. Solarin

Secretary: Mr. D.W. Masanja

1. It is generally agreed that there is an urgent need, in each African country, for a professional association of trainers and human resources development people with common interests for mutual benefits.
2. It is therefore recommended that each African country establishes, where none exists yet, or maintains a national association under an all-embracing name of "(country) Association for Training and Development" and bringing in all connected with trainer's function "as defined" at this Conference.
3. In order to share common interests and problems for mutual benefits on African Regional basis, the formation of "African Association for Training and Development" at this Conference (AATD) is recommended, like the Asian Regional Association for Training and Development.
4. Benefits from formation of the AATD:
 - (i) sharing experiences and exchanging ideas on training problems and solutions;
 - (ii) professionalization of training and development function;
 - (iii) support from AATD for formation of new national associations and for all national programmes/activities;

(iv) as African Regional Group:

- (a) can speak for itself, draw up regional training activities, and obtain funds from various bodies instead of relying indefinitely on ECA,
- (b) can sponsor Train-the-Trainer Workshops in each member country in collaboration with the national association by consultants provided by AATD,
- (v) can establish associate relationships with other or similar bodies all over the world for mutual benefits and exchange of views at international levels.

5. Strategy for Dynamic Growth and Impact

A. AT THIS CONFERENCE:

- (i) Formation of the "African Association for Training and Development" (AATD).
- (ii) Approval of draft Constitution.
- (iii) Establishment of an Interim Executive Committee.
- (iv) Call on ECA to provide interim secretariat facilities for the initial 3-year transitional period.
- (v) Mandating the Interim Executive Committee to:
 - (a) seek technical co-operation from other organizations like USAID, ASTD, IFTDO, CFTC, etc.;
 - (b) set-up and implement approved 3-year Work Programme;
 - (c) establish associate relationships with similar bodies for mutual benefits at international levels.
- (vi) Approval of a 3-year Work Programme.

B. ON RETURNING TO HOME COUNTRIES:

- (i) Each African country encouraged to establish as soon as possible or maintain a National Association for Training and Development (AATD to provide maximum support and resources as required e.g. Train-the-Trainer Workshops, national seminars/conferences on Training Function, etc.).
- (ii) On formation of each National Association, each to apply formally and become member of AATD.
- (iii) Each national association to work closely with AATD in achieving objectives and goals at African Regional level.

(b) Discussion of the Proposal and Adoption of Constitution

19. The conference accepted the report of the Steering Committee as a basis for detailed discussion of the proposal to form the AATD. It also adopted the strategy outlined in the report, including the call on ECA to provide interim secretariat facilities for the Association for an initial 3-year transitional period, the establishment of a 3-year work programme by the Interim Executive Committee and the recommendation that African countries that have not already established National Associations for Training and Development should endeavour to do so and that the AATD should support such national endeavour.

20. The conference subsequently proceeded with an article by article detailed consideration of, and debate on the draft AATD Constitution recommended to it by the Steering Committee. As a result a number of amendments were made to the draft and the constitution was finally adopted. A motion, "that this conference of trainers resolve here and now to form the African Association for Training and Development" was put to the vote. Voting was confined to country participants only; the results were: 37 for; none against; and one abstention.^{1/}

21. The conference further resolved to accept, under Article XIII of the Constitution, all organizations, institutions and individuals represented at the Founding Conference of the Association and subscribing to the Articles of the Constitution, as Founder - Members on association, institution or individual basis.

22. The AATD Constitution as adopted is reproduced as Annex II of this report and the work programme set for the association for the period 1975-77, subject to detailed amendments by the Executive Committee, is contained in Annex III.

(c) Interim Executive Committee

23. Members of the new Association proceeded to elect members of the Interim Executive Committee, who may serve for not more than two years for the purpose of getting the Association firmly established, as provided for under Article VII, Section 3. The results of the election were as follow:

Chairman:	Ato Teklemariam Tedla (Ethiopia)
Vice-Chairman, North Africa:	Mr. Mamdouh Abdel Hamid Ahmed (Egypt)
Vice-Chairman, West Africa:	Mrs. Irène Ako (Dahomey)
Vice-Chairman, East Africa:	Mr. J.H. Obaso (Kenya)
Secretary-General:	Mr. François Harelimana (Rwanda)
Treasurer:	Mr. S.A. Solarin (Nigeria)
Editor:	Mr. Abdeslam Benlamlih (Morocco)
Programme Co-ordinator:	Mr. Kakima Ntambi (Uganda)
Member:	Mr. Mohamoud Awil Ibrahim (Somalia)
Member:	Mr. Abraham Tunde Williams (Sierra Leone)
Member:	Mr. Atsain Kouadio (Ivory Coast)
Member:	Mr. Traore Yaya (Upper Volta)
Member:	Mr. Godwin E. Okafor (Nigeria)
Member:	Mr. S.H. Njelesani (Zambia)

^{1/} The abstention was in support, in principle, of a proposed amendment which was rejected.

(d) Signing of the Constitution

24. After the election representatives of institutions and associations as well as individuals as Founder-Members were called upon, in accordance with Article XIV of the Constitution, to subscribe to the Articles. They accordingly signed. The signatory document will remain in the custody of the interim secretariat at ECA for subsequent transfer to the AATD secretariat when established.

25. The formation of the AATD as an important event in the region's concerted effort to give the training function a professional orientation was welcomed by representatives of a number of observer organizations. In particular, the representative of the American Society for Training and Development, on behalf of his Society, extended to the Association necessary professional co-operation and support. A number of individual Founder-Members paid their 1975 annual dues before the conference was concluded.

(e) First Meeting of the Executive Committee

26. The Interim Executive Committee held its first meeting in Wabe Shebelle Hotel, Addis Ababa, on 29 November 1974 under the chairmanship of Mr. Teklemariam Tedla. The Committee took a number of decisions and gave directives for ensuring a systematic approach to the development of the young Association. The minutes of the meeting of the Committee is reproduced in Annex IV of this report.

