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**TRAINING PROGRAMME
JULY 1994 - JUNE 1995**

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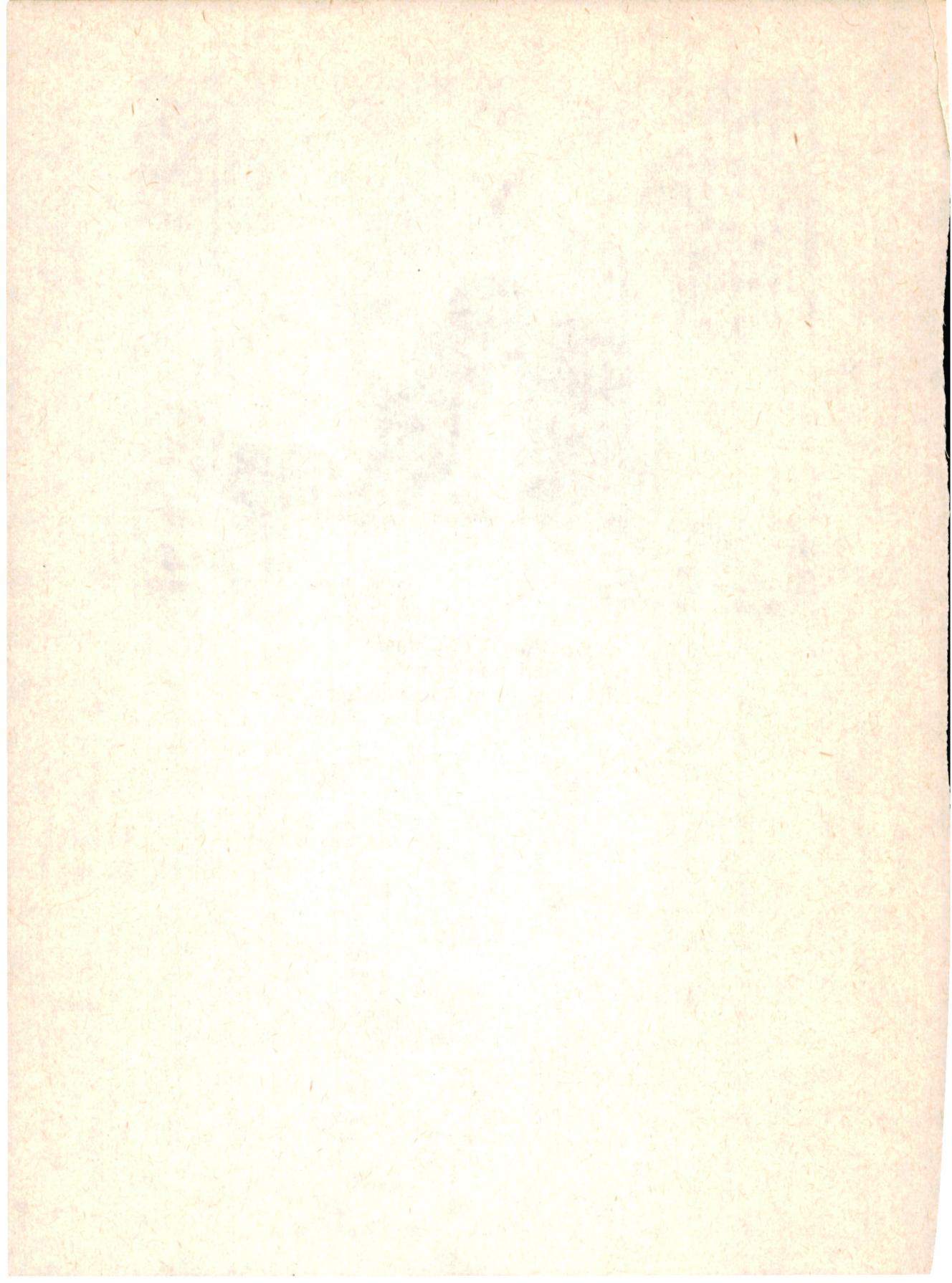
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Mr. Titus J. K. Gateere
Acting Principal
Kenya Institute of Administration



1. AN OVERVIEW OF THE KENYA INSTITUTE OF ADMINISTRATION

1.1 ORIGIN:

The Kenya Institute of Administration (K.I.A.) was established in 1961 to prepare Kenyans to take over the running of the public service from the colonial civil servants who were to depart following independence. The Institute was able to surmount this challenge such that by the end of 1964, most of the administrative and executive positions were held by local people.

The Adu Committee was set up in July, 1964, to review and redefine the new mandate of the Institute, following the successful accomplishment of the earlier one. The Adu Committee saw training as a career-long activity and mandated the Institute to continue training public servants for the improvement of job performance.

The Institute has, therefore, continued to offer training mainly for the public service, with the training programmes designed to meet the challenges of development. With time, the Institute's activities have expanded to incorporate research and consultancy and the clientele to include the private sector.

1.2 MANDATE:

The mandate of the K.I.A., therefore, is to promote national development by providing relevant training, consultancy and research services to the public sector and the private sector. The current challenges facing the public service demand a leaner, more results-oriented cadre of public servants who have vision about the national requirements. The K.I.A. faces the challenge of assisting in moulding such officers, while at the same time generating resources to contribute to its upkeep.

1.3 ORGANIZATION, STRUCTURE AND GOVERNANCE:

The K.I.A. is a major training arm of the Directorate of Personnel Management in the Office of the President. The Principal is the chief executive and direct operating officer of the Institute and reports to the Permanent Secretary/Director of Personnel Management. Internally, the Institute is structured into six training departments, designed largely by function, i.e.

- Administration and Management;
- Accountancy and Business Studies;
- Communication;
- Regional and Urban Studies;
- Research and
- Audio Visual Services

These departments are administratively under heads of departments reporting to the Principal. Each department has lecturers reporting to the head. Each department designs and offers training programmes distinct to its mandate, drawing on its own resources and those of the Institute.

The Institute also has the Library Services Department headed by the Librarian and the Administrative Services department headed by the Administrative Secretary and under which the functions of finance, supplies, catering, sports, transport, office services and general administration fall.

1.4 APPROACH TO TRAINING, RESEARCH AND CONSULTANCY:

The Institute offers programmes for senior and top management levels of the public and private sectors. Training programmes are determined by need, and the Institute regularly carries out training needs assessments to ensure that the programmes it offers are relevant and responsive to the requirements of the client organizations. New programmes are designed as the needs determine while ongoing ones are continuously being revised.

In 1993, new programmes were designed and mounted by the Institute as follows:

- Population Management Seminar
- Computer Applications for Population Project Managers
- Senior Police Officers Management Course
- Training of Trainers Programmes offered in modules of
 - Training Policy and Management Workshop
 - Training Needs Analysis Workshop; and
 - Training Methodology Workshop

These programs continued to experience satisfactory demand during the first half of 1994. The Computer Application to Record Management Course was also mounted during the first half of 1994.

During 1994/95 Training Year, new activities will include the following:

- Training Needs Analysis to be carried out for the French Language Course. It is hoped that the outcome of this activity will be more specific client and need based training programmes in the French Language.
- Mounting the following new training programmes:
 - Financial Reform and Policy Seminar
 - Management Development Programmes for Women Managers.
 - Project Monitoring and Evaluation Seminar
 - Project Planning and Proposal Writing Seminar
- Re-introducing a revised and revamped Senior Finance Managers Courses targetted specifically to paractising Accountants in the Public Service.
- Reviewing the curricula of the Senior Management and Kenya Staff College Seminars and the Project Development and Management Course with a view to updating them as well as incorporating population management as a core module.

The approach to training involves drawing from the experience and expertise of the participants as an important input. Participants are encouraged to exchange views, with the lecturer playing the role of facilitator. Concepts are therefore discussed in the context of the practical experience of participants thus facilitating on the spot critique of such concepts and theories. A crucial aspect of the Institute's training approach is the evolution of relationships and consequent networking among participants. It is the view of the K.I.A. that such relationships present ready reference groups and contribute to effectiveness when participants go back to their organizations.

In addition to training, the Institute offers consultancy especially in the field of training design and implementation. It is planned that during the 1994/1995 Trainng Year the Institute will be more aggressive in marketing its consultancy capability with the view to enhancing the contribution of this portfolio to its activities.

An added emphasis is on the outreach programmes that involve the Institute's professional staff conducting in-house training programmes in an organization's premises.

The Institute is also involved in research activities whose outcomes serve as vital information for the training programmes.

The Institute has, with effect from 1994 calendar year, adopted the government fiscal year (July to June) as its operating calendar. This is the first training programme covering a complete fiscal year, 1994/95.

