

SEMINAR ON TRAINING METHODS AND PROGRAMMES FOR  
DIRECTORS OF TRAINING INSTITUTES AND CIVIL SERVICE TRAINING CENTRES

(Nairobi, 4 - 15 August 1970)

AIDE-MEMOIRE

1. Project No. and Description : Project 46(e)(ii)

Workshops on modern training methods and teaching aids and seminars on training programming and evaluation to be organized for Directors and Assistant Directors of Training Institutes as well as for senior trainers from public and private training centres.

These workshops and seminars will pay particular attention to the use, adaptation and preparation of teaching materials and the designing of training programmes by types and levels of training.

2. Origin and Authority

(a) Recommendations of the meeting of the Working Party on Manpower and Training (E/CN.14/363 - E/CN.14/WP.6/15) of October 1966 calling on the ECA, in association with other appropriate bodies, to provide training for administrators of national training programmes.

(b) Recommendation of the Conference of African Planners, Second Session (E/CN.14/407 - E/CN.14/CAP/4) of 3rd January 1968 : "Since there was a dearth of trained personnel in Africa, training for the needs of planning, plan implementation and development in general must be accorded a high priority in the curricula

of universities and other training institutions, national, sub-regional and regional". The Conference emphasized that this need for specific measures to develop the necessary teaching staff capable of organizing and carrying out local training programmes.

- (c) Recommendation No. 15 of the Second Conference on Urgent Administrative Problems of African Governments, Addis Ababa, 14-17 November 1968, called on the ECA to :
- "Consider the means by which it can give further assistance to national, regional and sub-regional training programmes, by helping with training materials, continuing their association with institutes of public administration, developing schemes for the 'training of trainers' and helping in the organization of courses....."

- (d) The meeting of the Heads of Schools and Institutes of Public Administration held at CAFRAD in December 1968 passed a resolution requesting the ECA, working in collaboration with other international agencies and institutions, to organize a programme for the 'training of trainers' as a matter of urgency.

- (e) Commission Resolution 195(IX) of 13 February 1969:

- Called on the United Nations and the Specialized and operating agencies of the United Nations family as well as bilateral and other organizations concerned with training in Africa to :

- (i) Draw up appropriate medium-term programmes based on indicated needs and requirements of member countries in critical areas of manpower and training.

- (ii) Continue to provide technical assistance to member States in strengthening and improving national, sub-regional and regional training institutions.

Requests of the Executive Secretary :

To initiate a feasibility study on the establishment of regional and/or sub-regional centres for teaching material and human resources research, and in collaboration with the concerned international organizations, African Governments and institutions as well as other agencies, subject to the approval of the Executive Committee, to take appropriate action for the establishment and promotion of the said centres.

(f) Commission Resolution 202(IX) of 14 February 1969:

Requests the Executive Secretary to assist member States :

To accelerate existing training programmes through the institutions and schools of public administration as well as through other training institutions, and to help in establishing training centres for high level personnel.

3. Project Justification: A careful study of the above recommendations and requests shows clearly the consistency and urgency of the need to intensify training action and to improve the teaching/training capabilities of trainers. Manpower plans must be based on an understanding of manpower and training needs established through research into human resources requirements and utilization. Only then can the number of persons to be trained in the various fields be determined, the facilities and staff for training be assessed, and the methods of training be determined. It will also then be clear

to what extent existing facilities are meeting the needs and to what extent and in what aspects of training activities they need to be strengthened.

The Heads of African Public Administration Institutions have expressed the urgent need existing today for the training of trainers: giving practising trainers techniques which will make their immediate performance more effective. This is a contribution to the growth of existing institutions that should be made without delay.

Although Public Administration Institutions have featured predominantly in identifying the needs and calling for action, it should be clearly understood that the skills relevant to training in such institutions are equally relevant to the needs of trainers in other training institutions. It is therefore important to ensure that in the establishment of training programmes for trainers other trainers outside the field of Public Administration are equally given opportunities for developing their skills.

Accordingly, the Preparatory Trainers' Workshop on Modern Training Methods and Teaching Aids (E/CN.14/WP.6/29) held in Addis Ababa, 15-18 September 1969, recommended separate training programmes for instructors/trainers and Directors of Training Institutes, including Training Administrators from the Establishment Branch. The first Trainers' Workshop for East Africa was held in Lusaka (Zambia) last January. The proposed Directors' Seminar on Training Methods and Programmes is therefore in pursuance of the above recommendation.