V. GENERAL APPRAISAL

27. In Section III above a quick evaluation technique was applied to assess the performance and achievements of the first two parts of the conference programme. More was expected. The quick evaluation method by its very nature glossed over many aspects that should be taken into consideration in any comprehensive evaluation exercise. The latter was not possible because of the large number of participants involved and the time constraint. Consequently, the secretariat undertook to reflect on the performance, achievements and shortcomings of the entire Conference on Training Development. The resulting appraisal which will now follow, placed emphasis on what ought to have been done in order to achieve a greater impact, and on lessons for consideration in organizing future exhibitions and conferences on training.

Appraisal

(i) Training for development and preparation for meeting future challenges

28. Listening to the deliberations on the sub-topics covered under the above general head, one got the impression that participants were not futuristic enough, although one would have liked a semi-technical, if not philosophical analysis of training development. In terms of what it meant in relation to training, one would have examined its implications in the light of the current ad hoc make-shift training activities. It would have been a welcome thought to note the emergence of the need to re-orient training activity so that it becomes more of a permanent and continuous

operation, thus underscoring the fact that the problems to which training is addressed hardly come to an end; and that they are a permanent and continuous feature of innovation and development. This would have been a logical conclusion arising from the threat of obsolescence, a natural consequence of innovative hurry within the development process.

29. Thus the deliberations would have noted that the changing circumstances and the prevailing technology-knowledge-skill boom of innovations do pressurize African States to take on a hurried stint, as a result of which their need to take short cuts implies that training is not a leisurely process, and does not take an undue long time, but rather addresses itself to specific needs in a given time of a country's stage of development.

30. That being the case, an air of urgency in the training process would have been noted. One would have seen the need to face the future challenges by preparing not only those to cope with today's problems, but also those capable of dealing with the future ones. Thus a stock-taking of existing training infrastructure would have been given some thoughts and treatment.

31. With an examination of training infrastructure, the need for the re-organization of central personnel agencies would have become obvious. The restructuring and re-naming of Kenya's Directorate of Personnel Management, for example, would have been of particular interest in the ensuing discussion. The rationale for the Directorate's sub-units would have been a matter for careful examination, with a view to deriving a model for participants to take home and recommend to their Governments.

32. All that one got out of the discussion was an impression that no one was doing a critical examination of the state of training in the country. Yet there was the other conflicting impression of the thought that everyone back home practised it and that the procedures were good.

33. The question of funding for example, did not arise; if it did, no serious thought was given to the working of the training fund based on industrial levy, and to the need for it to cover a wider spectrum - management as well as other non-technical training. In this connexion, the approaches in Kenya, Malawi and Nigeria would have been interesting points of reference.

34. The problem of developing a Staff Development Officer cadre would have been of interest and the present Kenya approach, and what has been recommended for Zambia and Nigeria, though still under serious discussion, would also have received some examination.

35. For the organizers, the lesson of experience would have been a clear specification of result oriented objectives along the following line:

- To discuss and determine the best possible central personnel agency structure for effective training development function.
- To discuss and evolve training fund policy considerations for the effective funding of national training programmes.
- To determine ways and means of encouraging training career consciousness, and avoiding high staff turnover among trainers, etc.

36. The above procedure of result oriented, pre-stated objectives per session would be an interesting procedure for a follow-up meeting for training executives.

(ii) Training Institutions - Functions and Role

37. If we were seriously considering how to prepare a given country so that it can face future challenges in training development, the examination and grid restructuring of central personnel agencies would have naturally lead to a further analysis of the role and function of existing training institutions - which in principle and practice ought to consider their basic role of serving as the executing wing of central personnel agencies.

38. The discussion, zestful and interesting as it was, did not take the guideline presentation into consideration. One would have expected a serious, systematic, if not technical discussion of the role of institutions with particular regard to the following activities:

1. Providing base-line data for:
 - initiating and reviewing training policies and their implementation;
 - developing and reviewing training programme content;
 - evaluating and validating training programmes and procedures;
 - co-ordination and administration of training with special reference to administrative machinery etc.
2. Serving as a major referral, if not consulting, institution in matters related to manpower training, deployment and development.

39. In synthesizing their conclusions, one would have wished they considered the various technical activities involved in the roles to be assumed in the fulfilment of the above functions. Such activities would have been treated under research, analysis, development, operations and evaluation.

40. Under the research function, one would have wished to see them note and consider seriously the kind of activities they engaged in to improve their efficiency and effectiveness so as to update and regenerate themselves; how to keep their staff up to date; how to investigate and validate their own testing and evaluation techniques; and above all, how to make their training task results oriented, centred around the development of effective techniques of training needs survey and determination. These activities are sine qua non basic data for dynamic training policies development.

41. Under the analysis function, one would have wished to see their concern for how to make training job deficiencies oriented, and how to gear the whole process towards problem solving. In this respect their role in identifying and categorizing causes of job deficiencies as to determine training needs would have been paramount. They would not have glossed over their role in categorizing these needs, and deriving result oriented training

objectives; and consequently specifying performance behaviour to be obtained from a training programme. Needless for their role in analysing the tasks for which training is required and providing appropriate instructional systems, strategies and experiences for the elimination of job-situation deficiencies.

42. Under the development function role, the question of how training institutions get acceptance and establish credibility with their client systems would have been a major pre-occupation. In this respect they could have wished to consider the importance of not only keeping abreast with events for themselves, but also for their Governments. An obvious emphasis would have been a concern with how to select, implement and manage instructional programmes; how to select and update subjectmatter and instructional materials; how to sequence training activities; and finally, how to anticipate and foresee instructional resources requirements and prepare for their development.

43. Under operations role, a major question would have been how to set up effective machinery for administering and co-ordinating training programmes and systems. Where the central personnel agencies have not considered this role, the training institutions would serve as a reminding and guiding instrument for the development of the machinery.

44. Under evaluation role, the question as to what is meant by evaluation, the various approaches used and its role in developing and refining training modules, and programmes that are related to job deficiencies would have been central in the participants' mind; so would be their role in developing effective evaluation procedures.

