GTI/MDP

REGIONAL TRAINING STRATEGY WORKSHOP

WORKSHOP REPORT

VENUE: **Diani Reef Hotel**
       MOMBASA - KENYA
DATE : **October 23rd - 25th**

This workshop was organised as a partnership between The Municipal Development Programme and Government Training Institute.

THE GOVERNMENT TRAINING INSTITUTE (GTI)/ MUNICIPAL DEVELOPMENT PROGRAMME (MDP) TRAINING STRATEGY WORKSHOP

1.0.0   BACKGROUND

The Municipal Development Programme (MDP) was established to help local government institutions in Sub-Saran Africa develop and implement their ideas and seek solutions to problems of local government and Management.

The programme addresses four activity areas critical to capacity building in local governance and Municipal development management: policy studies,training, country support to Municipalities and strengthening local government associations.

In the area of training the MDP encourages and supports strategic thinking and planning which address the demand supply relations in respect of training Institutions, local authorities and Ministries of Local Government.

2.0.0   THE TRAINING STRATEGY WORKSHOP

The Training strategy workshop was conducted by the MDP in partnership with the Government Training Institute (GTI), Mombasa, Kenya and the Technical Support Network (TSN).

The workshop venue was the Diani Reef Hotel, Kwale Kenya. It ran for three days from 23 to 25 October 1991. Consultants, Prof.G. Mutiso and Mr.N.Maphosa co-facilitated the workshop. The workshop programme appears in appendix i.

3.0.0   OBJECTIVES

The broad objective of the workshop was stated in terms of the expected workshop outcome:

"The workshop will develop a regional training strategy which will provide a context within which National Training Institutes (NTIS), individually, cooperatively, or regionally can carry out training, including research and consultancy, for institutional development to address issues, problems and concerns of municipal development, governance and management."

The more specific objectives of the workshop appear with the broad objective in appendix ii.

4.0.0 PARTICIPANTS

Participants were senior officials from training institutions in the region representing the supply side and from central government ministries and local authorities representing the demand side. Countries represented were Botswana, Kenya, Malawi, Mozambique, Uganda, Zambia and Zimbabwe. Members of TSN as well as officials from the World Bank participated fully in the workshop.

The list of participants appears in appendix iii.

5.0.0 PARTICIPANTS' EXPECTATIONS.

In their syndicate groups, participants stated in their own words what they expected from the workshop in general and specifically from fellow participants and the facilitators. They also articulated the problems they expected to encounter during the workshop and those that could arise as a result of the workshop and/or during the implementation of the recommendations.

The Workshop objectives were found to be in harmony with the participants' expectations. In line the workshop objectives the participants stated that they expected to share ideas and experiences on human resources development, training and the management of local governments in sub-Sahara Africa with a view to mapping of strategies to meet the present challenges and to improve and strengthen local governance. Participants' expectations are in Appendix iv.

6.0.0 WORKSHOP DESIGN

The workshop was designed to facilitate maximum participation and experience sharing. Policy makers from national training institutes, government ministries responsible for local authorities and local authorities were brought together to share their experiences on the ground and develop genuinely regional strategies to address problems of local government governance.

Participants were divided into three groups which were mixed in terms of country and institution to promote balanced discussion and exchange of ideas. The bulk of the work was done in syndicate groups. The 3 groups into which the participants were divided appear in appendix v.

The plenary session identified the performance problems of municipal governments and training institutions. Problems identified were grouped into:

- problems of performance gaps in specific target groups in

local government eg Councilors, professional and technical staff and local government trainers.

- lack of political will

- lack of accountability

- specific legal/bureaucratic limitations

- lack of clear training policy and strategy

After identification of performance problems the workshop went into syndicates to develop training solutions to problems. The range of problem areas tackled by the groups appear in appendix vi.

7.0.0   THE REGIONAL TRAINING STRATEGY

The workshop clearly articulated that commitment to the training strategy by institutions in the region was an important prerequisite for success. The institutions (regional and/or national) which could participate or be considered as resources for the types of training discussed are listed in appendix vii.

The workshop decided on seven targets for the regional training strategy: Councilors, Executives, Professional and Technical staff,Policy making politicians, Policy making Public Officials and Advisers, Local Government Trainers, the Community/Citizens and Local Associations.