1.5 NEW INSTITUTIONAL STATUS AND MANDATE:

It is envisaged that during 1994/95 Fiscal year, the Institute will assume a new institutional status which will involve granting it some autonomy to operate as an agency. When the enabling legislation is put in place, the Institute shall be governed by a Council headed by a Chairman, with the day to day operations being discharged by a senior management team headed by a Director. The Institute's mandate shall extend to the private sector, parastatals, local authorities and any other client and it shall be expected to generate revenue for its upkeep with the goal of attaining self-sufficiency in four years.

The new institutional status shall pose new and serious challenges of ensuring that the 'products' offered by the Institute are more need-driven and relevant to the customers. The Institute shall therefore orient itself in terms of formulating strategies for achieving financial self-sufficiency. There will be need to become market-oriented and establish financial control systems that will ensure efficiency and accountability. We in the Institute are ready to face these challenges and are prepared to undergo the necessary 'mental' changes. In doing this we shall rely on the goodwill of our customers and we pledge to give them the best service possible in the three areas of the Institute operation, namely training, research and consultancy. We shall be more pro-active in our approach and we shall rely on their support.

1.6 1994/95 TERM DATES:

The 1994/1995 Training Year shall have the following Term dates:-

- Term II 1994 - 2nd May - 29th July, 1994
- Term III 1994 - 5th September - 2nd December, 1994
- Term I 1995 - 9th January - 31st March, 1995
- Term II 1995 - 2nd May - 28th July, 1995
- Term III 1995 - 4th September - 1st December, 1995

1.7 FOR ENQUIRIES:

For all your enquiries in training, research and consultancy, please contact:

**The Principal
Kenya Institute of Administration
P. O. LOWER KABETE**

**Telephone: 02 - 582311
Fax: 02 - 582306
NAIROBI**

STAFF IN THE PRINCIPAL'S OFFICE

- 1. Mr. Titus J. K. Gateere - Acting Principal**
- 2. Ms. Nancy W. Karanja - Principal's Personal Secretary**
- 3. Ms. Agnes Lalkera - Secretarial Staff**



Mr Gaylord Avedi
Permanent Secretary/Director of Personnel Management,
Addressing the Press after opening a Training of
Trainers Workshop for Early Retirees at the
Kenya Institute of Administration

2. MANAGEMENT DEVELOPMENT PROGRAMMES FOR WOMEN MANAGERS

2.1 INTRODUCTION:

A number of initiatives have been made to enhance the woman manager's capacity to work towards and within the upper reaches of organisations. The fact that such endeavours have not substantially altered the position of women in these organisations points to the pernicious nature of the problem and demands a continuous, systematic and multi-pronged approach to it. The gender question is high on the national agenda for development, since it is one of the key issues in the 1994-96 National Development Plan. It is in the light of this that the Kenya Institute of Administration (KIA) proposes to offer four specially designed programmes, in 1994, to enable women managers to become more effective and also to help them facilitate the development of other women in their areas of jurisdiction.

2.2 TITLE: WOMEN EXECUTIVES (WEX) SEMINAR

Objectives:

By the end of the seminar, the women executives should be able to:-

- identify and address their development needs, using diagnostic and experiential approaches;
- acquire and/or reinforce their personal and managerial skills;
- update their knowledge on current developments in managing work units;
- identify and manage gender-related issues within their organisations so that they become more effective in their professional roles;
- acquire information on the role of technical skills in effective management.

Content:

The WEX seminar will explore the following areas:-

- The cultural context in which women executives live and work; their multiple roles which lead to conflicting demands and expectations;
- Management principles and practices with emphasis on women executives perspectives and concerns;
- Women executives' competencies in managing work units;
- Gender issues and their impact on career development of the women executives;
- Managing information for planning and control with emphasis on managing information systems (MIS), computer appreciation and data processing.

Methodology:

- Self-discovery and experiential methods;
- Small group planning techniques;
- Gender bias example by each participant;
- Self-assessment exercises;
- Plenary sessions.

Target Group:

Senior managers from public and private sectors.

Duration/Dates:

WEX NO.1/94: 25th to 29th July, 1994 (5 days).

Mode of Application:

Applications should be made to the Principal at least one month before the commencement of the seminar.

2.3 TITLE: WOMEN PROJECT MANAGERS (WPM) SEMINAR

Objectives

The seminar is designed to assist women project managers to implement quality projects on time and according to the budget.

Specifically, the seminar seeks to:-

- Facilitate the analysis of the project process;
- Provide a framework against which the woman project manager can appraise her projects;
- Develop among women project managers skills that are critical to successful project work;
- Enable the woman project manager explore different ways of accessing human resources who are skilled in project management.

Content:

- Introduction to project management;
- Criteria for identification, appraisal and decision making, mechanism for implementation, monitoring and evaluation;
- Development and delivery of projects;
- Project documentation;
- managing human and other resources;
- Management of Information Systems;
- Continuous quality improvement (CQI);
- Negotiations.

Methodology:

- Case studies to reinforce the project message
- Group work
- Plenary sessions

Target Group:

Women project managers from public and private sectors.

Duration/Dates:

WPM NO. 1/95: 26th to 30th June, 1995 (5 days).

Mode of Application:

Applications should be made to the Principal at least one month in advance.

2.4. TITLE: WOMEN IN BUSINESS (WIB) SEMINAR

The seminar is designed to provide women in business with increased capacity in managing their businesses efficiently and effectively.

Its objectives are to:-

- Equip the women in business with the knowledge and skills required to manage a business competently;
- Provide a forum for the participants to share experiences on how they plan for a business; how they chart out the business objectives and how they measure the performance of the business;
- Equip the participants with skills in record and financial management.

Content:

- Planning: target setting, strategizing and coping with uncertainty;
- Finance: managing cash flows, financing the business, producing financial statements, pricing and debt management;
- Marketing the business and its products, dealing with competition, reporting performance
- Proposal writing;
- Setting and achieving delivery levels;
- Developing supportive networks, and joining cooperative systems;
- Negotiating and business ethics;
- Managing change and time;
- Coping with stress;
- Developing assertive skill.

Methodology:

Experiential methods, lectures, case studies, business simulations, group tasks, peer learning and plenary sessions.

Target Group:

Women in Business from public and private sectors.

Duration/Dates:

WIB NO. 1/95: 27th February to 3rd March 1995 (5 days).

Mode of Application:

Through the Principal at least one month before the seminar commences.

2.5. TITLE: TOP WOMEN LEADERS (TWL) SEMINAR**Objectives:**

The seminar is designed to:-

- Improve the participants' leadership and decision making skills for the success of the organizations that they lead.
- Enable the women leaders to practise some of the leadership skills.
- Provide a forum for the participants to identify and discuss the differences between management and leadership.
- Pin point to the participants the various ways of using power effectively, with emphasis on the power of vision.
- Enable participants to recognise the importance of presentation skills in leadership.
- Analyze the participants' ways of handling conflict and to assess the impact of their preferred styles.

Content:

- An update on the concept of leadership.
- The attitudes, skills and knowledge (ask) attributes that promote effective leadership.
- Factors that cause people to resist change and how to minimize them.
- The power of vision and its effect on leadership.
- Communication styles and their impact on leadership.
- Building blocks of team development.
- Speech outlines and speech writing.
- Presentation skills.
- Assertive behaviour.
- Total quality management (TQM) as it applies to leadership.

Methodology:

- Lectures
- Group discussions
- Individual presentations and feedback
- Self-assessment exercises
- Plenary sessions

Target Group:

Women who are leaders of various organizations in the country.

Duration/Dates:

To be announced later in a separate communication.

TWL NO. 4 days.

Method of Application:

Through the Principal a month before the seminar begins.



**Mr. Gaylord Avedi, Mrs. Julia Ojiambo,
Mr. Titus J. K. Gateere and Ms. Njoki Kahiga**
during the Opening of a Seminar for Senior Women Managers,
Kenya Institute of Administration - April, 1994.

3. DEPARTMENT OF ADMINISTRATION AND MANAGEMENT

3.1 INTRODUCTION:

The Department of Administration and Management (formerly the Department of Public Administration) was created with the setting up of the Institute in 1961, with the express mission of training Africans to take over from the colonial administration. The department has evolved over time and to date, while still offering courses which are a requirement for the administrative officers' scheme of service, also runs management courses for senior and top levels of the Public and Private sectors. The department has, in the recent past, also developed courses in Policy Analysis with a view to enhancing capacity for improved implementation of policy for senior officers in the public services. A training programme specifically for parastatals (Public Enterprises) managers has also been designed and mounted in the last four years. The Senior Police Officers course for Superintendents and Senior Superintendents was launched in 1993, thus renewing the traditional association between the Institute and the Police Department.

3.2 TITLE: **MANAGEMENT OF PUBLIC ENTERPRISE (MPE) SEMINARS:**

Objectives:

The Management of Public Enterprise Seminars aim at equipping the managers of public enterprises with knowledge, skills and appropriate attitudes necessary in enhancing their contribution to the effectiveness of the organizations in which they work. Specifically at the end of the seminars, participants are expected to be able to:

- understand the basic concepts of management and its dimensions and how these apply in their organizations;
- demonstrate efficiency and effectiveness in managing their organizations;
- play their part and be sensitive to the need for public corporations to be results oriented.