45. All said, one got the impression of a job well started but not carried to the proper conclusion. There was no open mind approach as one got an impression of institutions' unwillingness to give an impression of wanting in understanding either their role for now, or for the future.

(iii) Exhibition and Demonstration Sessions

46. The exhibition and demonstration sessions were marked by a lack of variety. While the exhibition space was filled mostly by written materials which, by and large, were publications of papers written or presented in given institutions, demonstration sessions were taken up for anecdotes of "what our institution/department is", with one exception of KIA's demonstration of their audio-visual case study presentation by synchronized slides-tapes format.

47. Equipment exhibition features Technicolors' single concept instant theatre and their super 8 mm projector. There was no 16 mm film, 8 mm, or super 8 films of local origin, except the single concept films by the film Corporation of Swaziland. One expected exhibit of materials like transparencies, filmstrips, and slides of local origin, and which are commonly used in the teaching of subjects like accountancy, management, community work, or group dynamics, i.e. covering a whole spectrum of instructional subjects.

48. Just as there was very little demonstration of innovative use of media, so was there very little demonstration of instructional methods and techniques. The allocated time for demonstration sessions was reduced to presentations or explanations of "how training is organized in our country" or "what we do", rather than a critical approach and explanation of new departures.

49. In totally reviewing the exhibition and demonstration sessions, one could not help but conclude that very little, if any, creative or innovative teaching goes on, and that very little, if any, experimentation or adaptive approaches in the use of available instructional materials and media goes on in Africa. One would have been thrilled to hear of a discussion, or see a demonstration of how some instructors avoided abdicating their instructional responsibility, of content selection and presentation, when they used a film prepared by someone else for a different purpose i.e. how do instructors avoid handing over their class to the makers of films even though it is imperative that they use the film? Questions as to whether it is necessary to show a whole film, if not, how does one use the selected part, or how could a film be used as a spring board for discussion could have received attention in the demonstrations.

(iv) Formation of Association for Training and Development

50. Much as it can be said that the anticipated result was realized, one got the impression that some participants might not have understood the nature of the association, as a non-profit, non-governmental organized institution devoted to the promotion of professional growth of trainers. Moreover, it was not a sufficient justification that such an organization existed in some other countries, and therefore for some participants to regard it as if it were a government institution rather than a voluntary professional association of trainers.

51. Nonetheless, when it came to agreeing to the formation of an all-Africa Association, it was not that much of a problem. One, however, got somewhat nervous about what the local national scene would be like when trying to encourage the formation of local/national societies, especially where government might confuse a voluntary association with their prevailing organizations.

52. Though the association proposals were overwhelmingly endorsed, and accepted, one got the impression that their implications had not been fully understood or grasped; and that participants seemed to have run out of time; and as such they did not consider concrete ways and means as to:

- (a) How to raise funds;
- (b) How to develop the Association into a viable professional body of continental and international significance.

53. Nonetheless, it was gratifying to witness the emergence of a common agreement on the need for an all-African professional organization for training and development and to note that an Executive Committee was mandated to initiate appropriate action for ensuring the survival and growth of the new Association.

(v) General

54. For instructional/teaching meetings like the one under review, the intervention of translation and interpretation processes may not be ideal for the situation, as meanings and intent sometimes got lost in the process. A necessary act in meetings of this nature is the need for spontaneous intervention and responses; this spontaneity is not possible when there is interpretation in between. Thus the instructional/learning result orientation of the seminar and demonstration sessions was handicapped to the extent it took on a different orientation from that of direct training/learning sessions.

55. A notable feature was the lack of spontaneous interaction and sharing of experiences between the francophone and anglophone participants, each of which at a time felt obliged to defend their various systems legacies.

56. Maybe when it came to serious discussions, group discussions could have been formed purely on language basis, to provide for a thorough understanding of the approaches and practices within the respective linguistic groups. That having been done - the francophones thoroughly sharing experiences of practice derived from the countries of the group, and the anglophones doing the same also - then the plenary sessions would have heard the synthesized conclusions of the two linguistic groups. Carrying this further, a select group - linguistically based would have been asked to synthesize and put the products of the two groups together as conference conclusions. This might be a worthwhile organizational strategy for a follow-up meeting to try. It is, however, admitted that such an approach would lose the learning advantage of experience sharing from the different language/culture based systems, would be time consuming and might perpetuate an inward looking attitude among participants.

57. The need to compromise between the linguistic groups often saw the emergence of decisions that would be difficult to implement, and whose functioning could be cumbersome. Such was the case with the establishment of the Executive Committee of the Association, widely spread in membership and thus expensive to bring together for any meeting and would also always call for expensive translation/interpretation services. It might be interesting to try regional Sub-Committees based on linguistic group considerations.

58. The foregoing critical appraisal is not meant to detract from the positive achievements of the conference, not only in the form of the new Association for regional action in promoting training development, but also the experience gained by participants from the various sessions, exhibition and study visit. Mr. Tait's quick evaluation test aptly described participants' overall feelings about the conference. The large number of raters who could be classified either way, "favourable" or "unfavourable", in the test results might be regarded as a pointer to the rather critical evaluation outlined above. On the other hand, had Mr. Tait's evaluation exercise been applied at the end of the conference, after the formation of the Association when participants generally felt a high sense of achievement, the test results might have shifted to an overwhelming feeling of a very successful conference. However, the critical appraisal is meant to provide food for thought for those who will organize future follow-up training conferences and exhibition of instructional materials and media in Africa.

NOTES ON SOME SESSIONS

(Summarized by Rapporteur General)

Training Modules

by Mr. Ralf Erickson (ILO)

After a short introduction by the lecturer who defined training modules as group training which could be used in both industrialized and developing countries the French-speaking participants demanded that the working papers should be distributed in French as they were only in English. Since the beginning of the seminar, the secretariat did not appear to have paid much attention to that question which was, however, important in that it affected the ability of the French-speaking participants to make the greatest possible contribution to the work. Pointing out yet again that they had to report to their Governments on their return, the Economic Commission for Africa or at least the organizers of the conference should facilitate the work of both language groups.