For each problem area the syndicate groups developed action plans which indicated **WHAT** needed to be done; **HOW** it was to be done and by **WHICH** institution, Regional, or National and with **WHAT** Resources. The syndicate group chairpersons, rapporteurs and the facilitators met as a committee to harmonize the action plans from the three groups. The workshop Action Plan developed spelt out in broad terms a regional training strategy which could be developed into specific regional activities as well as providing a basis for development of national strategies.The Action Plan developed is presented in appendix viii.

7.1.0   Councillors

There is a sense in which councilors are the key actors in local government. They make policy for their local government institution through bye-laws.They have not been as effective as desirable for they do not have some of the material to maximize their local level policy making and taking part in the process, understanding management of their local government and thus effectively supervising local government management.

The workshop also discussed how councillors could become more accountable to citizens. There are special problems where

Councillors cannot read and write and thus are not able to participate in their role effectively.

Training strategy for councillors need to cover the following areas:
- Civic education

- Management education

- Functional education

7.1.1   Civic education for councillors should be conducted through seminars and workshops conducted nationally using resource persons, funds from donors and available institutions.

Study tours for councillors should be undertaken by councilors both in the country and outside with assistance in funding. Information disseminated both from the region and nationally should be used to educate councillors.

7.1.2   Management education for Councillors should be carried out through seminars, workshops, conferences both nationally and regionally. Funds, resource persons and support of institution will be required to carry out the training.

7.1.3   Functional education will be required locally to impart literacy and numeric skills to councilors with the support of finance from local institutions.

7.2.0   Executive, Professional and Technical staff

The workshop noted that the vacuum created by ineffective Councillors had been filled by a bureaucracy of executive, professional and technical staff in Local Government. Consequently the representativeness and participation by councillors in decision making has been diminished.

To achieve the basic objectives of Local Government a specialist cadre of professional and technical staff, need to be trained in:

- Induction

- Management

- Supervisory skill

- Technical skill

7.2.1 Induction training

Induction training should be carried out in-house, by use of induction guides, field visits and site demonstrations. Resource persons funds and institutional support is required to carry out this type of staff development.

7.2.2 Management training

Systematic management training should be done both regionally and nationally. Funds, resource person and institution commitment are required to effect the desired improvements. The training could take the form of seminars, workshops, courses, study tour attachments, information data banks, action research, professional review meetings, on-the-job training, consultancies, operation maintenance manuals, professional journals, audio-visuals and international attachments.

7.2.3 Supervisory Skills Training

Supervisory skills can be acquired using the same methods as in management training above. The differences will be in the treatment of content.

7.2.4 Technical skills training can be carried out as above and using similar resources as for management training.

7.3.0 Policy makers (politicians)

The workshop felt that training of politicians would have a positive impact on the effectiveness of local authorities. They need training in:

- Leadership and democratic process

- Central and Local Government relations policy making and policy formulation

- Accountability of Public officials

7.3.1 The workshop found that all the areas of training identified above could be done using seminars and consultative meetings. To achieve the required levels of training it will be necessary to have competent and committed resource persons, some funding, institutional commitment and political will. The training could be done carried out nationally with the exception of training in accountability which needs to be both national and regional so as to share experience.

7.4.0 Policy Makers (Top Public Officials and policy advisers)

This target group embraces top public officials, e.g. permanent secretaries whose decisions have an impact on local governance. A lot of these decisions are made without reference to Local Government needs, threats and opportunities. Hence opportunities for improving governance are lost by default.

The most critical areas of training for this target group were:

- Leadership and democracy

- Training for change

- Central and Local Government relations

- Policy and policy formulation

- Development Planning and management.

7.4.1   Training for the above areas should be covered by seminars, workshops and study tours conducted both nationally and regionally. The emphasis, however should be on regional activities which will be more cost effective and will facilitate experience sharing. The required resources needed to carry out the programmes will include resource persons to define and direct the activities, finance and institutional commitment on part of the partner institutions.

7.5.0 Local Government Trainers

The workshop felt that most trainers in local Government did not keep up developmental trends in their field. A special plea was made for support of the production of training materials.

