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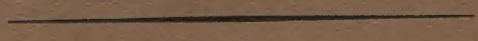
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THE KENYA INSTITUTE OF ADMINISTRATION

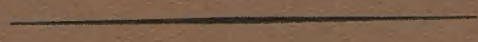


DEPARTMENT OF PUBLIC ADMINISTRATION

PUBLIC ADMINISTRATION COURSE



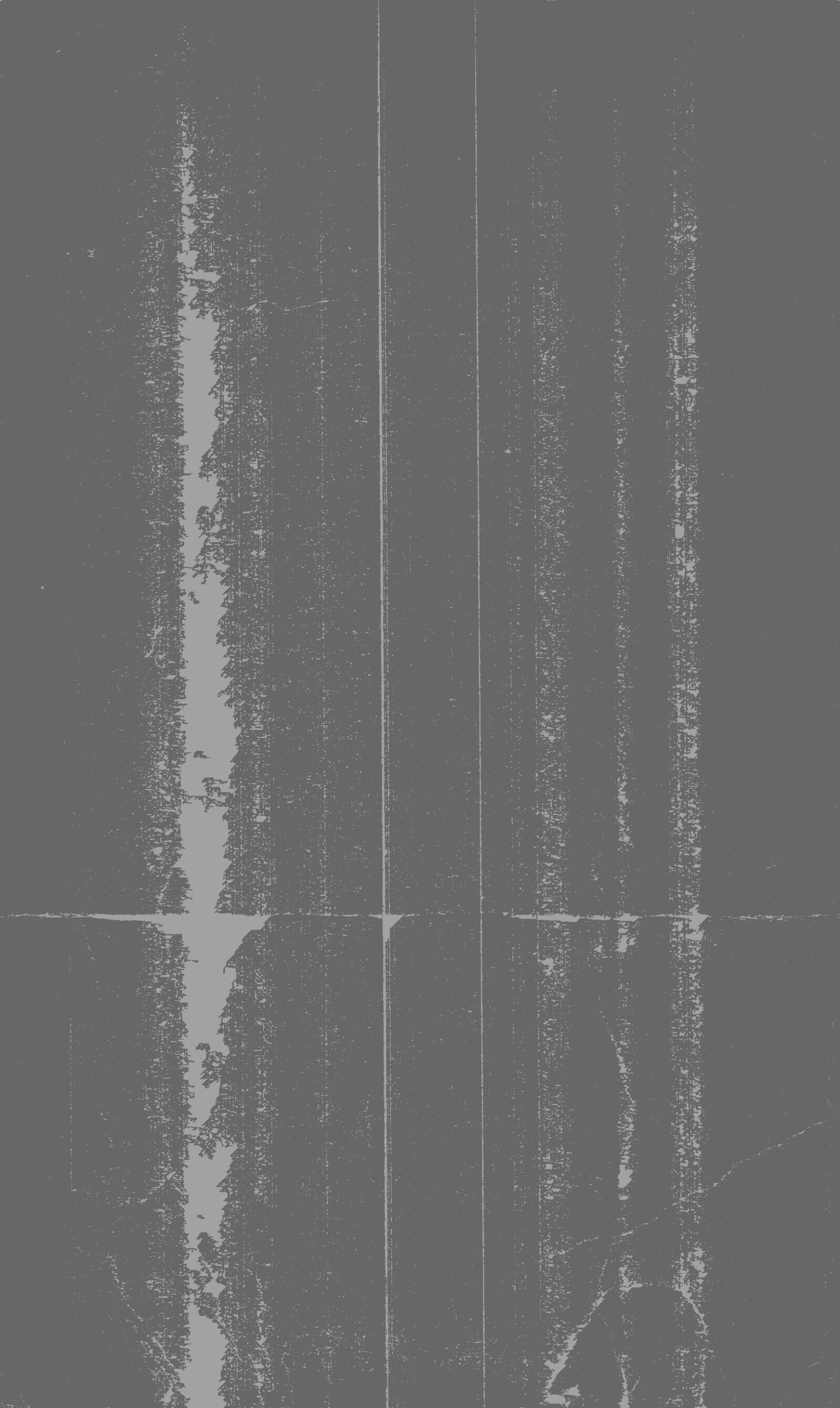
PROGRAMME AND SYLLABUS



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THE KENYA INSTITUTE OF ADMINISTRATION



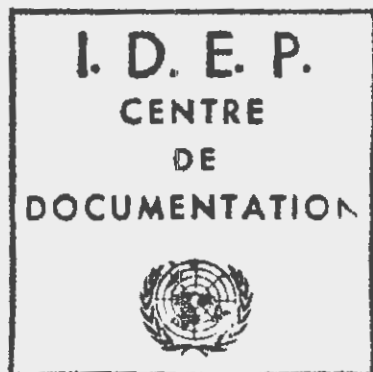
DEPARTMENT OF PUBLIC ADMINISTRATION

PUBLIC ADMINISTRATION COURSE

PROGRAMME AND SYLLABUS

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INTRODUCTION.