The French-speaking group acknowledged that demonstrations could be made in the language of the author but felt that the basic papers for the discussions should be transmitted to both English- and French-speaking participants so that they could play an active part without any difficulty.

The French-speaking group requested that their difficulty should be recorded in the general report.

Training programme evaluation methods

Evaluation was by definition a way of checking whether goals had been planned and whether they had been achieved. The evaluation would take into account the initial definition of training needs which in themselves constituted objectives, the preparation of programmes and changes which had been made in the interim. Whatever the results, an evaluation should reveal the negative as well as the positive factors which had led to these results.

If the evaluation was to be positive, it had to be directed clearly towards the objectives of either the trainer or the trainee. In the latter case, a questionnaire was one of many ways of ascertaining whether the trainee was satisfied and whether the programme and methodology had been effective.

There were two phases to evaluation: instant and deferred evaluation. The difference was that instant evaluation took place at regular intervals with a view to making the necessary changes in the programme whilst the latter took place after the programme. It had to be so timed as to give the trainee time to show himself at his work.

In fact the choice of evaluation methods depended on what was to be evaluated, which might be the transfer of knowledge, behavioural changes in the trainee or his satisfaction particularly concerning the programme and the way in which it had been put out. To this end, an objective evaluation had three phases, one preceding, one during and one after the programme. In all cases, if positive evaluation work was to be carried

out, it was suggested that the United Nations Economic Commission for Africa should gather together data on the experience gained in the various African countries.

Working Group on training material and group dynamics

One of the main aims of team work was, as far as possible, to encourage the participation of all interests, particularly by making practical use of living experience. That was why participants should meet before the course to get to know each other and work out an equitable division of labour on the basis of their intellectual and practical capabilities. The teams were responsible for the design of the teaching material, the inclusion of symposia in the course and the drafting of the reports on their activities with a view to adjustments being made at a later stage.

The usefulness of working groups lay also in their outlook towards training elements. For the sake of efficiency therefore, each team had to appoint a chairman, a leader and a rapporteur. Those were important positions which were often to be found in groups which were concerned with producing results. They were normally held by individuals who already had some experience or whom it was intended to train.

It would often be noted that members of a working group had difficulty in integrating themselves in the group and did therefore not contribute effectively to the discussion. Others tried to play certain roles of which they were not capable. Another point was that some members stood out in the group that their absence inevitably detracted from the effectiveness of the group and the progress of the work. Normally such courses should last for at least six months and no more than one year.

Study Visit

A visit was paid to the Ethiopian Airlines Training Centre which had four major departments: The Flight Operations Training Department, the Technical Training Department, the Management Training Department and the Commercial Operations Training Department.

More importance was attached to practical training which was why promotions and advancements were granted only after an appropriate test which was supervised by an ad hoc committee.

The Centre was, however, currently facing the problem of the equivalency of diplomas despite the equipment, material and training programmes which it had been offering since its establishment in 1946. That was often due to political influences but the necessary steps had been taken to standardize the certificates and diplomas it issued. There was in fact an Association of African Airlines (AFRA) with its headquarters at Nairobi, Kenya, which dealt with that problem as well as others, including fellowships.

A.A.T.D.
CONSTITUTION OF THE
AFRICAN ASSOCIATION FOR TRAINING AND DEVELOPMENT

ARTICLE I

Name, location, existence and status of the Association

Section 1. Name

The name of the Association shall be the African Association for Training and Development (AATD) (hereinafter referred to as "the Association"). The term "African" refers only to countries which are full or associate members of OAU.

Section 2. Headquarters

For the first three years of its existence, the headquarters of the Association shall be in Addis Ababa. Thereafter, the General Meeting may decide, by majority vote, either to retain the headquarters in Addis Ababa or to move it to another location in a member country.

Section 3. Period of existence

The Association shall exist in perpetuity unless dissolved as provided under article XII.

Section 4. Status

The Association shall be registered and shall remain as an autonomous non-profit-making organization under the laws of the host country.

ARTICLE II

Aims and objectives of the Association

Section 1. Aims

The aims of the Association are: to promote, undertake and maintain within the continent of Africa and adjacent islands such activities for the training and development of personnel in the private, public and parastatal sectors as would best ensure the improvement of their work and productivity, and to achieve better utilization of available human resources.

Section 2. Objectives

For the purposes set out in section 1 of this Article, the Association shall:

- (a) conduct or support educational and training programmes such as training courses, workshops, conferences or seminars designed to develop the skills and professional standards of its members;
- (b) provide a forum for the exchange of ideas and technical knowledge on human resources development;
- (c) serve as a clearing house for the dissemination of information on all aspects of training and development, in order to improve the professional standards and growth of its members;
- (d) encourage in its member countries the observance of a professional code of conduct and a sense of duty in the training and development of personnel;
- (e) encourage and promote participation in the Association's activities by individuals, national societies of trainers and institutions concerned with training and development;
- (f) encourage the formation and assist with the development, of national organizations for training and development in every African country and in adjacent islands;
- (g) promote, encourage or conduct research in the field of training and development, including training techniques, methods and instructional media and materials;
- (h) in collaboration with national training associations societies and institutions, encourage the establishment of, and develop, advisory and consultancy services to industry, business and government in the field of training and development;
- (i) promote the production and supply of training and development literature and materials; and
- (j) pursue any other activities which may be deemed relevant or conducive to the achievement of all or any of the above objectives.

ARTICLE III

Languages

All proceedings and official records and reports of the Association shall be in English and French. The Executive Committee may, however, authorize or sponsor publication of records, reports, reviews or other materials in English, French, Arabic or such other language(s) as it may deem appropriate from time to time.