The strategic approach recommendation was to upgrade both local training institutions and trainers and four broad areas:

- Management Training

- Pedagogical Training

- Skills Up-grading

- Institutional Development

7.5.1   All the areas in 6.5.0 above can be covered through seminars/workshops, courses, study tours, regional attachments, collection and dissemination of information from systematically developed data banks, and through research and consultancies. They could be conducted both nationally and regionally. A regional emphasis should be given to seminar, workshops, courses, study tours, and regional attachments. All areas of training need to be supported by resource persons, funds and institutional commitment.

7.6.0   Community (Citizens)

The workshop view was that the strategic concern for local government effectiveness was citizen participation in local government. By so doing communities and citizens will not only demand services but will hold local government accountable.

Training for citizens would be in:

- civic education including participation

- central and local government relations

- delivery of services with special emphasis on finance, health, transport and housing.

7.6.1   Civil education should be carried out through the mass media, training of community leaders on community organisation participation and responsibilities and by study tours. All training activities should take place nationally using resource persons, financial support and local institutional commitment.

7.6.2   Central/local relations and services (eg Water, Housing and Health) should be conducted using approaches and resources as in 6.6.1 above.

7.7.0   Local Government Associations

Local government associations bring together those who work in local government to share experience build support and networks. To date they have not been active in policy initiation, which is their natural role.

Local Government associations can be useful in peer group supervision of professional standards and initiating area of activity.

Six broad areas of training were identified :

- financial management

- leadership and democracy

- central and local government relations

- development management

- management of community resources

- service provision improvements

7.7.1   The workshop recommended that all areas in 6.7.0 above be handled through the development of data banks for information collection and dissemination, research results and materials, conferences and seminars. They all should be conducted both regionally and nationally to benefit from regional experience and to achieve national consensus. To carry out these activities resource persons, funds and regional as well as national institutions will be required.

8.0.0.   WORKSHOP EVALUATION

Participants reactions to the workshop as a whole were recorded at the end of the workshop through a questionnaire administered by the facilitators. The questions administered and the evaluation is recorded in appendix ix.

The summary of the reactions revealed that:

- The objectives of the workshop were clear

- Objectives of the workshop were achieved

- Procedures of the workshop were appropriate

- Participants had sufficient opportunity to express their views

- Participants' views were given a fair hearing

- Group participation as a whole was good

- Sessions were worthwhile

- The regional training strategy was workable

- The regional strategy formed a good basis for developing national strategies

- The action plans were realistic

The score for each evaluation item appear in appendix vi with the form used to assess daily reactions.

APPENDIX I

MDP/GTI TRAINING STRATEGY WORKSHOP

23-25 October

Workshop Programme

22 October 1991

Arrival of participants

23 October 1991

09:00 - 10:00	Opening Session & introduction
10:00 - 10:30	TEA/COFFEE/BREAK
10:30 - 13:00	Expectations & Programme
13:00 - 14:00	LUNCH
14:00 - 16:00	Plenary: Participant Presentation of country Situations
16:00 - 16:30	TEA
16:30 - 18:00	Plenary: Classification & presentation of issues,problems & concerns in training, research and consultancy.
19:00 - 20:00	Reception

24 October,1991

08:30 - 10:00	Syndicate discussions: Issues,problems & concerns
10:00 - 10:30	TEA/COFFEE/BREAK
10:30 - 13:00	Syndicate Discussions: Development of profiles of issues,problems & concerns
13:00 - 14:00	LUNCH
714:00 - 16:00	Plenary: Presentation & critique of group reports
16:00 - 16:30	TEA
16:30 - 18:00	Plenary discussion continues

25 October, 1991

08:30 - 10:00	Syndicate groups: Development of regional strategies & action plans.
10:00 - 10:30	TEA/COFFEE/BREAK
10:30 - 13:00	Plenary: Syndicate groups report on regional strategies & action plans.
13:00 - 14:00	LUNCH
14:00 - 16:00	Syndicate Chairmen/rapporteurs and Facilitators Committee: Drawing of Action Plan.
16:00 - 16:30	TEA
16:30 - 18.00	Plenary: Presentation of Action Plan and Closing Session.
19:30 - =====	Closing dinner

APPENDIX II

WORKSHOP OBJECTIVES

BROAD OBJECTIVE:

The Workshop will develop a regional training strategy which will provide a context within which National Training Institutes (NTIs), individually, cooperatively, or regionally can carry out training, including research and consultancy, for institutional development to address issues, problems and concerns of municipal development governance and management.