The Department of Public Administration at the Kenya Institute of Administration conducts courses on two different levels. The first of these is of six months duration and is termed the Advanced Public Administration Course. The second, with which the syllabus that follows is concerned, is a three months course designed to meet the training needs of the District Assistant cadre of the Provincial Administration. While the Advanced Public Administration Course is aimed at preparing those who attend for appointments as Assistant Secretary and District Officer in the higher Administrative cadre of the Service, the Public Administration Course has a more modest objective. Its aim is to provide officers who are already serving as District Assistants with a greater skill and competence in the performance of their duties. These duties, although administrative in character, are more concerned with the execution of policy than with its formulation. The emphasis of the course is, therefore, largely practical, and the wider theoretical background which forms a considerable part of the Advanced Public Administration Course, has deliberately been kept to a minimum.

The course is intensive and covers the study of those fields of executive administration in which the District Assistant is normally called upon to function. It is designed to give students a thorough understanding of the organisation and procedures of Government as well as practical skills, varying from road building to the maintenance of vehicles, which they are likely to have to exercise in the field. Stores control and office management are covered in detail. Since a number of the officers under training may expect to exercise limited magisterial jurisdiction, a grounding is given in the basic law of the country.

Students are required to participate fully in the general life of the Institute and there are ample extra-curricular opportunities for sport, recreation and debate. It is hoped that during their three months at the Institute, they will acquire a wider background of knowledge, a greater appreciation of detail and the sense of self-reliance that will enable them to play their full part as the principal executants of field administrative policy.

CONTENT AND DISTRIBUTION OF SUBJECTS.

<u>English.</u>	A brief study of Government letter writing, communication methods and public speaking. Interviewing. Committee procedure.	34
<u>Natural Resources and Economics.</u>	Kenya's Agricultural, Veterinary and Forest Departments. The relationship of natural resources to the economy.	28
<u>Law and African Courts.</u>	Justice and the sources of law. African Courts. Local Ordinances and subsidiary legislation. The Penal Code. The Criminal and Civil Procedure Codes. The Law of Evidence. The powers and duties of magistrates.	28
<u>Management and Training within Industry.</u>	The importance of good Management and Staff relations. Organisation and the human factor. Job Relations and Job Instruction.	40
<u>Politics and Government.</u>	Political developments in East Africa. Systems of Government. Democracy and Communism. Visit to Legislative Council.	16
<u>Government finances and establishments.</u>	Vote control. The checking of revenue and expenditure Estimates. Field checks on staff. The Code of Regulations and its practical application. Stores control. Office Management.	20
<u>Map Reading and Surveying.</u>	The practical uses of good map reading and surveying. References, traversing and plotting results. Calculation of areas. Time.	20
<u>Public Works.</u>	Simple building construction, sanitation, roads, bridges and water supplies.	12
<u>Local Government.</u>	The development and functions of Local Government authorities.	14
<u>Miscellaneous subjects.</u>		
	(i) Joining, leaving, aptitude testing	34
	(ii) Examinations, planning problems and tests	58
	(iii) Transport and roads ...	10
	(iv) Visiting lecturers and Case Studies	45
	(v) Field Visits	38
	(vi) Revision	5
	(vii) Leave during Course	<u>18</u>

COURSE PROGRAMME.

The accompanying control chart is the nearest that can be usefully produced towards a standard time-table. This is because the course must be flexible to meet changing needs; also it depends on a considerable amount of outside support from visiting lecturers and specialists. These have to be fitted in as practicable.