ARTICLE IV

MEMBERSHIP

Section 1 Types of membership

- (a) Full members: One duly accredited national training and development association or organization from each of the countries of the African region.
- (b) Associate members: African national and multinational training institutions and professional organizations, as well as non-African national and international organizations committed to the development of human resources. Associate members shall be admitted only on a non-voting basis.

Applications for membership not falling into categories (a) or (b) may be considered on an exceptional basis.

Section 2 Application procedure:

- (a) Application for membership of the Association shall be made in writing on the prescribed Form; applications shall be considered by a Credentials Sub-committee and approved by the Executive Committee.
- (b) The exceptional applications for membership referred to in section 1 above, however, shall be approved by the General Meeting on the recommendation of the Executive Committee.

Section 3 Cessation of membership

- (a) The Executive Committee may, by a two-thirds majority vote of its members, suspend or propose the termination of the membership of any member of the Association if:

- (i) it has violated any of the provisions of this Constitution;
 - (ii) its membership and conduct are deemed to be detrimental to the best interest of the Association; or
 - (iii) it has failed to pay membership dues for more than two consecutive years.
- (b) A decision by the Executive Committee to propose the termination of membership of any member shall be subject to ratification by the General Meeting.
- (c) Membership may also be terminated by means of written resignation attested by the seal of the national association or institution concerned.

ARTICLE V

Section 1 Rights of members

Notwithstanding any provisions of this Constitution to the contrary, only members of the Association which have paid all annual membership dues shall be:

- (a) Full members:
- (i) entitled to constitute the quorum of any session of the General Meeting and to vote thereat, or to take part in the election of the members of the Executive Committee;
 - (ii) entitled to sponsor applicants for membership of the Association and request the convening of an extraordinary session of the General Meeting;
 - (iii) eligible to hold any office in the Association and eligible for such training fellowships, research grants and other privileges as may be provided by the Association;
 - (iv) entitle to take part in the activities and programmes of the Association and to enjoy the facilities provided by the Association for its members.
- (b) Associate members:
- (i) entitled to constitute the quorum of any session of the General Meeting;
 - (ii) entitled to sponsor applicants for membership of the Association;

- (iii) entitled to take part in the activities and programmes of the Association and to enjoy the facilities provided by the Association, such as training fellowships, research grants, and other privileges.

ARTICLE VI

Organs of the Association - composition and selection procedure

Section 1: Structure

The Association shall have the following organs:

- (a) The General Meeting, which shall consist of the members of the Association.
- (b) The Executive Committee, which shall consist of a Chairman, three Vice-Chairmen selected on a sub-regional* basis, a Secretary-General, a Treasurer, a Programme Co-ordinator, an Editor and six other members of the Association elected by the General Meeting from amongst its members, who shall hold office for one year and be eligible for re-election.
- (c) Such other bodies or working sub-committees and specialised divisions as the General Meeting may establish.

* The subregional areas are:

- (i) North Africa: Sudan, Egypt, Libyan Arab Republic, Tunisia, Algeria and Morocco.
- (ii) West Africa: Mauritania, Senegal, The Gambia, Guinea-Bissau, Guinea, Mali, Sierra Leone, Liberia, Ivory Coast, Upper-Volta, Ghana, Togo, Dahomey, Niger, Nigeria, Chad, Cameroon, Central African Republic, Equatorial Guinea, Gabon, Congo, Zaire, Angola and Namibia.
- (iii) East Africa: Ethiopia, Somalia, Kenya, Uganda, United Republic of Tanzania, Rwanda, Burundi, Zambia, Malawi, Mozambique, Botswana, Madagascar, Mauritius, Swaziland and Lesotho.

ARTICLE VII

Organs of the Association - functions and powers

Section 1 General Meeting

The General Meeting shall be the highest organ of the Association and shall:

- (a) determine the general principles and policies governing the activities of the Association and have over-all control of the affairs of the Association;
- (b) elect the members of the Executive Committee and, in pursuance of the provisions of section 2(b) of article IV of this Constitution, determine conditions relating to exceptional membership of the Association;
- (c) Approve the annual budgets, statement of accounts, programme of activities and reports of the Association and prescribe annual membership dues to be paid by members of the Association;
- (d) Settle all disputes arising out of the interpretation or application of this Constitution and any by-laws subsequently adopted; and
- (e) Lay down rules for the effective implementation of the provisions of this Constitution.

Section 2. The Executive Committee

The Executive Committee shall:

- (a) be responsible for the general administration of the Association;
- (b) keep under review, direct, control and co-ordinate the financial, technical and other activities of the organs of the Association other than the General Meeting;
- (c) consider the annual programme of activities, budget and audited statement of accounts of the Association and submit them to the General Meeting for approval;
- (d) present an annual report on the activities of the Association to the General Meeting;
- (e) determine the representation of the Association at meetings where the Association is required to be represented;

- (f) propose for the approval of the General Meeting rules governing the financial, administrative and other activities of the Association and the establishment of relationships between the Association and institutions desirous of assisting the Association or its members in achieving the aims of the Association;
- (g) authorize the expenditure of funds of the Association; and
- (h) have such other powers and perform such other functions as are vested or prescribed by this Constitution and delegate to the Secretariat or other organs of the Association any of its powers and functions.

Section 3. Election of members of the Executive Committee

Each country member of the Association shall file with the Secretariat of the Association, 30 days before each General Meeting, a written nomination, attested by its national Secretary or Chairman/President, designating a candidate for membership of, and/or any of the offices of, the Committee and its Sub-committees. At the time of the General Meeting, elections shall be carried out by secret ballot from among the nominated representatives of member associations and appointments to offices shall be made on the basis of the highest vote scored for each office. In the event of there being an insufficient number of candidates for election, additional nominations of members shall be invited by the Chairman before the General Meeting proceeds with the election. Persons elected shall be informed in writing through their associations and shall indicate their acceptance in writing within 30 days. In the event of an appointed person being unable to serve, the candidate with the next highest vote shall be declared elected and offered the vacant post. Notwithstanding the provisions of this section, members of the Interim Executive Committee, who may serve for not more than two years for the purpose of getting the Association firmly established, may be elected by a simple procedure that the Founding Conference may adopt.