SPECIFIC OBJECTIVES:

The Workshop will:

(1) identify the strengths and weaknesses of municipal governments' performance;

(2) identify the strengths and weakness of current training, research, and consultancy provision for institution development in the region;

(3) development remedies for weaknesses identified and appropriate measures to protect strengths in (1) above

(4) develop the regional training, research and consultancy strategy; and

(5) agree on action plans to effect remedies for weaknesses and measures to protect strengths in (3) above.

APPENDIX III

LIST OF PARTICIPANTS

NAME	ORGANIZATION	ADDRESS
G.G. Nhemachena	Gweru City Council	City of Gweru P.O.Box 278 Zimbabwe.
R.T.Fitshani	Shurugwi Town Council	P.O. Box 125 Shurugwi Zimbabwe
S.O.Kiaye	Ministry of local Government	P.O.Box 30004 Nairobi Kenya
C.M.Kumisuku	Ministry of Decentralisation Zambia	P.O Box 50027 Lusaka Zambia Phone: 228849 252015,252704 DMDT.
C.C.Katiza	IULA-African Section MLGRUD/Zimbabwe Zimbabwe	P/Bag 7706 Causeway,Harare Zimbabwe Tlx(263)4 221798 Tel 263 4 705776
J.K.Kalebbo	Institute of Public Administration	P.O.Box 20131 Kampala, Uganda Tel.256176
W.V.Bhule	Zimbabwe Institute of Public Administration	P.O.Box AY 170 AMBY Harare Zimbabwe Tel. 47509; 46640 Harare
S.M. Githaiga	Government Training Institute	P.O.Box 84027 Mombasa Kenya Tel.011-312785
M. Kalea	Staff Training College,Mpemba.	P.O. Box 600 Blantyre, Malawi.
L.M. Magreta	Staff training College,Mpemba	P.O.Box 600 Blantrye Malawi Tel.652400

F. Nembo	C F E G P L Ministry of State Administration	P.O. Box 4116 Maputo. Mozambique.
J.M.Njora	Nyeri Municipal Council	P.O.Box 180 Nyeri, Kenya
S.M. Phamotse	Maseru City Council	P.O.Box MS911 Maseru Lesotho Tel.325463
R. Nengwekhulu	Institute of Development Management	P.O.Box 1357 Gaborone Botswana Tel.352371
Ms.M.Mohammed	Kenya Institute of Administration	P.O.Box 23030 Lower Kabete Nairobi, Kenya. Tel. 582311.
Mr.T. Mbaeva	Ministry of Local Government and Housing	P/Bag 13289 Windhoek 900 Namibia Tel.061 225898 Fax.061 226049
Mr.M.M.Shambi	Nairobi City Commission	P.O.Box 30075 Nairobi, Kenya. Tel. 224281.
G.S.S. Syamoomba	L.G.T.I. Chalimbana	P.O.Box 320093 Lusaka, Zambia.
E.S.Gitahi	Office of the President, DPM (Manpower Develop.)	P.O.Box 30050 Nairobi, Kenya Tel. 227411
Ms.B. Kasura	Kampala City Council	P.O.Box 7010 Kampla, Uganda. Fax. 231557, Fax. 245709.
Mr.N.N.Njuguna	Ministry For Local Government	P.O.Box 30004 Nairobi, Kenya.

WORKSHOP FACILITATORS:

Professor C. Mutiso	Consultant	P.O.Box 14333 Nairobi, Kenya. Tel. 747010.
Mr. Norman Maphosa	Consultant	6 Ballantyne Crescent, Cranburne, Harare.Zimbabwe.

