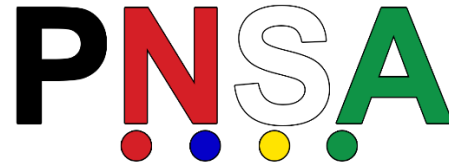


AFRICAN ASSOCIATION FOR  
PUBLIC ADMINISTRATION AND  
MANAGEMENT (AAPAM)



ASSOCIATION AFRICAINE POUR  
L'ADMINISTRATION PUBLIQUE  
ET LE MANAGEMENT (AAPM)



State of Palestine  
Palestinian National School of  
Administration (PNSA)

## **Concept Note**

### **Training of Trainer (ToT) Programme**

**Date: 2<sup>nd</sup> – 6<sup>th</sup> July 2023**

**Application deadline: 27<sup>th</sup> April 2023**

**Venue: Palestinian National School of Administration (PNSA) Ramallah, Palestine**

## **Background**

As the continental professional organization for public administrators, AAPAM aims to build the capacity of public administrators through specialized training programmes focusing on addressing service delivery opportunities and challenges as envisioned by the Sustainable Development Goals (SDGs) and Africa Agenda 2063. AAPAM leverages on our wide network of national, regional, continental and international partners to ensure a globalized approach to public administration. This model further offers members opportunities for exchange programmes, study tours and experiential learning. AAPAM entered into a partnership with the General Personnel Council of Palestine (GPC) in 2019. The partnership solidified an elaborate action plan to jointly execute programmes in areas such as knowledge sharing, research and capacity building programmes aimed at transforming the public services of both Africa and Palestine. Through this collaboration, AAPAM and the General Personnel Council of Palestine (GPC) through the Palestinian National School for Public Administration (PNSA), will conduct the first Training of Trainer Programme from July 2023 at the Palestinian National School for Public Administration (PNSA). This programme is fully funded by the General Personnel Council of Palestine.

## **Introduction**

The African public service has experienced numerous reforms geared at strengthening administrative functions. The COVID-19 pandemic, famine and protracted war have tested the administrative structures commitment to transformation, innovation, resilience and values in the service delivery mandate. As countries take stock of lessons learned as building blocks for a more resilient public service, the need for training public servants new skills and knowledge remains to be essential.

Training is defined as a planned process that is used to change attitudes, knowledge, skills and behavior through the learning experience in order to achieve effective performance in a specific

activity or range of activities<sup>1</sup>. Training in nature is an investment, that must be useful and effective. The 2022 AAPAM survey on the Committee of Experts in Public Administration (CEPA) principle of competence revealed a correlation between budget allocation, training & development and performance with 59% of respondents reporting that budget allocated to capacity building programmes does not meet their competency needs<sup>2</sup>.

Effective strategies that governments can place to realize this key antecedent for development in light of dwindling resources and practical austerity measures are necessary. The ToT programme serves as a viable option. The programme is designed to support African governments to address training and development needs, by training a critical mass of trainers who will then lead in the design and delivery of curriculum addressing current and future needs of the African public service. The Training of Trainer (TOT) programme is a fully funded programme generously provided by the government of Palestine through the General Personnel Council of Palestine (GPC)

## **Rationale**

The Training of Trainers (ToT) model is intended to engage master trainers in coaching new trainers that are less experienced with a particular topic or skill, or with training overall. The ToT model has been applied across many disciplines to provide would-be trainers with the necessary knowledge and skills for training others. It is popular because of its cost-effectiveness and potential for rapid expansion of local capacity. Additionally, the development and utilization of local trainers ensure that the curriculum content is culturally relevant and applicable<sup>3</sup>.

The AAPAM leadership development and training toolkit focusing on the CEPA principle

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<sup>1</sup> *Training strategies, theories and types*. Available from:

[https://www.researchgate.net/publication/269165999\\_Training\\_strategies\\_theories\\_and\\_types](https://www.researchgate.net/publication/269165999_Training_strategies_theories_and_types)

<sup>2</sup> AAPAM Leadership Training and Development Toolkit Survey

<sup>3</sup> [https://www.academia.edu/55783463/Training\\_of\\_trainers\\_A\\_strategy\\_to\\_build\\_country\\_capacity\\_for\\_SLMTA\\_expansion\\_and\\_sustainability](https://www.academia.edu/55783463/Training_of_trainers_A_strategy_to_build_country_capacity_for_SLMTA_expansion_and_sustainability)

competence advocates for ToT as a strategy to enhance competence in public administration as well as raising a community of experts capable of delivering training programmes thus creating a continuous knowledge transfer value chain. If implemented, this strategy can simultaneously address the financial resource challenge as well as competency needs geared towards organizational productivity and performance in Africa and Palestine.

The ToT model recognizes that trainees and trainers approach training transfer from different angles, with the trainee's perspective focusing on their role as learners and workers, while the trainers' perspective tends to be wider and more complex bringing together key aspects such as:

- The needs and goals of the organization
- The conditions under which training programs are planned
- The trainees' needs and characteristics
- Technical expertise and skills in training

A trainer's perception of training needs, how they affect the outcomes of training and how diverse requirements could be harmonized, steers the trainer's decisions on instructional design and delivery<sup>4</sup>.

The ToT programme will focus on the trainer as an agent to facilitate transfer of knowledge to trainees. The programme will challenge trainers to explore curriculum designs and delivery models that cater to variables including age, gender and time with the ultimate aim of developing agile effective training programmes with SMART goals.