Target Group:

The seminars are targeted to senior and middle level managers of public corporations i.e.

- Heads of Departments,
- Branch Managers and
- Functional Managers.

with at least two years experience in managerial positions.

Content Areas:

The seminars will address the following content areas:

- Kenya's national goals and objectives;
- The public enterprise and national development;
- Statutes of public enterprise;
- Concepts, processes, functions and principles of management;
- Developing team work and group dynamics;
- Human resources management;
- Public and customer relations in public enterprises;
- Negotiation skills;
- Marketing in public enterprises;
- Financial Management;
- Supply and materials management;
- Project planning and management in public enterprises;
- Data and information management;
- Total quality management.

Methodology:

The seminars are participative in orientation and use such adult training methods as:

- lectures and guided discussions;
- case studies;
- role plays;
- films and videos;
- field exercise/visits

Duration/Dates:

Each seminar will last four (4) weeks and the dates will be as follows:

- | | | |
|--------------------|---|-----------------------------------------|
| MPE NO.8/95 | - | 9th January - 3rd February, 1995 |
| MPE NO.9/95 | - | 2nd - 26th May, 1995 |

Nomination and Application:

MPE seminars will strictly enrol 20 (twenty) participants shortlisted and selected on a first come first served basis. Organizations are advised to forward the names of their nominees at least two months before the commencement of the seminars. Nominations should be sent to the Principal, K.I.A.

3.3 TITLE: SENIOR MANAGEMENT SEMINAR (SMS):**Objectives:**

The Senior Management Seminar aims at meeting the following objectives:

- Facilitating the enhancement of management and administration capabilities of the participants for national development;
- Providing the participants with a general understanding of the processes, strategies and instruments of policy formulation and how these policies are converted into plans, programmes and projects through the process of decision-making;
- Enhancing participants' understanding of the mutually supportive roles of interpersonal and inter-departmental relations;
- Exchanging views of some of the factors which have significant impact on private sector management and administration practices in Kenya.

Target Group:

District Commissioners, Under Secretaries and Senior Assistant Secretaries; Lieutenant Colonels and Majors of the Armed Forces; Assistant and Senior Assistant Commissioners of Police and Prisons; Chief Officers of major local authorities and Clerks to councils of the smaller ones; middle level executives and managers in the private sector and state corporations (departmental/functional managers) and professional and scientific personnel in ministries and provinces in Job Groups 'M' and 'N'.

Content Areas:

The seminar will cover conceptual and practical issues relating to:

- Public policy and the political process in Kenya;
- Development goals and strategies;
- Concepts and practices of management and administration;
- Organization theory and behaviour;
- Management of human resources;
- Public Finance;
- Supplies and procurement management;
- Project planning, implementation and evaluation;
- Development implementation and evaluation of strategy

Methodology:

Participative methods will be used including lectures, guided discussions, case studies, role plays, films/videos and field visits.

Duration/Dates:

SMS NO. 95/94 (4 weeks): 4th - 29th July, 1994
SMS NO. 96/95 (4 weeks): 6th - 31st March, 1995
SMS NO. 97/95 (4 weeks): 3rd - 28th July, 1995

Method of Application:

Nominations should be sent to the Principal, K.I.A., so as to reach him at least three months before the seminar starts.

3.4 TITLE: KENYA STAFF COLLEGE SEMINAR (KSC) NO.

The Kenya Staff College Seminar is the senior most scheduled programme run by the Institute and aims at meeting the following objectives:-

- Enabling participants to develop a comprehensive view of Kenya's development philosophy and current policy goals;
- Assisting participants to improve their analytical capability for the management of change;
- Updating participants with the principles, concepts and practices of management;
- Facilitating discussions and exchange of views on current thinking and practices in management;
- Providing a forum for exchanging ideas and experiences and the management of team work among the participants.

Seminar Contents:

- Development goals and objectives;
- Policy analysis;
- Specific policy issues in Kenya: employment educational, structural adjustment programmes etc.;
- Kenya's foreign policy;
- Management and administrative challenges in the 1990s and beyond;
- Management of state corporations;
- Management of change;
- Institutional building, etc.

Target Group:

Top executives from both the public and private sectors who have responsibilities for policy analysis, implementation and evaluation. Specifically, participants are drawn from the following levels: Deputy secretaries and above from Central Government and their equivalents in Job Groups "P" and "Q"; Colonels and Brigadiers of the Armed Forces, Managing Directors, General Managers and their equivalents from the Private Sector and Parastatal Sectors, Deputy and Senior Deputy Commissioners of Police and the Prison's service and Chief Executives of major local authorities. It is preferred that applicants to this seminar should have attended the Senior Management Seminar run by the Institute or an equivalent training programme.

Duration:

The Kenya Staff College Seminar No.10/94 will last four weeks and will be held from 17th October to 4th November, 1994

Methodology:

- Lectures and Discussions
- Case Studies
- Role plays
- Films, Videos
- Field Exercise/Trips

Method of Application:

Nominations for the seminar should be made direct to the Principal, K.I.A., so as to reach him at least three months before its commencement.

3.5 TITLE: ADMINISTRATIVE OFFICERS (A.OS) INDUCTION COURSES

Objective:

The main objective of the induction courses is to familiarize the newly appointed/recruited administrative officers with the working and operational philosophy of the public service to enable them 'fit' on deployment.

Course Content:

Participants will be given an overview of the following:

- national goals and national philosophy;
- functions of government;
- legal aspects of administration;
- public policy-making in Kenya;
- national development strategy;
- elements of public finance;
- public procurement;
- personnel administration;
- the administrative and management process;
- essentials of field administration; introducing change: administrative reform.

Target Group

Newly appointed/recruited District Officers and Assistant Secretaries falling under the Administrative Officers' scheme of service.

Duration/Dates:

The Administrative Officers' Induction Courses last four weeks. Dates will be announced when the courses are due.

Method of Application:

Nominations are made by the Permanent Secretary in-charge of Provincial Administration and Internal Security, Office of the President.

3.6 TITLE: ADVANCED PUBLIC ADMINISTRATION (APA) COURSE

Objective:

The main objective of the APA course is to equip the participants with critical skills, knowledge and attitudes with a view to enhancing their managerial and administrative effectiveness in their role as coordinators of government activities for national development. The course is skills oriented and aims at preparing the officers for the challenges they will face as they move to higher responsibilities.

Target Group:

District Officers and Assistant Secretaries I and II's who have worked for at least four (4) years.

Course Content:

- Administrative and management skills;
- Politics and development;
- Environmental management;
- Project development and management;
- Public finance;
- Law;
- Supplies management;
- Communication skills;
- Management information systems;
- Kiswahili;
- Overview on contemporary and public policy issues;
- Introduction to the use of computers.

Participants will also write a Research Paper which is developed during the one-month field attachment.

The course is examination-based and a certificate of achievement is awarded.

Methodology:

Lectures, discussions, exercises and field visits.

Duration/Dates:

APA NO. 42/94: (5 months)

5th September, 1994 - 3th February, 1995

APA NO. 43/95: (5 months)

2nd May - 29th September, 1995

Method of Application:

Nominations for this course are made by the Permanent Secretary in-charge of Provincial Administration and Internal Security, Office of the President, and they should reach the Principal, K.I.A., at least three months before the course commences.



Mr. C. Mbaka
Deputy Secretary,
Office of the President
Closing Advanced Public Administration Course No. 42/94
on 26th May, 1994 at the Kenya Institute of Administration

3.7 TITLE: POLICY ANALYSIS SEMINARS (PAS):

Objectives:

The objectives of the seminars are:

- To enhance the participants' understanding of the process of public policy formulation, implementation and evaluation;
- To define and explain the substance and content of public policy and its various linkages;
- To create a capacity to handle policy analysis issues at work.

Target Group:

The Seminar is designed for officers of Senior Assistant Secretary, Under Secretary and Deputy Secretary levels and their professional and technical equivalents in the ministries and other public organizations, whose responsibilities entail public policy analysis in their respective areas of operation.

Seminar Content:

- Definition of public policy;
- Theories of public policy;
- Models of public policy;
- Formulation and adoption;
- Implementation and evaluation of public policy.

Methodology:

Lectures, exercises and guided discussions.

Duration/Dates:

The Seminars are scheduled to last **two weeks** each and in 1994/1995 Training Year will be mounted as follows:

PAS NO.10/94	-	21st November - 2nd December, 1994
PAS NO.11/95	-	13th February - 24th February, 1995
PAS NO.12/95	-	26th June - 7th July, 1995

Method of Application:

Applications should be sent to the Principal, K.I.A., at least two months before the seminar begins.