MDP STAFF AND TSN MEMBERS:

Mr, J.L.M. Mugore	Programme Manager	MDP,Harare, P.O. Box UA 400 Harare, Zimbabwe. Tel. 739583.
Mr. D.I. Kithakye	Task Manager	MDP, Harare, P.O.Box UA 400 Harare, Zimbabwe. Tel. 739584.
Mr. M. Silva	World Bank EDINU	1818 H ST.N.W. Washington DC, 20433, USA. Tel.202 473 6268 Fax.202 676 0978
Mr. G. Gattoni	World Bank AFTIN	1818 H ST. N.W. Washington DC, 20433, USA. Tel. 202 473 5566 Fax. 202 473 7916
Mr. T. Sudra	UNCHS(Habitat)	P.O.Box 30030 Nairobi Kenya Tel.520600 Fax.226473.
Mr.E.E.Maan	Institute of Housing and Urban Development.	P.O. Box 1935 3000 BX Rotterdam The Netherlands.
Ms. G. Kajubi	World Bank AFTIN	1818 H ST N.W WASHINGTON D.C 20433, USA.

OBSERVER:

Mr.P. Slits	IULA-Hague Netherlands	P.O. Box 90646 2509 LP, THE HAGUE

APPENDIX IV

PARTICIPANTS EXPECTATIONS

WORKSHOP:

- Chart the way forward in Local Government to strengthen the Local Government system in Sub-Saharan Africa.

- Identify, analyse priorities and constraints faced by Local Governments differentiating between those which are amenable to training solutions and those that are not.

- Discuss strengths that exist in training institutions and how to protect them from threats by the system.

- Discuss constraints of training institutions and delivery of adequate and quality training.

- Deliberate on matters pertaining to Local Government at the national and regional levels.

- Map out strategies to meet present challenges to effective local governance.

- Make proposals for joint seminars for senior officers and councillors.

- Examine how Local Authorities can address new political trends.

- Make proposals to address problems of financial management and accountability.

- Address issues of relationships between local authorities and central governments.

- Make proposals for training senior level policy makers.

- Address specific issues such as Training of Trainers (TOT) in development and use of training materials.

- Workshop should focus on urban authorities as essential agents of economic development.

- Target groups for training should be all actors in local government systems including ministers for local government ministries, permanent secretaries, chief officers of local authorities, representatives of Local Authorities Associations, councillors, other politicians as well as the community in general.

- The workshop should be the beginning of a network that will facilitate exchange of experience and information on local governance in the region.

PARTICIPANTS

- Problem analysis and sharing experiences

- Openness and frank exchange of views

- Implement recommendations of the workshop

- Commitment to plan of action developed by the workshop.

FACILITATORS

- Provide and direct the workshop

- Ensure good time management and encourage participants to be punctual to all sessions

- Compile a report on the workshop and make it available to all participants

- Guide discussions and monitor workshop activities.

PROBLEMS

- There may not be enough time to discuss exhaustively all the issues in the programme and those which may arise during the workshop.

- Unfulfilled expectations

- Lack of documented experiences on similar previous seminars and workshop for the benefit of the participants

- Possible difficulties in getting acceptance of the Plan of Action both nationally and regionally, hence problems in implementation.

APPENDIX V

SYNDICATE GROUPS LIST

GROUP 1(LEADER-KAYILA)

1. R.   FITSHANI
2. G.   NHEMACHENA
3. F.   NHEMBO
4. T.   MBAEVA
5. B.   KASURA
6. G.   SYAMOOMBA
7. S.   GITHAIGA
8. M.   SHAMBI
9. E.   MANN
10. G.   KAJUBI

GROUP 2(LEADER-MAPHOSA)

1. M.   KALEA
2. C.   KATIZA
3. C.   KUMISUKU
4. R.   NENGWEKHULU
5. J.   NJORA
6. M.   MOHAMMED
7. N.   NJUGUNA
8. G.   GATTONI
9. D.   KITHAKYE
10. T.   SUDRA

GROUP 3(LEADER-MUTISO)

1. J.   KALEBBO
2. C.   NDIKURIYO
3. S.   KIAYE
4. L.   MAGRETA
5. S.   PHAMOTSE
6. W.   BHULE
7. E.   GITAHI
8. M.   SILVA
9. J.   MUGORE