Section 4. Resignations and vacancies in the Executive Committee

Any member or officer of the African Association for Training and Development may resign by filing his resignation with the Secretariat. National associations may withdraw any of their members from the Executive Committee by the same procedure. In either case notice of withdrawal or resignation must be attested by the signatures of the national Secretary and the Chairman/President of the member association. Any member in good standing may, by a simple majority of the Executive Committee, fill any vacancy in the manner provided under the preceding section of this article. Any officer or member of the Executive Committee may be asked to resign by the General Meeting for conduct considered inimical to the purposes of the Association.

Section 5. The Chairman

The Chairman shall preside at all meetings of the Executive Committee and the General Meeting and shall have such other authority as may be delegated to him from time to time by the Executive Committee or the General Meeting.

Section 6. The Vice-chairmen

During the absence of the Chairman or in the event he is unable to perform his duties, the Executive Committee shall elect an acting chairman from among the three Vice-chairmen. In the event that the Executive Committee is not able to meet immediately, the provisions of article IX, section 8 shall apply.

Section 7. The Secretariat

The Secretariat shall:

- (a) provide secretariat services to the General Meeting, the Executive Committee and the other organs of the Association, convene their meetings, and keep their minutes;
- (b) assist the Treasurer to prepare the annual budget and statement of accounts of the Association;
- (c) prepare the annual report on the activities of the Association and submit it to the Executive Committee for consideration;
- (d) ensure the dissemination of the decisions of the organs of the Association to the members of the Association, as well as their implementation;
- (e) be the custodian of all records and reports of the Association;
- (f) establish and maintain a register of members with their mailing addresses, as well as all other necessary particulars;
- (g) transmit expeditiously to the Treasurer all dues and other funds received by the Secretariat, unless the Executive Committee decides otherwise; and
- (h) perform any other functions that may be delegated to it by the Executive Committee or the General Meeting.

Section 8. The Secretary-General

The Secretary-General, under the direction of the Executive Committee, shall be responsible for the work of the Secretariat with respect to the maintenance of the records of the Association and the performance of normal secretarial functions, and shall sign such documents as are required to be signed for and on behalf of the Association.

Section 9. The Treasurer

The Treasurer, under the control of the Executive Committee, shall have charge and custody of, and be responsible for, all the funds and monies of the Association; shall be responsible for preparing annual financial statements and presenting audited accounts to the Executive Committee and to the General Meeting; and shall disburse the funds of the Association in accordance with the budget estimates and items of expenditure approved by the General Meeting. In the event of the funds being vested in the Secretariat by the Executive Committee, the Treasurer shall be responsible for the use of the funds, supervise the work for which the funds are used and be accountable for all expenditure.

Section 10. The Editor

The Editor shall be responsible for all publications of the Association and may be assisted by an Editorial Board to be appointed by the Executive Committee.

Section 11. The Programme Co-ordinator

The Programme Co-ordinator shall prepare the annual programme of activities of the Association and submit it to the Executive Committee for consideration, and shall execute the programme of activities finally approved by the General Meeting.

Section 12. Specialized divisions of the Association

The Association may consider the applications of professional groups of trainers in specialized disciplines for membership of the Association, and may accept such groups to operate under the umbrella and aegis of the Association as Specialized Divisions of the Association. Such Divisions shall be accorded Associate membership status and may operate under their own rules of procedure, provided their objectives and activities do not conflict with those of the Association.

ARTICLE VIII

Finance, income and property

Section 1. The Funds

The funds of the Association shall be made up of:

- (a) annual membership dues;
- (b) proceeds of the sale of the publications of the Association;
- (c) proceeds of any activities organized by the Association;
- (d) interest on savings and dividends on any investments and securities of the Association; and
- (e) income from any other sources, including special contributions, gifts, donations and grants made to and accepted by the Executive Committee on behalf of the Association.

Section 2. Dues

The General Meeting shall, on the recommendation of the Executive Committee, determine the annual dues which shall be paid by different categories of members of the Association.

Section 3. Time and Mode of Payment of Dues

Dues shall be payable to the Association by the end of February each year and shall be deemed to be assessed as on 1st January of each year. Payment may be made to the name of the Association in any of the following forms acceptable to the Secretariat: Banker's Order, International Bank Draft or Money Order, cheques drawn on reputable international banks or cash in the currency of the host country, or in any other form acceptable to the Association.

Section 4. Use of Funds and Assets

The income and property of the Association shall be used solely for the maintenance and promotion of the aims of the Association as set out in this Constitution, and no portion thereof may be paid or transferred by whatever means to any member of the Association, person or for any cause without the authorization of the Executive Committee.

Section 5. Banking Arrangements

All monies and securities of the Association shall be deposited with a bank approved by the Executive Committee; withdrawals from the account of the Association shall be made only in respect of expenditure and payments for services authorized by the Executive Committee, and such withdrawals shall be made on the joint signatures of any two of the following persons: the Chairman, the Secretary-General, the Treasurer or anyone lawfully acting for them. The

Executive Committee may direct that part of the funds of the Association shall be kept on deposit with a designated bank or banks in an interest-bearing account.

Section 6. The Auditor

The Association shall have an Auditor who shall be appointed from time to time by the Annual General Meeting; the Auditor shall be responsible for the proper annual auditing of the accounts of the Association.

Section 7. Annual budget and financial records

The Treasurer shall be responsible for the finances of the Association and shall keep proper records of the incomings and outgoings of the Association, he shall present the annual budget and audited statement of accounts of the Association to the Executive Committee and the General Meeting for consideration. The Secretary-General shall assist the Treasurer in preparing annual budgets and financial statements and act as Treasurer in the absence of the latter.

Section 8. Financial year

The financial year of the Association shall run from January to December.