3.8 TITLE: SENIOR POLICE OFFICERS MANAGEMENT (SPOMC) COURSES**Objectives:**

The course is designed to meet the following objectives:

- to equip police officers with the requisite management skills and knowledge and assist them in the development of attitudes necessary for discharging their duties effectively and efficiently in a dynamic environment;
- to develop awareness of the environmental factors which have bearing on police operations;
- to facilitate the necessary environment for mutual exchange of ideas between uniformed and civilian officers;

Target Group:

The course is designed for Superintendents and Senior Superintendents of Police and their non-uniformed colleagues in the Police Force.

Course Content:

The course will cover the following modules:

- General management;
- Government and Law;
- Public Finance and Supplies and Materials Management;
- Project Management;

Methodology:

Lectures, case studies and guided discussions.

Duration/Dates:

SPOMC NO. 2/94 (6 weeks):
5th September - 14th October, 1994

SPOMC NO. 3/95 (6 weeks):
2nd May - 9th June, 1995

Method of Application:

Participants are nominated by the Commissioner of Police.

3.9 IN-HOUSE TRAINING AND CONSULTANCY SERVICES:

The Department will continue to undertake in-house training programmes as may be required by client organizations. It can also assist in carrying out training needs assessments, designing and implementing training programmes as may be required by the client. Requests for these services should be made to the Principal.

STAFF OF THE DEPARTMENT

- 1. G. T. Kangethe** - **Acting Senior Principal Lecturer, Head of Department**
- 2. C. O. Guya** - **Principal Lecturer**
- 3. C. O. Bosire** - **Senior Lecturer**
- 4. S. Arap Odongo** - **Senior Lecturer**
- 5. D. W. Njoka** - **Senior Lecturer**
- 6. J. Juma** - **Lecturer (on secondment from Office of the President)**
- 7. M. C. Osure (Ms)** - **Lecturer**
- 8. M. Mwangi (Ms)** - **Lecturer**
- 9. M. W. Maringa (Ms)** - **Departmental Secretary**
- 10. V. W. Wanjohi (Ms)** - **Secretarial Staff**

4. DEPARTMENT OF REGIONAL AND URBAN STUDIES

4.1 INTRODUCTION:

The Department of Regional and Urban Studies has since 1988, directed its training effort mainly to two training programmes. The Project Development and Management (PDM) training programme which was launched in 1975 continues to attract a lot of interest from both the Government Ministries and Parastatals. With financial assistance from the United Nations for Population Activities Fund (UNFPA), the department has also been coordinating a training programme on Population Management. The programme is intended to provide agencies involved in population projects with the necessary knowledge and skills to enable them manage these projects effectively.

In both of these programmes, a very practical approach is used with the participants playing an active role in the learning process. Consequently the PDM programme in particular has emerged as one of the highly subscribed training programmes in the Institute.

Research efforts initiated under the Population project will assist in strengthening both the computer application courses and also the population management training. Other research activities will assist in the review of the curricula of some other courses in the Institute.

Practical field research however requires financial support mainly from the clients. The department has the resources to respond to client needs in terms of training needs assessment, design of relevant training programmes, research and consultancy, particularly in the project management areas and also the population management field.

The scheduled training programmes to be undertaken by the department during 1994/1995 are as follows:

4.2 TITLE: POPULATION MANAGEMENT COURSE (PMC)

Objectives

This course aims at providing the Kenyan Society with a cadre of trained middle level personnel in population management, who are equipped with the necessary skills, knowledge and attitudes to enable them to effectively co-ordinate and implement population policy and related programmes. Thus by the end of the course the participants should be able to:

- Explain national and global population dynamics and policies and their effects on development.
- Apply the relevant management skills in implementing population projects and programmes.
- Identify and discuss factors influencing family size norms and family planning practice.
- Apply appropriate communication skills in disseminating information on population issues.
- Design and implement relevant training programmes for a specific target group.
- Apply the relevant writing skills in developing proposals.

Target Group

The participants for the course are mainly those involved in population activities. These include project officers/coordinators, District Departmental Heads and their equivalents from Ministries, Parastatals, relevant trade unions, cooperative unions, and NGOs involved in population activities.

Course Content:

- **Population and Family Planning:** Population growth and trends; Population and development; Population and policy; Social Survey and Population Data; Family Planning in Kenya; Family Planning Methods and Service Delivery; Family Planning and I.E.C.

- **Management:** Management functions; Group Dynamics; Management of change; Public relations; Management of Time; Project Management; Financial management; Community mobilization and motivation; Proposal writing presentation and defence.
- **Communication:** Effective communication; Dissemination of information relating to population issues; Non-verbal communication; Report writing; Use of Kiswahili in population activities; Negotiation skills; Conducting meetings and minutes taking.
- **Training of Trainers:** Training needs identification; Principles of adult learning; Designing of Training Programmes; Training techniques; Evaluation of training.

Methodology:

Lectures, role plays, films, guided discussions, exercises, case studies and field trips.

Duration/Dates:

PMC No.17/94 (4 weeks)- 19th September to 14th October, 1994.

4.3 TITLE: COMPUTER APPLICATION COURSE FOR POPULATION PROJECT MANAGERS (CAPM):

Objectives:

This course is intended to provide population programmes with a cadre of trained personnel in computer applications and Management Information Systems (MIS). The course will also equip participants with the necessary skills and knowledge to enable them to effectively use the computer in population related activities. Thus, by the end of the course, the participants should be able to:

- demonstrate the use of computers as an essential tool for project management;
- apply the relevant Management Information Systems skills in programme implementation, monitoring and evaluation.

Target Group:

Programme/Project Managers; Research Officers; Population Officers; Development Officers; Statistical Officers; Personnel Officers; Accountants and Project Coordinators.

Course Content:

- Computer Concepts;
- Introduction to Application Packages;
- Computer Management Aspects;
- Management Information System (MIS);
- Computer Based MIS (case studies);
- Research and Social Survey.

Methodology:

Lectures, guided discussions, exercises and case studies

Duration/Dates:

- CAPM No.4/94 (2 weeks) - 7th to 18th November, 1994
- CAPM No.5/95 (2 weeks) - 9th to 20th January, 1995
- CAPM No.6/95 (2 weeks) - 14th to 25th April, 1995
- CAPM No.7/95 (2 weeks) - 17th to 28th July, 1995

4.4 TITLE: POPULATION MANAGEMENT SEMINAR (PMS):

Objectives:

The Population Management seminar aim at enhancing the management skills of managers of population programmes and projects. Thus, by the end of each seminar, participants should be able to:

- identify important factors in developing and managing sustainable population projects;
- apply appropriate financial management practices in their organizations;
- negotiate for resources for population projects;
- analyze and implement the national population policies;
- identify factors necessary for institutional development.

Target Group:

Participants of this seminar will be Project Coordinators, Programme Managers, Heads of Department/Divisions from both the public sector and Non Government Organizations (NGOs) who are involved in population activities.

Content Areas:

- **Population and Family Planning:** Population growth and trends; Population and development; Population policy; Social survey and population data; Family planning in Kenya; Family planning methods and service delivery; I.E.C.
- **Management:** Management principles; Leadership; Motivation; Delegation; Managing change; Managing time; Public relations.
- **Project Management:** Planning; Appraisal; Implementation; Coordination; Monitoring and Evaluation; Sustainability and Proposal Writing.
- **Financial Management:** Sources of funds; Budgeting; Role of accounting officers; Financial Controls; Management of donor funds; Financial reports and returns.
- **Communication:** Effective communication; Report writing; Use of Kiswahili in population activities; Negotiation skills; Proposal presentation and defence.
- **Institutional Development:** Strategy development; Managing resources; Acquisition and management of material resources.

Methodology:

Lectures, guided discussions and exercises

Duration/Dates:

PMS No.4/94 (2 weeks): - 28th November - 9th December, 1994

PMS No.5/95 (2 weeks): - 23rd January - 3rd February, 1995

PMS No.6/95 (2 weeks): - 12th June - 23rd June, 1995

Method of Application:

Applications should be sent to the Principal, K.I.A., three months before the course starts.

4.5. TITLE: PROJECT DEVELOPMENT AND MANAGEMENT (PDM) COURSE:

Objectives:

The PDM course provides senior public officers with the skills necessary for planning, implementation, evaluation and management of development programmes and projects. After successful completion of this course, participants should be able to:

- identify, develop and implement development projects and programmes according to the needs of a particular area;
- co-ordinate development activities in an area for optimal use of scarce resources in achieving stated objectives;
- effectively monitor and evaluate the performance of development project/programmes and assess their impacts.

Target Group:

District Heads of Departments and their headquarter equivalents, equivalent officers from Local Authorities and State Corporations who are involved in development projects at various stages.