APPENDIX VI

RANGE OF TRAINING AREAS AND TARGET BENEFICIARIES

COUNCILORS

- Leadership & democracy

- Management principles

- Induction

- Central/local relations

- Policy & policy formulation

- Financial management principles

- Pre-election training

- Development planning principles

- Revenue sources

- Management of community resources

- Participation and accountability

- Public relations

- Communication

PROFESSIONAL TECHNICAL/EXECUTIVES

- Management & supervisory training

- Management of change

- Introduction in L.G. system

- Operational/technical skills

- Communication

- Relationship(s), roles (local/central)

- Legislation and local government procedures

- Development planning and management

- Inter-sectoral approache to development

- Leadership & democracy

- General policy/policy formulation

- Management information systems

POLICY MAKERS (POLITICIANS)

- Leadership and democracy

- Central/Local relations

- Development Management

POLICY MAKERS (TOP LEVEL PUBLIC OFFICIALS AND POLICY ADVISERS)

- Leadership and democracy

- Management of change

- Central/Local Relations

- Policy and policy formulation

- Development Planning

LOCAL GOVERNMENT TRAINERS

- Leadership and democracy

- Management and Supervisory

- Training for Change

- Central/Local Relations

- Policy and Policy formulation

- Technical skills and skills upgrading

- Management Information System

- General Training Of Trainers principles

COMMUNITY/CITIZENS

- Civic Education and community participation

- Accountability

- Central/Local Relations

- Collective responsibility

POLITICIAN/POLICY MAKERS

- Responsibility and public accountability

- Commitment and facilitation of an enabling environment

- National development policy

- Local Government System and function

TRINING INSTITUTIONS

- Build training capacity for human resources development
  to:
  (a) Strengthen Local Councils

  (b) Strengthen Association of Local Government

  (c) Strengthen the training Institutions

- carry out systematic staff development and development of
  learning materials

- Develop regional network for information and exchange of
  experience.

- Develop National Training Institutions to cater for
  specialized Regional training requirements

APPENDIX VII

INSTITUTIONS INVOLVED IN URBAN LOCAL
GOVERNMENT TRAINING

NAME OF INSTITUTION	TOWN/COUNTRY	NATIONAL	REGIONAL
Institute of Development Management *	Gaborone, Botswana.		R
Institute of Development Management *	Morogoro, Tanzania.	N	
Zimbabwe Institute of Public Administration Management *	Harare, Zimbabwe	N	
Zimbabwe Institute of Management	Harare, Zimbabwe	N	
National Institute of Public Administration *	Lusaka, Zambia	N	
Management Services Board	Lusaka, Zambia	N	
Pan African Institute of Development	Babwe, Zambia		R
Local Government Institute *	Lusaka, Zambia	N	
Institute of Public Administration *	Kampala, Uganda	N	
Ethiopian Institute of Management	Addis Ababa, Ethiopia	N	
Institute of Administrative Studies *	Khartoum, Sudan	N	
Kenya Institute of Administration	Nairobi, Kenya	N	

Malawi Staff College *	Blantyre, Malawi	N	
Malawi Institute of Management	Lilongwe, Malawi	N	
Government Training Institute *	Mombasa, Kenya	N	
Eastern Southern Africa Management Institute *	Arusha, Tanzania		R
Swaziland Institute of Management & Public Administration	Mbabane, Swaziland	N	
Lesotho Institute of Public Administration	Maseru, Lesotho	N	
Association of Management Training Institutes E.S.A.	Arusha, Tanzania		R
African Association of Public Administration and Management	Nairobi, Kenya		R

Institutions marked * have regular programs and specific departments for urban/local government training.

APPENDIX VIII

PROPOSED ACTION PLAN

Key

1 Recourse persons
2 Funding
3 Institutions (local government training institutes and others)
4 Local institutional commitment (Ministry, L.A.& Training Inst.)