The timing, therefore, varies from course to course. But the general scheme is :-

- Week 1 to 2. Arrival, aptitude testing and initial examinations. English. Lectures from visiting specialists.
- Week 3. Visit to the Colony Tribal Police Training Centre to study Tribal Police training methods and the Tribal Police Ordinance.
- Week 4 to 6. Management, English, Survey, Map Reading and Government Finance.
- Week 7 to 9. Law and African Courts, economics, Government finance and establishments, Local Government, Mid-course examinations.
- Week 10 to 12. Training Within Industry, Politics and Government, Natural resources, English and Public Works.
- Week 13 to 14. Examinations and course appraisal. Departure of students.

COURSE CONTROL CHART.

Week	Joining & Leaving.	Aptitude Testing.	Examinations.	Management.	Training Within Industry.	Politics & Government.	Natural Resources	Economics	Law	African Courts	English	Government Finances & Stores.	Establishments	Surveying	Map Reading	Public Works	Local Government	Revision	Leave	Miscellaneous.	Totals.
1	13	8	6																	3	30
2	3	3									6									18	30
3																				30	30
4			2	4							6								6	12	30
5				8									2	6					6	8	30
6				8							3	7	6	6							30
7									10	8	3	7								2	30
8			8					4	10											8	30
9								4									10		6	10	30
10					10								6			10	4				30
11					10	8					8					2		2			30
12						8	20													2	30
13			22								6								2		30
14	7		20								2							1			30
TOTALS	23	11	58	20	20	16	20	8	20	8	34	14	6	8	12	12	14	5	18	93	420

NOTES: (i) The course commences on a Monday in the first week and ends on a Friday in the fourteenth week.

(ii) For the details of Miscellaneous subjects, see the next page.

MISCELLANEOUS SUBJECTS.

<u>SUBJECT</u>	<u>WEEK</u>	<u>HOURS</u>	<u>TOTALS</u>
Sports	1	3	3
Community Development	2	2	
Transport	2	4	
Primary education and district educational administration	2	2	
Secondary education and teacher training	2	2	
Higher education	2	2	
Visit to Survey Headquarters	2	2	
The Organisation of a Ministry	2	2	
Departmental Relations	2	2	18
Field visit to Central Province	3	30	30
Road Authority	4	6	
Banking	4	2	
Insurance	4	2	
Game and Tourism	4	2	12
Land Consolidation	5	2	
Protective Security	5	6	8
Land Consolidation	7	2	2
Visit to Police Division, Kiambu	8	2	
Case Studies	8	6	8
Labour	9	4	
Public Health	9	6	10
Visit to General Service Unit, Kenya Police	12	2	2
			—
			93
			==

Telegrams "KIA" Kabete.
Telephone Kabete 200,
213, 313, & 314.

KENYA INSTITUTE OF ADMINISTRATION

P.O. Box 23030,
Lower Kabete,
Kenya.

Mr.

through

..... 19 ..

The District Commissioner,
..... District,
..... Province.

PUBLIC ADMINISTRATION COURSE

JOINING INSTRUCTIONS

You have been selected for a Public Administration Course starting on and we look forward to seeing you here. These instructions give you the necessary background information and joining procedure.

2. INFORMATION.

- (a) Duration of course (which counts as duty) :-
..... to
- (b) Accommodation. Students will have individual cubicles in an accommodation block; the Dining Hall is nearby and all bedding and eating utensils are provided. You should, however, bring one warm blanket and your own towels.
- (c) Pay and cashing of cheques. You will continue to receive your full salary while on the course. You should make arrangements with your bank to ensure that you can cash cheques at Westlands or Nairobi since personal cheques cannot be accepted at the Institute.
- (d) Meals are provided in the Dining Hall and catering bills must be settled in the first week of the following month. Charges are :-
- | | | | |
|-------|----------------------------------|-------|---------------------|
| (i) | normal diet | | Shs. 90/- per month |
| (ii) | special (vegetarian)
diet | | Shs.129/- per month |
| (iii) | special (non-vegetarian)
diet | | Shs.129/- per month |

There is no deduction in the messing charge for either weekends away or individual meals not taken. Students may choose whichever diet they prefer, but may not change diet except at the end of a month.

- (e) Allowances. See the attached note. If your coming on the course results in your having to vacate a Government house so that your family has to return home or live elsewhere, the Government will meet reasonable transport costs (Chief Secretary's Circular - Service and Training No. 9/61, paragraph 2 a (i) refers).
- (f) Clothing. Kabete can be quite cold and wet and warm clothing should be brought. You will also be going out on field visits at times and will need suitable clothes. There is also a lot of sport played here and it is recommended

that you bring tennis shoes and sports clothing.