Section 9. Limitation of liability

The liability of every member of the Association shall be limited to assessed dues; the term "dues" under these articles being taken to include any assessment of any nature or for any reason properly executed by the Executive Committee and endorsed by the General Meeting. No member of the Association or of the Executive Committee, and no officer, employee or agent of the Association shall be liable upon or for any contract, agreement or act of any nature whatsoever of the Association, the Executive Committee or any organ of the Association beyond the provisions of article VII and article VIII, section 7 of this Constitution. Liability for agreements or contracts made by, for or on behalf of the Association shall be limited to the funds and assets available to the Association. No governing body, committee, officer, agent or employee of the Association shall have authority to commit any tort or violate any law in the name of the Association; and the Association shall have no liability for any such action. No committee, organ, officer, agent or employee or member of the Association may pledge the credit of the Association without the prior approval and authorization of the Executive Committee.

ARTICLE IX

Meetings and procedure

Section 1. Annual General Meeting

The General Meeting shall normally hold sessions once a year, and may hold extraordinary sessions. Each regular session should preferably be held in conjunction with a workshop or conference agreed upon by the Executive Committee. Co-sponsorship and venue for meetings shall be selected by the Executive Committee two years in advance and official notice of the exact time, place, fees, programme and other requirements for the conference shall be communicated by air mail to all members of the Association at least six months before the starting date of the meeting. The host member association/society/institution shall have responsibility for detailed local arrangements for the meeting and its promotion in consultation with the Secretariat of the Association, unless the Executive Committee undertakes to initiate specific arrangements in consultation with the host member association/society/institution.

Section 2. Rules of procedure

The General Meeting shall adopt its own rules of procedure for its annual and extraordinary meetings, including rules relating to the time, place and notice of meeting, voting and other proceedings thereat which are not inconsistent with the provisions of this Constitution.

Section 3. Meetings of subsidiary organs

The organs of the Association other than the General Meeting shall meet as often as may be convenient and at least once a year and shall adopt their own rules of procedure for their meetings.

Section 4. Presiding officer

The Chairman shall preside at the meetings of the General Meeting and the Executive Committee and shall exercise all the powers conferred on him under article VII of this Constitution. In the absence of the Chairman the provisions of article VII, section 6 shall apply.

Section 5. Meetings of the Executive Committee

Meetings of the Executive Committee shall be held as and when necessary, in such place as may be convenient. Notice of the time, place and agenda of the meeting shall be airmailed to members of the Committee at least 60 days before the starting date of the meeting.

Special meetings of the Executive Committee may be called by resolution of the Committee or by one or more written calls, specifying the purpose(s) for which the meeting is called, filed by the Secretariat and endorsed by the principal officers or Secretaries of at least one-fifth of the members of the Executive

Committee. Notice of the meeting, accompanied by a copy of the resolution or writing calling the meeting, shall be airmailed to all members of the Committee at least 60 days before the starting date of the meeting. Only business within the scope of the purpose(s) of the call shall be transacted at such special meeting.

Section 6. Representation and voting rights

To encourage participation, each country member shall be allowed to send up to a maximum of three delegates to a General Meeting, all of whom shall be permitted to take part in the deliberations. Each country member, however, shall be allowed only one vote.

Section 7. Quorum

Eight representative members or one-half of the existing members of the Executive Committee, whichever is the greater, shall constitute a quorum for the transaction of the business of the Committee. In respect of the General Meeting of the Association, one third of the registered members shall constitute a quorum.

Section 8. Action without a hosting

The Executive Committee may take any action it deems fit without a formal meeting if consent in writing to the said action has been obtained from four fifths of the existing members of the Committee. All such written, signed consent shall be filed by the Secretariat.

ARTICLE X

Capacity and Seal

Section 1. Capacity

The Association may enter into contracts, acquire and dispose of immovable and movable property and sue and be sued. All documents other than those referred to in article VIII, section 5 of this Constitution, which in pursuance of the foregoing require to be executed on behalf of the Association may be executed by either the Chairman or the Secretary and sealed with the Seal of the Association.

Section 2. Custody of the seal

The Seal of the Association shall be kept in the custody of the Secretary-General.

ARTICLE XI

Amendments to the Constitution

Section 1. Validity of Amendments

This Constitution may be amended by a two-thirds majority vote of the members of the Association present and voting at a General Meeting.

Section 2. Notice of Amendment

No amendment shall be considered by the General Meeting unless it has been communicated by the Secretariat to all members of the Association at least 60 days before the meeting of the General Meeting at which it is to be considered.

ARTICLE XII

Dissolution of the Association

The Association may be dissolved, in accordance with the relevant laws in force in the host country by a two-thirds majority vote of the members of the Association present and voting at a General Meeting, whereupon the General Meeting shall appoint a committee for the orderly liquidation of the Association.

ARTICLE XIII

Transitional provisions

Section 1. Founder-members:

Notwithstanding the provisions of article IV, sections 1 and 2, all organizations, institutions and individuals represented at the Founding Conference of the Association shall be regarded as Founder-members of the African Association for Training and Development on an association, institution or individual basis, as the case may be, with full voting rights during the life of the interim Executive Committee.

Section 2. Remuneration

Members of the Executive Committee shall serve without remuneration during the interim period.

ARTICLE XIV

Adoption of the Constitution

The above Articles of the Constitution of the Association was unanimously subscribed to by all the founder-members, represented at Addis Ababa this 28th day of November, 1974.

PROGRAMME OF ACTIVITIES OF THE AFRICAN ASSOCIATION
FOR TRAINING AND DEVELOPMENT, 1975 - 1977

Programme objectives:

- (i) To develop a dynamic regional professional association of trainers and training development organizations that is capable of fully and effectively realizing the goals and objectives set for it in its constitution.
- (ii) To play a leadership role in promoting and advising on the establishment and development of national societies for training and development in every African country and to collaborate with these national societies in realizing its programmes for training and human resources development.
- (iii) To initiate training programmes designed to help individual trainers achieve professional competence and update their knowledge and skill in the profession.
- (iv) To sponsor and organize meetings of the Technical and Executive Committees and General Conferences of the Association.