WHAT	HOW	REG.	NAT.	RESC
Civic Education	Seminar		x	4,3,2,1
	Workshop		x	4,3,2,1
	Study Tours	x	x	4,3,2
	Info.Dissemination	x	x	3,1,2
Management Training	Seminars,Workshops	x	x	4,3,1,2
	Visual Education	x	x	4,3,1,2
	Conferences	x	x	4,3,1,2
	Field Study Tours	x	x	4,3,1,2
Financial Education	Short Courses		x	1,3,2

EXECUTIVE/PROFESSIONAL/TECHNICAL

WHAT	HOW	REG.	NAT.	RESC
Induction	In-house Course		x	4,2
	Induction Guides		x	3,1,2
	Field Visit and Site Demonstrations		x	4
Management Training	Systematic Management Development Programs		x	4,1,2,3
	Seminars	x	x	4,3,1,2
	Workshops	x	x	4,3,1,2
	Courses	x	x	4,3,1,2
	Study Tours	x	x	4,2
	Attachments	x	x	4,2
	Info.Data Bank	x	x	1,3,4,2
	Action Research	x	x	1,3,4,2
	Prof.Rev.Meetings	x	x	1
	On-the-Job		x	1,4,3,2
	Consultancies	x	x	2,4,1,3
	Operational and Maintenance Manuals	x	x	2,1,4
	Prof.Journals	x	x	2
	Audio Visuals	x	x	2,1
	Inter.Attachments	x	x	2,4
	Dev.Planning	x	x	4,1,3,2

Supervisory Training	Systematic Man.			
	Dev.Programs		x	1,4,2,3
	Seminars	x	x	4,3,1,2
	Workshops	x	x	4,3,1,2
	Courses	x	x	4,3,1,2
	Study Tours	x	x	4,2
	Attachments	x	x	4,2
	Info.Data Bank	x	x	1,3,4,2
	Action Research	x	x	1,3,4,2
	Prof.Rev.Meeting	x	x	1
	On-the-Job		x	1,4,3,2
	Consultancies	x	x	2,4,1,3
	Oper.Maintenance			
	Manuals	x	x	2,1,4
	Prof.Journals	x	x	2
	Audio Visuals	x	x	2,1
	Inter.Attachments	x	x	2,4
	Dev.Planning	x	x	4,1,3,2
Technical Training	Systematic Man.			
	Dev.Programs		x	1,4,2,3
	Seminars	x	x	4,3,1,2
	Workshops	x	x	4,3,1,2
	Courses	x	x	4,3,1,2
	Study Tours	x	x	4,2
	Attachments	xx	xx	4,2
	Info.Data Bank	x	x	1,3,4,2
	Action Research	X	x	1,3,4,2
	Prof.Rev.Meeting	x	x	1
	On-the-Job		x	1,4,3,2
	Consultancies	x	x	2,4,1,3
	Oper.and Main.			
	Manuals	x	x	2,1,4
	Prof.Journals	x	x	2
	Audio Visuals	x	x	2,1
	Inter.Attachments	x	x	2,4
	Dev.Planning	x	x	4,1,3,2

POLICY MAKERS (POLITICIANS)

Policy & Policy	Appreciation Seminars	x	4,1
	Strategy Seminars		
	Consultative		
Formulation	Ditto		
Leadership & Democracy	Ditto		
Development Management	Ditto		
Accountability	Cons.Meetings	x x	4,1,3,2

POLICY MAKERS (TOP LEVEL PUBLIC OFFICIALS				
Leadership and Democracy	Seminars Workshop Study Tours	xx	x	2,1,4,3
Training for Change	Ditto	xx	x	2,1,4,3
Central/Local Relations	Ditto	xx	x	2,1,4,3
Policy & Formulation	Asso.Meetings Ditto x		x	2,1,4,3
Development Planning	Ditto	x	x	2,1,4,3
Accountability	Ditto	x	x	2,1,4,3
Strategic Management	Ditto	x	x	2,1,4,3

Local Government Trainers

Management Training	Seminars	xx	x	4,1,2,3
	Workshops	xx	x	4,1,2,3
	Courses	xx	x	4,1,2,3
	Study Tours	xx	x	4,1,2,3
	Reg.Attachments	xx	x	4,1,2,3
	Data Bank	x	x	3,1,2,4
	Research Materials	x	x	3,1,2
Pedagogical Training	Seminars	xx	x	4,1,2,3
	Workshops	xx	x	4,1,2,3
	Courses	xx	x	4,1,2,3
	Study Tours	xx	x	4,1,2,3
	Reg.Attachments	xx	x	4,1,2,3
	Data Bank	x	x	3,1,2,4
	Research Materials	x	x	3,1,2,4
Skills Up-grading	Seminars	xx	x	4,1,2,3
	Workshops	xx	x	4,1,2,3
	Courses	xx	x	4,1,2,3
	Study Tours	xx	x	4,1,2,3
	Reg.Attachments	xx	x	4,1,2,3
	Data Bank	x	x	3,1,2,4
	Research Materials	x	x	3,