4. Place and Duration:

The Seminar will be held at the Kenya Institute of Administration, Lower Kabete, (Nairobi Suburb) (Kenya) from 4 through 15 August 1970. Resource personnel are expected to arrive at the Institute by 1 August.

5. Objective of the Seminar:

The purpose of the seminar is "to further the appreciation and understanding of modern training methods and techniques in those responsible for the overall direction of national training programmes" as well as to evaluate the results of the first Trainers' Workshop and planned follow-up action.

6. Seminar Programme:

Details of proposed seminar programme are outlined in Annex I. However, further modifications are envisaged on the basis of resource personnel availability. In addition, a full session will be devoted to an evaluation of the experience gained with the Lusaka Trainers' Workshop and of the ECA's proposed follow-up action, especially with regard to institutional framework for continuing action in developing training capability.

7. Working Languages:

English and French with simultaneous interpretational facilities.

8. Participants:

- (a) Between 25 and 30 places will be available to country participants invited from English- and French-speaking member States.
- (b) To be accepted for the Seminar, a candidate must be either a Principal or Director of an Institute of Public Administration, a Director of a Civil Service Training Centre or a Director of the Establishment Division of the Public Service. A person in an acting Director's capacity of less than six months will not be considered.
- (c) Candidates must be proficient in either English and French. Some working knowledge of the other language would be an advantage.

9. Financing:

The Seminar is to be jointly financed as follows:

- (a) ECA will provide a Course Director, up to two Consultants, four Interpreters, a Bilingual Secretary, meet all pre-seminar administrative costs and the international travel tickets for up to 25 country participants.
- (b) African Governments, sponsoring participants to the seminar will be expected to provide their nominees normal allowances for officers on overseas missions, in sufficient amount to cover boarding, lodging and incidental expenses. A country deciding to send two participants to the Seminar may do so on condition that it will assume the full costs of participation (travel fare and subsistence) of the second nominee in addition to providing subsistence allowance only for the first nominee.
- (c) The host country/Institute would be required to supply a Co-Director, Administrative Officer, secretarial assistance, conference facilities, Director's Office and local transportation.
- (d) Cooperating agencies will meet the travel expenses, honoraria and subsistence allowances of the Consultants they will make available to the seminar as well as the costs of transporting and demonstrating exhibits, films, etc.

10. Cooperating Agencies:

It is hoped that USAID, CAFRAD, IDEP, Ford Foundation and other interested organizations will fully cooperate with the ECA in organizing the seminar.

11. Pre-Seminar Preparations:

- (a) For the Seminar to achieve its objective participants would have to be adequately prepared. It is not sufficient to use the seminar forum to share experiences. It is necessary for every participant to take pride in having made specific contributions to the work of the Seminar and in taking back to his institute positive new ideas for application.
- (b) Each participant is therefore required to pick one topic from among those listed in items 2 to 12 of the seminar programme and prepare a short paper of not more than 5-6 pages, highlighting country experiences or problems and planned action with regard to training programmes and policies.
- (c) ECA will invite about half-a-dozen prospective participants to prepare special papers and lead discussions on subjects to be negotiated with them and which falls within the scope of the seminar programme. These papers will be discussed during special sessions to be assigned. Persons so invited will be exempted from the obligation of the preceding sub-paragraph.

12. Administrative Arrangements

- (a) ECA Manpower and Training Section will be responsible for pre-seminar administrative action, including negotiations for Consultants, assignment of tasks, issue of invitation letters, selection of candidates, etc.
- (b) Invitations to countries to make nominations should be despatched before 30 April and the deadline for receiving nominations should be fixed for 21 June. Acceptances should be notified to participants by 1 July 1970.

- (c) Administrative action during the seminar will be the responsibility of the Course Director, the Co-Director and the Administrative Officer, acting cooperatively.

13. Accommodation:

- (a) Seminar participants and Consultants will be accommodated in the hostel of the Institute (KIA), providing single bedrooms and boarding facilities. Participants will be obliged to meet their accommodation bills themselves.
- (b) The Institute's seminar rooms will be used for plenary and group discussions.