Course Content:

The concept of development planning, development economics, national and district planning, problems and needs analysis, project identification and feasibility studies, project appraisal, project implementation, monitoring and evaluation, project sustainability Project Management and role of Project Manager, Use of Computers Management of Project Inputs and Project Proposal Writing.

Methodology:

Lectures, guided discussions, exercises and field visits.

Duration/Dates:

PDM No.43/95: (9 Weeks) 6th February - 31st March, 1995

Method of Application:

Applications should be sent to the Principal, K.I.A., to reach him not later than two months before the course starts

4.6 PROPOSED TRAINING PROGRAMMES:

The Department plans to initiate other training programmes early in 1995 particularly in the project planning and management areas. Details of these programmes will be communicated to the interested clients. Meanwhile nominations for the proposed courses should be sent to the Principal, KIA for further consideration. These programmes include the following:

Project Monitoring and Evaluation Seminar:

(PMES 1/95) (1 Week): 29th May - 6th June 1995.

Project Planning and Proposal Writing Seminar:

(PPPWS 1/95) (1 Week): 26th June - 30th June 1995.

4.7 OTHER TRAINING AND CONSULTANCY SERVICES:

In addition to the residential courses proposed above the Department will continue to offer consultancy in specialized problem centered, sectoral based project management courses, seminars and activities designed for specific government ministries and parastatal organizations. The key areas envisaged for this activity include the following:

- Project planning and appraisal;
- Monitoring and evaluation of projects;
- Project implementation and management;
- Proposal writing, presentation and defence;
- Managing Rural Development Projects;
- Planning Community Development Projects.

The Department will also mount short population workshops/seminars for special categories of managers involved in population projects.

For enquiries, interested ministries and parastatals should contact the Principal, K.I.A.

STAFF OF THE DEPARTMENT

- | | | | |
|-----------|-------------------------------|----------|---------------------------------------------------------|
| 1. | John K. Muketha | - | Principal Lecturer/Acting
Head of Department |
| 2. | Charles M. G. Murakaru | - | Lecturer |
| 3. | Jane Mwangi (Mrs) | - | Lecturer |
| 4. | Charles Njeru M'Mwari | - | Lecturer |
| 5. | Virginia Waweru (Ms) | - | Departmental Secretary |
| 6. | Susan Njoki (Ms) | - | Secretary, Population Unit |

5. DEPARTMENT OF ACCOUNTANCY AND BUSINESS STUDIES

5.1 INTRODUCTION:

The objective of the Department of Accountancy and Business Studies is to train middle level officers in the Public Service, in the specific skills and techniques necessary for job efficiency and effectiveness in Finance, Accounts, Personnel, Office Management and Business Administration. The training focuses not only on technical and professional competence but also aims at inculcating confidence in national objectives, ideals and aspirations. The main focus and thrust of the department is training for excellence in the areas of the management of financial resources.

Between July 1994 and June 1995, the Department will run the following training programmes:

5.2 TITLE: CERTIFIED PUBLIC ACCOUNTANTS III AND CERTIFIED PUBLIC SECRETARIES III (CPA, CPS):

Objectives:

Both CPA PART III for Accountants and CPS PART III for Personnel Officers and Company Secretaries courses are conducted to prepare accountants, personnel officers and company secretaries for final examinations offered by the Kenya Accountants and Secretaries National Examination Board (KASNEB).

The courses also aim at inculcating prudent and ethical financial management and company secretarial practices to the participants.

Target Group:

CPA PART III - SECTIONS V & VI:

Applicants must be serving as Accountants I or equivalent and must have served in that grade for at least one year in the Public Service (Central Government, Local Authorities, State Corporations, Cooperative Societies) and the private sector. In addition, they must:-

- have passed CPA II or are exempted by KASNEB if applying for CPA III Part V; or
- have passed CPA III Section V, if applying for CPA III Section VI.

CPS PART III - SECTION V & SECTION VI

Applicants must be serving as Personnel Officers I or Executive Officers I or equivalent for at least one year and must:

- have passed CPS II or are exempted by KASNEB, if applying for CPS III Part V; or
- have passed CPS III Section V, if applying for CPS III Section VI.

Course Content: As per KASNEB Syllabus -

CPA III - SECTION V:

Management Accounting,
Taxation II,
Principles and Practice
of Management

CPS III - SECTION V:

Financial Accounting II,
Law of Meetings,
Principles and Practice of
Management

CPA III - SECTION VI:

Financial Accounting IV,
Financial Management,
Auditing and Investigations

CPS III - SECTION VI:

Company Secretarial &
Administrative Practice,
Financial Management,
Systems Theory & Management
Information Systems (MIS)

Methodology:

Lectures, tests, exercises and study visits.

Duration/Dates:

CPA/CPS PART III SECTION VI No. 27/94

- 4th July - 2nd December, 1994 (6 months)

CPA/CPS PART III SECTION V No.28/95

- 9th January - 14th June, 1995 (6 months)

Method of Application:

Applications should be made on the prescribed nomination form in triplicate in the case of CPA but in duplicate in the case of CPS. One copy should be forwarded through the applicant's Head of Department or Head of the Organization as appropriate. One copy should be sent directly to the Permanent Secretary/Director, Directorate of Personnel Management to reach him three months before the course starts or by the deadline date announced.

5.3 TITLE: SENIOR FINANCE MANAGERS' SEMINAR (SFMS)

Objectives:

The overall objective of this seminar is to improve the quality of managers capacity in the accounting and management of public funds. The seminar therefore aims at equipping the participants with appropriate knowledge, skills and attitudes for efficient and effective management of their accounting units.

Specifically, at the end of the seminar, participants should be able to:-

- Accept their role as managers within the accounting practice;
- Undertake government accounting responsibilities effectively;
- Make sound financial decisions';
- Apply financial procedures rules, regulations and Treasury Instructions appropriately within the existing legal framework;
- Apply and observe ethical attitudes and discipline in the course of management of public funds;
- Understand and apply budgetary and financial controls currently being employed in the government;
- Understand and apply appropriately current government policies and learn the techniques to prepare financial information required for policy formulation;

- Understand the importance of effective management of human resources;
- Ensure capability to support policy planning and formulation and enable interaction with other disciplines at the highest levels.

Target Group:

Accounts Controllers;
 Chief Accountants;
 Senior Accountants;
 All Other Heads of Accounting Units and Deputy Heads of Accounting Units from Ministries and Districts.

Seminar Content:

- Policy Formulation;
- Budgetary Planning and Control;
- Financial Accounting in Public Sector;
- Cost Controls and Cost Management;
- Taxation: Direct and Indirect Taxes;
- Auditing: Goals, Functions and Concepts;
- Management of Project Funds especially Donor Funded Projects;
- Principles and Practice of Management with special emphasis on Human Resources Management;
- Communication and Report Writing;
- Information Systems;
- Training of Trainers.

Methodology:

Lectures, Group work and Syndicate Group discussions;
 Exercises (that lead to assessment of participant's performance)
 Films;
 Practicals in computer work;
 Case Studies.

Duration/Dates:

SFMS NO. 4/94 (4 weeks): - 4th July - 29th July, 1994.
SFMS NO. 5/95 (4 weeks): - 27th February - 17th March, 1995

Method of Application:

Nominations for this seminar are made by the Accountant-General, Ministry of Finance who submits them to the Principal one month before the seminar.

5.4 TITLE: MIDDLE MANAGERS FINANCIAL MANGEMENT SEMINAR (MFMS)

Objectives:

The objective of this seminar is to assist accountants improve on their basic knowledge, skills and attitudes in the management of government finance and on general management within their area of operations and responsibilities.

At the end of the seminar, participants should be able to:-

- Understand their role in general management and to enhance their ability to supervise, control and monitor the work of their subordinates;
- Implement financial decisions, rules, regulations and Treasury Instructions within the legal framework;
- Improve their ability to interpret financial data and be able to report accordingly.

Target Group:

- Accountant Grade I, II and III serving in the Central Government and in the districts.

Seminar Content:

- Government Financial Accounting;
- Cost Controls and Cost Accounting;
- Public Finance;
Budgetary Cycle, Budgetary Control, Analysis & Interpretation;
- Principles and Practice of Management including Communication and Report Writing;
- Auditing: Functions and Concepts;
- Accounting for Donor Funds;
- Information Systems.

Methodology:

Lectures, Group works and Syndicate Group discussions;
Exercises (that lead to assessment of participant's performance);
Films;
Practicals in computer work;
Case Studies.

Duration/Dates:

MFMS No.3/94 (4 weeks): 7th November - 25th November, 1994

MFMS No.4/95 (4 weeks): 10th July - 28th July, 1995

Method of Application:

Nominations are made by the Accountant-General, Ministry of Finance and submitted to the Principal one month before the course commences.