Institutional Development	INS.SUPPORT	xx	x	4,1,2,3
	Seminars	xx	x	4,1,2,3
	Courses	xx	x	4,1,2,3
	Study Tours	xx	x	4,1,2,3
	Reg.Attachment	xx	x	4,1,2,3
	Data Bank	x	x	3,1,2,4
	Research Bank	x	x	3,1,2,4

COMMUNITY/CITIZENS

Civic Education/ Participation	Mass Media	x	4,1,2
	Community Education	x	4,1,2
	Training Com.Leader	x	4,1,2
	Study Tours	x	4,1,2
Central/Local Relations	Mass Media	x	4,1,2
	Community Education	x	4,1,2
	Training Com.Leader	x	4,1,2
	Study Tours	x	4,1,2
Services eg.(Water, Housing & Health)	Mass Media	x	4,1,2
	Community Education	x	4,1,2
	Training Com.Leader	x	4,1,2
	Study Tours	x	4,1,2

LOCAL GOVERNMENT ASSOCIATION

Financial Management	Data Bank	x	x	2,1
	Research Materials	x	x	2,1
	Conferences	x	x	2,1
	Seminars	x	x	2,1
Leadership &	Data Bank Information	x	x	2,1
Democracy	Research Materials	x	x	2,1
	Conferences	x	x	2,1
	Seminars	x	x	2,1
Central/Local Relations	Data Bank	x	x	2,1
	Research Materials	x	x	2,1
	Conferences	x	x	2,1
	Seminars	x	x	2,1
Development Management	Data Bank	x	x	2,1
	Research Materials	x	x	2,1
	Conferences	x	x	2,1
	Seminars	x	x	2,1

Management of Community Resources	Data Bank	x	x	2,1
	Research Materials	x	x	2,1
	Conferences	x	x	2,1
	Seminars	x	x	2,1
Central/Local Relations	Data Bank	x	x	2,1
	Research Materials	x	x	2,1
	Conferences	x	x	2,1
	Seminars	x	x	2,1
Development Management	Data Bank	x	x	2,1
	Research Materials	x	x	2,1
	Conferences	x	x	2,1
	Seminars	x	x	2,1
Management of Community Resources	Data Bank	x	x	2,1
	Research Materials	x	x	2,1
	Conferences	x	x	2,1
	Seminars	x	x	2,1

APPENDIX IX.

REGIONAL TRAINING STRATEGY WORKSHOP
END OF SEMINAR REACTIONS EVALUATION

1. Were the objectives of the workshop clear to you?
   a) very much so   11
   b) somewhat   8
   c) hardly   -
   d) not at all   -

2. Overall were the objectives of the workshop achieved?
   a) very much so   4
   b) somewhat   14
   c) hardly   1
   d) not at all   -

3. Were the procedures of the workshop appropriate for the workshop?
   a) very much so   4
   b) somewhat   12
   c) hardly   2
   d) not at all   1

4. Did you have sufficient of the workshop appropriate for the workshop?
   a) very much so   12
   b) somewhat   8
   c) hardly   1
   d) not at all   -

5. Do you feel your views were given fair hearing?
   a) very much so   10
   b) somewhat   8
   c) hardly   1
   d) not at all   -

6. How do you rate the participation of the group as a whole?
   a) very much so   9
   b) somewhat   9
   c) hardly   1
   d) not at all   -

7. Were the sessions worthwhile for you?
   a) very much so   14
   b) somewhat   5
   c) hardly   -
   d) not at all   -

29

8. In the Regional Strategy developed workable?
   a) very much so   5
   b) somewhat   11   2 dashes
   c) hardly   -
   d) not at all   1

9. Does the Region Strategy from good base for Developing
   national strategies?
   a) very much so   9
   b) somewhat   7   2 dashes
   c) hardly   1
   d) not at all   -

10. Is the action plan realistic?
    a) very much so   7
    b) somewhat   8   2 dashes
    c) hardly   2
    d) not at all   -