PROGRAMME OUTLINE

1. Training Advisory Services (1975-1977)

Aim: To provide to its member societies and their Governments, at their request, the services of short-term Training Consultants to advise on training policies and programmes, including advice on the formation of national societies for training and development where none exists, and on the development of appropriate measures and machinery for training promotion and development at the national level.

Work Content: Missions to African countries that may request technical advice. It is envisaged that each country mission will not exceed two weeks at a time. Mission activities will be carried out in collaboration with the local Society for Training and Development where one already exists or in formation process, and with an appropriate local training institution. As required training seminars and workshops for practicing trainers will normally be associated with mission activities.

2. Training Workshops and Seminars

Aim: To provide practicing trainers with an opportunity to reflect on their training functions and the manner in which these functions are exercised; to acquire improved professional skills and up-date their knowledge of new developments in the training business; and to broaden their outlook through exchange of professional experience.

Work Content:

- (i) Peripatetic national training workshops and seminars for trainers and instructors (1975-1977).
- (ii) Organization of Annual Training Institutes for Trainers (English-speaking, 1976; and French-speaking 1977).
- (iii) Provision of the services of Training Consultants in support of ECA sponsored Long Vacation Instructor Training Workshops (1975-1977).
- (iv) Co-sponsorship with ECA of the Second Regional Workshop and Exhibition on Training Materials and Equipment (1976).

3. Studies and Publications

Aim:

- (i) To commission or co-sponsor studies on specific training development problems that are of regional or sub-regional application, either on its own initiative or in collaboration with member training and development societies or other African training organizations, with a view to providing a rational basis for designing appropriate programmes and measures for resolving these problems.
- (ii) To disseminate information on training and human resources development by publishing and distributing to its members a quarterly or biannual Training Newsletter.

Work Content:

- (i) Specific study projects will be identified in the course of advisory field missions during 1975 and action on one or two study projects could be initiated during 1976.
- (ii) Publication of one issue of the AATD Training Newsletter in 1975 with an attempt to have up to four issues by 1976 if resources permit.

4. Association Conferences and Meetings

Aim: To initiate preparatory work related to the holding of the General Conferences and Executive Committee Meetings of the Association as provided for in the constitution.

Work Content:

- (i) Annual meetings of the Executive Committee.
- (ii) Meetings of one or two Technical Committees (from 1976).

(iii) Annual General Meeting.

(iv) Participation in the International Conferences of the IFTDO
(New Delhi 1975; Canberra 1976; Mexico 1977).

5. Other Activities

During 1975-76 action should be taken by the Executive Committee to initiate recruitment action for initial secretarial personnel, negotiate host facilities, plan the requirements of a permanent secretariat of the Association, and draw up AATD bye-laws.

AFRICAN ASSOCIATION FOR TRAINING AND DEVELOPMENT

Minutes of the Meeting held on 29 November 1974

The interim Executive Committee held its first meeting at the Wabe Shebelle Hotel, Addis Ababa, on Friday, 19 November 1974 at 9 a.m. The purpose of the meeting was to adopt the programme of action for the first three years of existence of the Association. In view of the short time at its disposal and the scope of the programme as set out in the Constitution of the Association, the interim Executive Committee selected the more important items and prepared a rapid programme of action so as to deal with the most urgent matters. The interim Executive Committee decided that:

1. A copy of the final Constitution should be sent to each of the members of the constituent Assembly;
2. The interim Executive Committee ought to have the mailing addresses of employers and members of the General Assembly for correspondence purposes;
3. All correspondence with the interim Executive Committee should be addressed to its Chairman through ECA;
4. The United Nations Economic Commission for Africa should address letters to Governments and institutions informing them of the establishment of the Association, its aims and its programme as well as the conditions of membership;
5. A questionnaire should be annexed to the letter referred to under (4) above requesting countries to forward their suggestions and to indicate their needs to the Committee so that it may formulate the most objective programme of action possible;
6. Each member of the Association should undertake to transmit to the Committee as soon as possible information on existing associations and the possibility of promoting them;
7. The United Nations Economic Commission for Africa should register the Association and secure its recognition by the Ethiopian Government;
8. A post office box should be rented at the headquarters of the Association and at each of its sub-regional offices and maintained by a member of the staff;
9. ECA should devise a seal, flag and emblem for the Association;
10. The seal of the Association should bear the initials of the name of the Association in English and French;

11. In order to encourage the establishment of associations in countries which had none and to promote the activities of existing associations, the Association should from time to time organize meetings and seminars.

To this end two meetings were planned for 1975:

- a meeting of the interim Executive Committee on 27 and 28 March to evaluate and modify the programme of action. This meeting would take place at Addis Ababa. The Association would defray travel and subsistence expenses,
- a seminar called the "Study Group of African Trainers" would be held from 18 to 22 August 1975. It would be attended by all African trainers and the Association would not be responsible for the travel or subsistence expenses of participants. In view of the fact that it was not felt necessary for all the members of the Provisional Executive Committee to attend, the Committee would designate those members who needed to participate in the organization and conduct of the seminar and would bear all the costs relating to their participation. The seminar would also be held at Addis Ababa because of the facilities available.

12. On behalf of the Association, as soon as possible ECA should address a letter to Governments and institutions, and particularly those to which members of the Executive Committee and other members of the Association belonged, so that they might be granted permission to absent themselves during these two meetings;

13. The Editor was requested to establish the Association's information and documentation service. To this end, he should prepare a brochure for distribution after its consideration by the interim Executive Committee at its meeting in March.

14. In accordance with (9) above, ECA should also prepare the letterhead of the Association.

15. So as to maintain constant contact among all the members of the Association and to encourage them to see to it that national associations contributed to the effectiveness of the African Association for Training and Development, the interim Executive Committee, assisted by the Programme Co-ordinator, should prepare a calendar of seminars, the location of which would be rotated among member countries.

The meeting rose at 12.15 p.m.