5.5 TITLE: IMMIGRATION OFFICERS COURSE (IOC):**Objectives:**

- To familiarize the Immigration Officers with the position, role and function of the Immigration Department in the Civil Service structure and in the nation; and establish understanding of the work documents, specifically the Immigration Act.
- To develop the administrative and managerial capabilities, skills and knowledge of the Immigration Officers so as to improve on their performance and enable them to discharge their duties effectively and efficiently.

Target Group:

- Newly appointed Immigration Officers joining at Senior positions.
- Senior Immigration Officers and other Administrative Officers in the Immigration Department.

Course Content:

- Immigration Practices;
- Public Finance;
- Effective Management Communication;
- Law;
- Office and Personnel Management;
- Kiswahili;
- French;
- Government Organization and Functions;
- Work Ethics and Discipline;
- Public Relations;
- Tourism Promotion.

Methodology:

Lectures, discussions, exercises and field visits.

Duration/Dates:

**IOC No. 13/94 (3 months):
5th September - 28th October, 1994 (Tentative)**

NB: The course is currently under review and concrete dates when to be mounted will be communicated.

Method of Application:

Participants are nominated by the Principal Immigration Officer, Office of the President to reach the Principal on month before the course starts.

5.5 CONSULTANCY:

The Department will place increasing emphasis on consultancy activities in order to be able to rationalize the training needs of client ministries and organizations in the Public Service. Organizations requiring consultancy in Financial Management, Public Service, Finance, Accountancy and other relevant areas may contact the Principal, K.I.A.

STAFF OF THE DEPARTMENT

- 1. M. Mohamed** - **Acting Senior Principal Lecturer,
Head of Accountancy and
Business Studies Department**
- 2. S. E. Agwanda** - **Principal Lecturer, Deputy Head of
the Department**
- 3. A. N. Nyang'era** - **Senior Principal Lecturer**
- 4. J. R. Moronge** - **Senior Lecturer**
- 5. J. K. Ndonga** - **Lecturer**
- 6. M. M. Njau (Ms)** - **Lecturer**
- 8. J. N. Thiongo (Ms)** - **Departmental Secretary**

6. THE DEPARTMENT OF COMMUNICATION

INTRODUCTION

The Department of Communication has been reorganised in order to expand its training provision. During the second and third quarters of 1994, the Department will offer the following programmes:

6.1 TITLE: NEGOTIATION SKILLS SEMINAR (NSS)

Objectives

The Negotiation Skill Seminar is mounted to achieve the following objectives:

- to analyze the stages in the negotiation process and to state their significance in negotiation;
- to examine the context in which negotiations takes place;
- to familiarize participants with proven strategies and techniques to enable them to carry out successful negotiations;
- to provide a forum for participants to practice their negotiation styles.

Target Group

Senior Officers from public and private organizations.

Content Areas

- The concept of negotiation;
- Strategic approaches to planning and conducting negotiations;
- Negotiation intervention skills to cope with deadlocks and difficult situations;
- Choosing and managing the negotiation team;
- Public relations as a process of negotiation;
- Preparation of documents of diplomacy;
- Negotiation Ethics.

Methodology

Lecturers, simulations, case plays, group discussions and plenary sessions

Duration/Dates

Negotiation Skills Seminar No. 4/95 - 6th February - 10th February 1995

Method of Application

Applications should be sent to the Principal, KIA in order to reach him not later than one month to the start of the Seminar.

6.2 TITLE: EFFECTIVE MANAGEMENT COMMUNICATION (EMC) COURSE

Objectives

The EMC programme is offered in order to:

- enable participants to discuss the importance of communication in their organizations;
- provide a forum for participants to identify barriers to communication in their places of work;
- facilitate a discussion on the techniques for communication flows in organizations;
- give participants an opportunity to develop criteria for successful organizational communication.
- equip participants with skills of presentation.

Target Group

Officers at the level of senior assistant secretary and above, and their equivalents from parastatal and private sectors.

Content Areas:

- The importance of communication in organizations;
- Behavioural processes that affect communication;
- Managing the communication process;
- Techniques for communicating in organizations;
- The function of non-verbal communication in organizational communication;
- The Grapevine Communication;
- Communication audits;
- The impact of new technologies on communication.

Methodology

Lecturers, small group planning techniques, self-assessment exercises, role plays, plenary sessions.

Duration/Dates

EMC Course No. 13/94: 17th October - 28th October 1994

EMC Course No. 14/95: 5th June - 16th June, 1995

Method of Application

Application to be sent to the Principal, KIA to reach him not later than one month before the course begins.

6.3 TITLE: FRENCH LANGUAGE COURSE

The report on the TNA exercise carried out during the first quarter of 1994 is currently under preparation.

The revised French Language Programme will be mounted at the beginning of the second half of the training year.

6.4 OTHER ACTIVITIES OF THE DEPARTMENT

The Department will continue to offer consultancy services to the public and private sectors that require its services.

STAFF OF THE DEPARTMENT

1. **G. Mbaya (Mrs)** - **Acting Principal Lecturer,
Head of Department**
2. **E.B. Martey** - **Senior Lecturer**
3. **S. Omedi (Ms)** - **Lecturer**
4. **M. A. Okoth (Ms)** - **Lecturer**
5. **Rosemary Mwangi (Ms)** - **Departmental Secretary**

7.

RESEARCH DEPARTMENT

7.1 INTRODUCTION

Development in areas of Research and Management of Information is rapid. This is as a result of the various efforts being made in search of innovative, efficient and accurate ways of dealing with aspects of social and economic development as well as management of change. Training programmes are necessary to disseminate skills, tools and techniques available. Experience in government organizations over the past few years has shown that microcomputers can greatly improve efficiency.

The Department of Research, therefore, has developed and offers courses on computer applications to Data Management, Office Management, Records Management, Management Information Systems and Statistical Methods/analysis for officers in the Public Sector organizations.

The objectives of the computer training programme is to train government officers to be functional users of the microcomputers in their areas of operations and to improve utilization of the existing computer facilities in the Ministries and State Corporations. It is expected that the various programmes will enhance productivity and innovation in management operations.

The computer training programmes to be offered between during the 1994/95 training year are as follows:-

7.2 TITLE: **COMPUTER APPLICATION TO RECORD MANAGEMENT (CARM) COURSE:**

Objectives:

To enable participants to operate computer systems and apply relevant software to management of records and related activities.

Target Group:

The course is designed for clerical officers and equivalent personnel who are charged with the responsibility of managing records. Such cadre of personnel include accounts clerks, stores clerks, registry clerks, assistant librarians, copy typists and assistant cateresses/housekeepers.

Course Content:

- Micro-computer concepts;
- Management of computer environment;
- Concepts and applications of DOS;
- Concept of files and file management;
- Concepts and operations of Word-processing (wordperfect);
- Applications of Spreadsheet (Lotus 123) to Data Processing and Management;
- Applications of Dbase III to Data Processing and Management.

Methodology:

The methods used are:

- lecture sessions;
- individuals practice;
- preparation of a project.

Duration/Dates:

CARM NO.2/95: 9th January to 3rd February, 1995 (4 weeks)

Method of Application:

Applications/nominations by sponsors should be reach the Principal, K.I.A., at least 30 days before the scheduled start of the course. Joining instructions are sent of successful applicants. The offer is not transferrable. The course participants are required to make a payment to the institute to meet the cost of stationery and computer consumables (the amount payable if subject of review without notice).

6.3 TITLE: COMPUTER APPLICATIONS TO DATA MANAGEMENT (CADM) COURSE:

Objectives:

- to enable participants to acquire skills on applications of microcomputers for data processing, management and analysis;
- to expose participants to applications of spreadsheet (Lotus 123) and database management (dbase III) in order to

develop capabilities in applications of microcomputers to project management.

Target Group:

Officers dealing with data management and research responsibilities in their organizations who need to upgrade their skills in the use of microcomputers in data processing and projections.

Course Content:

- Operations and uses of Disk Operating System (DOS);
- Operations and uses of Word Processing (Wordperfect);
- Applications of Lotus 123 to Financial Management;
- Applications of Lotus 123 to graphic presentations;
- Applications of Lotus 123 to Modelling;
- Applications of Dbase III to data management;
- Introduction to Dbase III programming;

Methodology:

The methods to be used include:

- lecture sessions;
- individual practice;
- preparation of a project.

Duration/Dates:

CADM NO. 18/94: 3rd to 28th October, 1994 (4 weeks)

CADM NO. 19/95: 6th to 31st March, 1995 (4 weeks)

CADM NO. 20/95: 15th May to 9th June 1995 (4 weeks)

Method of Application:

Applications/nominations by sponsors should be reach the Principal, K.I.A., at least 30 days before the start of the course. Joining instructions are sent of successful applicants. The offer is not transferrable. The course participants are required to make a payment to the institute to meet the cost of stationery and computer consumables (the amount payable if subject of review without notice).