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<sup>4</sup> *Understanding the trainers' view of the effectiveness of continuing professional training: the case of public servants training*. Available from: [https://www.researchgate.net/publication/336159103\\_Understanding\\_the\\_trainers\\_view\\_of\\_the\\_effectiveness\\_of\\_continuing\\_professional\\_training\\_the\\_case\\_of\\_public\\_servants\\_training](https://www.researchgate.net/publication/336159103_Understanding_the_trainers_view_of_the_effectiveness_of_continuing_professional_training_the_case_of_public_servants_training)

## **TOT Programme Design**

The TOT programme will focus on 3 areas:

### **1. Human Resources Development**

The design of the Topic on “*Human Resource Development,*” aims at training participants to be able to apply Human Resources Development (HRD) practices, understand adult learning theory, and apply the characteristics of adult learning. Throughout the training, the participants will have the chance to build upon these foundations by understanding the relationship between Human Resource Management (HRM) and Human Resource Development, and learning the concepts and implications of Andragogy, in order to understand the needs of public officials as adult learners.

### **2. Design & Development of Training Program**

The purpose of the topic, “*Design and Development of Training Program*” is for participants to acquire the basic skills required to design and develop training programs. Thus, this topic covers how to design training programs, how to analyze training needs, how to write learning objectives and develop lesson plans and training materials. Throughout this training, the training participants have an opportunity to learn and apply the theories and practices related to training program.

### **3. Effective Teaching**

The purpose of the topic on “*Effective Teaching*” is for the training participants to learn how to implement training programmes in an effective way. The topic will cover how to facilitate target audience and how to use interesting and active teaching methods as well as strategies on diverse audiences by introducing a variety of activities. This topic will strengthen the capacity of resource persons who serve in the department of training and development, as well as human resources. Participants will gain more understanding and practical skills on how to lead training programs.

### **Areas of discussion/ Sub-themes**

The programme will focus on an array of topics including; ethics and accountability, project management, design thinking, digital transformation, Communication Types, Reporting & Presentation, Meeting Management, Effective Leadership, Management and leadership, Team Management, HR Issues in Leading Team, Good Governance, Public Ethics in Government, Code of conduct, Government Structure, Strategic Planning in Public Sector, Implementation of Strategic Planning, Monitoring & Evaluation, Performance indicators, Public policy, Project management, Project proposal, Crisis management, Negotiation, Problem solving, Risk management, Time management, Change management, Protocol, Quality, Gender, Anti-corruption, Public finance...

### **Training Objectives**

The delivery and evaluation of the programme touches on all areas of the training cycle, with a particular focus on curriculum development and training delivery skills. The programme will also address training needs identification to identifying where the gaps are and outline training objectives. Participants will acquire knowledge and techniques on how to evaluate training and its benefit to the trainees.

### **Target group**

The programme is open to participants from all the African Schools of Administration/ Government and Management Development Institutes (MDIs) a selection criterion with requirements is provided to guide application.

### **Expected Results**

The TOT programme is designed to develop the following key areas:

1. A firm understanding of the training cycle
2. Develop unique training style
3. Analyse the specific training needs of a target audience and develop a training programme according to these needs

#### 4. Raise a community of practice

The ToT programme will ultimately contribute to further strengthening institutions through continuous training and development of public administration trainers. The programme aims to develop specific textbooks and publications that will serve as a guide in the practice or public administration training.

#### **Modules of TOT Programme**

- Level 1 - Introduction to Training of Trainers – 5 days at the Palestinian National School for Public Administration (PNSA)
- Level 2 – curriculum development exercise (Textbook) and evaluation
- Level 3- Presentation design and evaluation
- Level 4- Online simulation exercise and evaluation
- Level 5 – Evaluation and Certification

#### **Duration of TOT programme**

The programme will be delivered in 2 cohorts starting July 2023 and October 2023

#### **Languages**

The programme will be conducted in English

#### **Application Details**

Interested participants will be required to apply online at [www.aapam.org](http://www.aapam.org) Kindly note that the deadline for application will be 27<sup>th</sup> April 2023. Applicants who do not meet the criteria will also be considered for the TOT programme. Incomplete applications will also not be considered. All successful applicants will be fully funded to participate in programme by 1<sup>st</sup> May 2023.

## **ABOUT THE HOSTING INSTITUTION**

### **The African Association for Public Administration and Management (AAPAM)**

The African Association for Public Administration and Management (AAPAM) is an international professional organization that promotes best practice, excellence and professionalism in public administration and management in Africa through research, publications, training, seminars, consultancy, conferences and awards. AAPAM draws its membership from sectors including governments, corporate bodies, private sector, civil society, international organizations, individual members and students. The Association provides its members with a platform for articulation and dissemination of ideas on capacity building and development of Africa. AAPAM operates mainly but not exclusively in Africa.

### **Palestinian National School of Administration (PNSA)**

The Palestinian National School of Administration (PNSA) was established through presidential decree in 2016, as an entity legal entity within the General Personnel Council (GPC). The importance of PNSA stems from its mission to contribute to achieving the great goal of upgrading public administration, by developing the capabilities of workers in the Palestinian public sector, to ensure the provision of governmental and public services in accordance with standards of efficiency and effectiveness, which leads to more quality services that benefit the Palestinian citizen, who is the focus of attention. The Palestinian National School of Administration works in partnership with all public and governmental institutions, the school also seeks to network and cooperate with many countries and institutions working in the same field on the Arab, regional and international levels.