14. Application Procedures and Deadline:

- (a) Candidates for the Seminar are required to supply full biographical data on themselves, using the format in Annex II.
- (b) A formal letter of nomination, furnishing the above personal data, must be duly signed by the appropriate officer of Government charged with the responsibility for co-ordinating external training and should be sent to the ECA through the Office of the UNDP Resident Representative.
- (c) Applications must reach the ECA not later than 20 June 1970.
- (d) Participants accepted for the Seminar will be notified by cable not later than 1 July 1970.

15. Evaluation of Implementation:

Both Seminar participants and discussion leaders will be requested to complete programme implementation forms; their evaluation and suggestions will be discussed in a full session towards the end of the course.



16. Follow-up Action:

- (a) A register of participants will be established for the purpose of maintaining contacts during country visits and for receiving appropriate ECA literature on training.
- (b) A year after the Seminar participants will be requested to communicate to the ECA their impression on the usefulness of the Seminar, and to indicate specific ways in which ideas gained at the Seminar were particularly helpful in finding solutions to local training problems. This information will be turned to good use in preparing a second Directors' Seminar in 1972 or 1973 as well as for preparing the programmes of the annual Trainers' Workshops.

17. Enquiries:

All enquiries about the Seminars and nominations should be directed to:

The Head  
Manpower and Training Section  
Economic Commission for Africa  
P.O.Box 3001  
Addis Ababa  
(Ethiopia)

UNITED NATIONS  
 ECONOMIC COMMISSION FOR AFRICA  
 MANPOWER AND TRAINING SECTION  
 ADDIS ABABA

SEMINAR ON TRAINING METHODS AND PROGRAMMES FOR  
 DIRECTORS OF TRAINING INSTITUTES AND CIVIL SERVICE TRAINING CENTRE

(Nairobi, 4 - 15 August 1970)

PROPOSED OUTLINE SEMINAR PROGRAMME<sup>1/</sup>

- | <u>Item</u> | <u>Subject</u>   |
|-------------|--|
| 1(a)        | Registration and Opening Address.  |
| (b)         | Statement of detailed objectives of the seminar.   |
| 2(a)        | Training as applied for the purposes of manpower development in nation building.   |
| (b)         | Training as an executive responsibility.   |
| (c)         | The role of training officials; the training administrator, the Director of a training institute, the Director of Studies, the Course Officer. |
| 3(a)        | Determining training needs, priorities and programmes in relation to assessed manpower requirements.   |
| (b)         | The place of the training activities of technical departments in the national training plan.   |
| (c)         | The need for providing professional and technical officers with training in administrative skills.   |
| 4.          | Recruitment, development and utilization of training staff (national and non-national).  |

<sup>1/</sup> As recommended by the Preparatory Trainers' Workshop which was held in Addis Ababa, 8-15 September 1969.

- 5(a) Types and levels of Training (on-the-job and off-the-job).
- (b) Training Methods and Techniques - their use, effectiveness, costs and drawbacks.
- (c) Human relations in the teaching/learning situation.
- 6. The organization, preparation, production, adaptation and revision of course materials.
- 7. Techniques of supervision of group and individual assignments.
- 8. Techniques for evaluating training programmes.
- 9. Research needs in the development of training programmes.
- 10. Co-operation between training institutes : sharing of facilities, research, documentation, publications (including training materials).
- 11. The place of consultancy and advisory services within a training institution.
- 12. The public relations of training institutions.
- 13. Closing session and evaluation of seminar effectiveness and recommendations for future action.

(a)  
(b)  
(c)

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CANDIDATE'S BIODATA

- (a) Country making the nomination:
- (b) Ministry/Institute making the nomination:
- (c) Candidate's full name: (Mr./Mrs.):
- (d) Postal Address:
- (e) Age last birthday:
- (f) Nationality:
- (g) Exact title of current post:
- (h) In this post since:
- (i) If acting in post, state when acting position began:
- (j) Brief outline of candidate's principal duties:
  
- (k) Brief outline of previous job experience connected with training:

- (l) Working languages:
- (m) Specific topics in, or areas of seminar programme of particular interest to candidate.

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Candidate's signature \_\_\_\_\_ Date \_\_\_\_\_