"Hands on Computer"
Computer Application to Data Management course

6.4 TITLE: MANAGEMENT INFORMATION SYSTEMS (MIS) SEMINAR

Objective:

The seminar is intended to provide managers in the public and private sectors with alternative methods for managing information in order to adopt those which improve efficiency and effectiveness in their organizations.

Target Group:

Senior Managers in public and private sectors.

Seminar Content:

- Concept of management information systems;
- Models of interpretation of information;
- Alternative information systems;
- Frameworks for information systems;
- Computer based information systems;
- Implementation and use of information;
- Computer technology;
- Computer software;
- Computer files and storage systems.

Methodology:

- Lectures sessions;
- individual practice;
- discussion of case studies.

Duration/Dates:

MIS No. 09/94: 5th to 16th September, 1994 (2 weeks)

MIS No. 10/95: 13th to 24th February 1995 (2 weeks)

MIS No. 11/95: 19th to 30th June, 1995 (2 weeks)

Method of Application:

Applications/nominations by sponsors should be reach the Principal, K.I.A., at least 30 days before the start of the course. Joining instructions are sent of successful applicants. The offer is not transferrable. The course participants are required to make a payment to the institute to meet the cost of stationery and computer consumables (the amount payable if subject of review without notice).

6.5 TITLE: COMPUTER APPLICATIONS TO OFFICE MANAGEMENT (CAOM) COURSE:

Objectives:

- To enable participants to operate and use microcomputers on aspects of document and report preparation.
- To provide participants with skills for processing and managing information using microcomputers.

Target Group:

The course is designed for Secretaries and equivalent personnel involved in office management.

Course Content:

- Micro-computer concepts;
- Management of computer environment;
- Concepts and applications of DOS;
- Concept of files and file management;
- Concepts and operations of Word-processing (wordperfect);
- Applications of Word-processing to preparation of test; documents and reports;
- Applications of Spreadsheet (Lotus 123) to data processing and management;
- Applications of Dbase III to data processing and management.

Methodology:

The methods to be used are:

- lecture sessions/discussions;
- individuals practice;
- preparation of a project.

Duration/Dates:

CAOM No. 19/94: 1st to 26th August, 1994 (Four weeks)

CAOM No. 20/95: 3rd to 28th April 1995 (4 weeks)

Method of Nomination and Application:

Applications/nominations by sponsors should be reach the Principal, K.I.A., at least 30 days before the start of the course. Joining instructions are sent of successful applicants. The offer is not transferrable. The course participants are required to make a payment to the institute to meet the cost of stationery and computer consumables (the amount payable if subject of review without notice).

STAFF OF THE DEPARTMENT

E. K. Wachira	-	Principal Lecturer, Head of the Department
M. Likalamu	-	Computer Data Analyst/Senior Lecturer/Deputy Head
D.K. Ngure	-	Computer Data Analyst/Senior Lecturer
E.M. Kariuki	-	Lecturer
D. K. Ndirangu	-	Lecturer/Computer Data Analyst
Hannah W. Gitau (Ms)	-	Departmental Secretary
Catherine W. Gichimu (Ms)	-	Secretarial Staff
B. N. Kathiori	-	Lab. Assistant Trainee

7. DEPARTMENT OF AUDIO-VISUAL SERVICES DEPARTMENT

7.1 INTRODUCTION:

Audio Visual Services Department was established in 1963 as an integral part of training facilities at the Kenya Institute of Administration. The objective of the department is to meet the needs of other training departments in planning and production of audio-visual training materials in consultation with the training staff. The department also maintains and schedules various audio-visual equipment with the necessary materials for use in lecture and discussion rooms.

On the training side, the Department conducts regular Training of Trainers (TOT) courses and workshops, for specialised groups of trainers and training managers. Special arrangements are also made for on-the-job training attachments for audio-visual aids officers from other organizations, to learn skills related to audio-visual operatives including selection and use of audio-visual equipment and materials.

The department also engages in occasional consultancy both inside and outside the Institute, with particular emphasis on training methodology.

During the 1994/95 training year the department will undertake the following activities:-

7.2 TITLE: TOT - TRAINING POLICY AND MANAGEMENT SEMINAR

Objective:

To enhance participants' capability and skills for projecting, planning and implementing training programmes for staff development in their organizations.

Target Group:

Training managers and chief personnel officers in public and private organizations.

Seminar Content:

- Training and human resources development policy;
- Systematic training approach;
- Organizational training needs;
- Training projections;
- Training management;

Methodology:

Lecture/Discussions, exercises and group work.

Duration/Dates:

One week 31st October - 4th October, 1994 (One Week)

Method of Application:

Organizations wishing to nominate participants for the TOT-TNA Workshop are requested to send their nominations to the Principal, K.I.A., to reach the Institute three months before the workshop starts.

7.3 TITLE: TRAINING OF TRAINERS - TRAINING NEEDS ANALYSIS AND IMPACT EVALUATION(TOT -TNA & IE) WORKSHOP

Objective:

To equip participants with necessary skills for identifying and analysing training needs, and expand their knowledge in evaluation and projecting activities in their organizations.

Target Group:

Training and Personnel Managers from public and private organizations.

Workshop Content:

- Problem identification
- Job descriptions and specifications
- Problem analysis
- Impact evaluation
- Training Projections

Methodology:

Participative methods which will include discussions, exercises and group work.

Dates/Duration:

TOT - TNA NO. 3/95 - 6th to 10th February, 1995 (One Week)

Method of Application:

Organizations wishing to nominate participants to the TOT-TNA & IE workshop are requested to send their nominations to the Principal, K.I.A., to reach the Institute three (3) months before the workshop starts.

7.4 TITLE: TRAINING OF TRAINERS - TRAINING METHODOLOGY (TOT-TM) WORKSHOP**Objective:**

To equip participants with modern training approach so as to enhance their practices in the delivery of training in their institutions.

Target Group:

Direct full-time trainers from public and private training institutions.

Workshop Content:

- Systematic training;
- Adult training approach;
- Training methods;
- Communication in training;
- Designing of courses;
- Administration of courses;
- Reaction and learning evaluation.

Methodology:

Discussions, individual/group work and exercises.

Dates/Duration:

TOT-TM NO. 3/95 - 19th - 23rd June, 1995 (One week)

Method of Application:

Institutions wishing to nominate participants for the TOT - TM workshop are requested to send their nominations to the Principal, K.I.A., to reach the Institute three (3) months before the workshop starts.

7.5 OTHER ACTIVITIES IN THE DEPARTMENT

Besides conducting the TOT programmes the department will continue with the following activities:-

- Production of training materials as requested by the training staff;
- Co-ordination and scheduling of the use of audio-visual equipment;
- Photography services;
- Production of training brochures and manuals;
- Publication;
- Tape and Video recording of training materials;
- Minor servicing of training equipment;
- In consultation with other departments, develop ideas and materials for training;
- Offering consultancy services to other organizations in the area of training of trainers.

STAFF OF THE DEPARTMENT

- | | | | |
|-----------|----------------------------|----------|----------------------------------------------|
| 1. | S. W. Watatua | - | Principal Lecturer/Head of Department |
| 2. | P. W. Kioko | - | Audio-Visual Officer (Graphics) |
| 3. | P. M. Lillu | - | Audio-Visual Officer (Operations) |
| 4. | Rahab N. Gitau (Ms) | - | Departmental Secretary |

8.**DEPARTMENT OF LIBRARY SERVICES****8.1 INTRODUCTION:**

The Library is an integral part of training in the Kenya Institute of Administration with the function of facilitating the achievement of academic goals of the Institute. Its major role is to support the Institute's programmes, by acquiring monographs and other reading materials, organizing and interpreting them to meet varied needs of participants in provision of information, knowledge and recreation. The K.I.A. Library also plays the role of providing information on public administration and development to the nation at large. In order to fulfil the above tasks, the Library contains over 45,00 volumes of accessioned books and pamphlets, and subscribes to over 40 periodical titles. Its collection comprises of management books and official publications of both central and local government. Government policy papers, sessional papers, legal materials and reports of parastatal bodies are also available.

8.2 MEMBERSHIP:

The K.I.A. Library is open to staff and participants of the Institute for reference and borrowing. Members of the public are normally not allowed access to the Library but exceptions are made for some specific categories at the discretion of the Head of Library. Inter-library loan facilities exist to enable borrowing of books from other libraries on behalf of the staff and course participants. A guide to the Institute's Library services containing information on available facilities is issued on request.

8.3 SERVICES:**Reservation of Books:**

The Library will normally reserve a particular title for a member of staff or participant but can hold it for three (3) days only during which it should be collected.

Reference Materials:

A reference collection of encyclopedias, dictionaries and similar works is available and the Library Staff will assist with location of those materials and provide any other information.

8.4 OPERATING HOURS (1994):

<i>During Term Time:</i>	<i>During Vacations:</i>
<i>Monday - Friday</i>	<i>Monday - Friday</i>
<i>9.00 a.m. - 1.00 p.m.</i>	<i>9.00 a.m. - 1.00 p.m.</i>
<i>2.00 p.m. - 6.00 p.m.</i>	<i>2.00 p.m. - 5.00 p.m.</i>

STAFF OF THE DEPARTMENT:

1. ***L. M. Marete*** - ***Acting Head of Library***
2. ***J. F. Kyondo (Mrs.)*** - ***Senior Library Assistant/Acting Deputy Head***
3. ***M. Makumbi*** - ***Senior Library Assistant***
4. ***Z. O. Neriko*** - ***Senior Library Assistant***
5. ***J. D. Maina*** - ***Library Clerk/Attendant***
6. ***T.W. Munyua (Ms.)*** - ***Secretarial Staff***

9. ADMINISTRATIVE SERVICES DEPARTMENT

9.1 INTRODUCTION:

The Administrative Services Department is a training support Unit which is headed by the Administrative Secretary who is responsible to the Principal for effective organization and administration of training support services. Specifically, the department provides the following services:

9.2 FINANCIAL SERVICES:

These mainly involve:-

- preparation of K.I.A. Programme Review and Forward Budget, Draft Budget and Revised Budget to meet the Institute's development and operation requirement.
- collection of appropriations-in-aid to supplement development programmes and re-current operations
- financial control.

9.3 SUPPLY SERVICES:

Supply services cover the following three areas:

- procurement of materials and services necessary to meet the requirements of the Institute and Participants.
- storage of stores for immediate and future use by the Institute and Participants.
- disposal of unserviceable and obsolete stores.

9.4 UTILITY SERVICES:

The Institute has well equipped staff who undertake the maintenance of K.I.A. Buildings including hostels, roads, water supply, conservancy, sewerage and landscaping.

9.5 SECURITY SERVICES:

K.I.A. Security Services are manned by well trained and disciplined security personnel. Under this set-up, the security of the participants and K.I.A. staff is catered for.

9.6 PERSONNEL SERVICES:

The Institute's personnel Unit in liaison with the Directorate of Personnel Management ensures that the Administrative Staff are adequately trained, properly deployed and well motivated in order to serve the participants effectively.

9.7 PARTICIPANTS WELFARE SERVICES:

The Department organizes and co-ordinates:-

- the participant's welfare activities to ensure that they are well catered for in terms of food and accommodation.
- sports activities
- activities for special guest nights

9.8 TRANSPORT SERVICES:

The department organizes and provides transport services:

- to non-resident participants between K.I.A. and the Nairobi City Centre;
- for field trips;
- to needy participants in the event of sickness or injury.

9.9 BOOKSHOP SERVICES:

The K.I.A. Bookshop avails for sale a wide range of textbooks and other requirements relevant to K.I.A. courses at reasonable prices. The Bookshop also caters for Government Ministries and other public institutions and private individuals.

SENIOR STAFF IN THE DEPARTMENT

- 1. M. N. Wambora - Administrative Secretary**
- 2. S. K. Waweru - Senior Executive Officer/Dean of Students**
- 3. A. Ogola - Ag. Accountant**
- 4. G. S. Andiki - Chief Supplies Officer**
- 5. E. J. Sitonik (Mrs) - Ag. Senior Cateress/Housekeeper**
- 6. N. M. Iko - Bookshop Manager**
- 7. J. W. Mutitu - Executive Officer/Personnel**
- 8. M. O. Nyairo - Executive Officer II/i/c of Transport**
- 9. J. M. Mbithi - Sports Officer I**
- 10. J. W. Githinji (Ms) - Department Secretary**

KENYA INSTITUTE OF ADMINISTRATION
TRAINING PROGRAMME: JULY 1994 - JUNE 1995

	TITLE OF COURSE/ SEMINAR/WORKSHOP	FROM	TO	APPLICATION TO	DEADLINE
1	Certified Public Accountants Course (Section VI)	4-7-94	2-12-94	P/S Director DPM	30-4-94
2	Certified Public Secretaries Course (Section VI)	4-7-94	2-12-94	P/S Director DPM	30-4-94
3	Senior Finance Managers Seminar	4-7-94	22-7-94	Principal	30-4-94
4	Senior Management Seminar	4-7-94	29-7-94	Principal	30-4-94
5	Women Executives Seminar	25-7-94	29-7-94	Principal	30-5-94
6	Computer Application to Office Management	1-8-94	26-8-94	Principal	30-6-94
7	Advanced Public Administration Course	5-9-94	3-2-95	Principal	29-7-94
8	Immigration Officers Course	5-9-94	28-10-94	Principal	29-7-94
9	Senior Police Officers Management Course	5-9-94	14-10-94	Commissioner of Police	29-7-94
10	Management Information Systems Seminar	5-9-94	16-9-94	Principal	29-7-94
11	Population Management Course	19-9-94	14-10-94	Principal	29-7-94
12	Computer Application to Data Management	3-10-94	28-10-94	Principal	29-7-94
13	Kenya Staff College Seminar	17-10-94	4-11-94	Principal	15-8-94
14	Effective Management Communication Course	17-10-94	28-10-94	Principal	15-8-94
15	TOT - Training Policy Seminar	31-10-94	4-11-94	Principal	15-8-94
16	Middle Finance Managers Seminar	7-11-94	25-11-94	Principal	31-8-94
17	Computer Application to Population Management Course	7-11-94	18-11-94	Principal	15-9-94
18	Policy Analysis Seminar	21-11-94	2-12-94	Principal	30-9-94
19	Population Management Seminar	28-11-94	9-12-94	Principal	30-9-94
20	Certified Public Accountants Course (Section V)	9-1-95	16-6-95	P/S Director DPM	31-10-94
21	Certified Public Secretaries Course (Section V)	9-1-95	16-6-95	P/S Director DPM	31-10-94
22	Management of Public Enterprise Seminar	9-1-95	3-2-95	Principal	15-11-94
23	Computer Application to Record Management Course	9-1-95	3-2-95	Principal	15-11-94
24	Computer Application to Population Management Course	9-1-95	20-1-95	Principal	15-11-94
25	Population Management Seminar	23-1-95	3-2-95	Principal	30-11-94

	TITLE OF COURSE/ SEMINAR/WORKSHOP	FROM	TO	APPLICATION TO	DEADLINE
26	Project Development and Management Course	6-2-95	31-3-95	Principal	30-11-94
27	Negotiation Skills Seminar	6-2-95	31-3-95	Principal	30-11-94
28	TOT- Training Needs Assessment Workshop	6-2-95	10-2-95	Principal	30-11-94
29	Management Information Systems Seminar	13-2-95	24-2-95	Principal	31-12-94
30	Policy Analysis Seminar	13-2-95	24-2-95	Principal	31-12-94
31	Senior Finance Managers Seminar	27-2-95	17-3-95	Principal	31-12-94
32	Women in Business Seminar	27-2-95	3-3-95	Principal	31-12-94
33	Senior Management Seminar	6-3-95	31-3-95	Principal	31-1-95
34	Computer Application to Data Management Course	6-3-95	31-3-95	Principal	31-1-95
35	Computer Application to Population Management Course	20-3-95	31-3-95	Principal	31-1-95
36	Computer Application to Office Management Course	3-4-95	28-4-95	Principal	28-2-95
37	Advanced Public Administration Course	2-5-95	29-9-95	P/S Provincial Administration	31-3-95
38	Senior Police Officers Management Course	2-5-95	9-6-95	Commissioner of Police	31-3-95
39	Management of Public Enterprise Seminar	2-5-95	26-6-95	Principal	31-3-95
40	Computer Application to Data Management	15-5-95	9-6-95	Principal	31-3-95
41	Project Monitoring and Evaluation Seminar	29-5-95	2-6-95	Principal	31-3-95
42	Effective Management Communication Course	5-6-95	16-6-95	Principal	30-4-95
43	Population Management Seminar	12-6-95	23-6-95	Principal	30-4-95
44	Management Information System Seminar	19-6-95	30-6-95	Principal	15-5-95
45	TOT - Training Methods Workshop	19-6-95	23-6-95	Principal	15-5-95
46	Women in Project Management Seminar	26-6-95	30-6-95	Principal	15-5-95
47	Project Planning and Proposal Writing Seminar	26-6-95	30-6-95	Principal	15-5-95
48	Policy Analysis Seminar	26-6-95	7-7-95	Principal	15-5-95
49	Financial Policy and Reform Seminar	3-7-95	7-7-95	Principal	31-5-95
50	Senior Management Seminar	3-7-95	28-7-95	Principal	31-5-95
51	Middle Finance Managers Seminar	10-7-95	28-7-95	Principal	31-5-95
52	Computer Application to Population Management Course	17-5-95	28-7-95	Principal	31-5-95



▲ KIA Signboard at the middle gate (above) and
KIA main hostel showing on the background new
halls of residence under construction (below) ▼