- (g) Personal Transport. Field visits are made with Institute transport. If you wish to bring your own transport, you may do so on the understanding that no mileage or other allowances are payable and the Institute accepts no responsibility whatsoever for loss, theft or damage. There is a students' car park but no garaging or maintenance facilities are available here.
- (h) Shopping. There is a shop at the Institute where most personal requirements can be bought and adequate opportunities exist for getting into Nairobi on Saturdays.
- (i) Letters. These should be addressed care of the Institute and clearly show the course which you are attending. (In your case, the Public Administration Course).

3. JOINING PROCEDURE.

- (a) Entry form. This is attached. Please complete it and send it to me immediately.
- (b) Travel warrant. You should obtain a single railway warrant or bus warrant from your departmental head. Should you use your own vehicle, you may submit a claim from this office for refund of the equivalent rail/bus fare as applicable. To facilitate this claim, you should bring with you a statement from your senior officer showing the cost of any bus fare you might have had to pay to your nearest railhead.
- (c) Arrival. You must reach the Institute by 4.30 p.m. on You should report to the Tribal Police at the Enquiries Office who will direct you to the Lecturer in charge of the course. For those who have no transport or who arrive by train, Institute transport (identifiable by a driver wearing K.I.A. uniform) will leave Nairobi Railway Station for the Institute at 9 a.m. and 3 p.m. on the arrival date.
- (d) Caution money. On arrival you will be required as a normal condition of entry for all Kenya Institute of Administration courses to pay in cash Shs.20/- caution money. Apart from possible deductions for breakages etc., this will be returned to you at the end of the course.
- (e) You should equip yourself with a pen and a notebook before arrival.

PRINCIPAL.

ALLOWANCES FOR OFFICERS ON PUBLIC ADMINISTRATION
TRAINING COURSES.

Serving officers who attend Public Administration Courses at the Kenya Institute of Administration, Lower Kabete, are entitled to the following allowances and privileges :

1. Travelling Allowances.

- (i) The Head of Department may issue a single Railway Warrant or Travel Warrant for bus, at the appropriate class, to an officer who is required to attend a Public Administration Course at the Institute. Should the officer travel in his own car, he may submit a claim from this office for refund of the equivalent rail or bus fare, as applicable.
- (ii) The Head of Department may also issue single Railway Warrants or Travel Warrants for bus, at the appropriate class, to enable officers on courses to return their families to their homes, when they cannot retain Government quarters at their last station.
- (iii) When an officer returns to his former station or is transferred elsewhere after the course, the Principal of this Institute may issue him with a single Railway Warrant or Travel Warrant for bus at the appropriate class. Should the officer travel in his own car, he may submit a claim for the refund of the equivalent rail or bus fare, as applicable, on his arrival at his station.
- (iv) Travelling allowances on these journeys are payable in accordance with the Code of Regulations.

2. Subsistence Allowance.

Officers under training will pay all catering charges while at the Institute and may not claim subsistence allowance.

3. Disturbance Allowance.

Disturbance Allowance may be claimed when an officer is transferred from one station to another. Officers attending courses at this Institute are not on transfer and therefore, disturbance allowance is not payable. (i.e. This allowance is only payable on transfer to independent accommodation).

4. Leave and duty.

This course counts as duty.

At the end of the course, a week's leave is given to allow officers to go home before assuming duty at their new station. This leave is not deducted from an officer's local leave entitlement.

THE KENYA INSTITUTE OF ADMINISTRATION.

PUBLIC ADMINISTRATION COURSE.

TRAINING COURSE REPORT.

COURSE NO. FROM TO

NAME: FIRST NAMES:

TRIBE:

Family Status: Age:

Present substantive rank: Seniority:

First joined Government Service:

Department:

I. SPECIAL EXPERIENCE OR QUALIFICATIONS:

II. CHARACTER:

III. PROFESSIONAL ABILITY:

SUBJECT	EXAM, %	REMARKS.

IV. PERSONAL APPEARANCE:

V. APTITUDE:

VI. GENERAL ASSESSMENT:

VII. COURSE RESULT:
(See note)

Signature:

Designation:

VIII. PRINCIPAL'S COMMENTS:

Date: 196 .

Signature:

NOTE:

- A pass: Recommended for an Advanced Public Administration Course.
- B pass: A good District Assistant, who may qualify for promotion in due course.
- C pass: An adequate District Assistant only.
- F A I L: Unfit for an administrative appointment.

KENYA INSTITUTE OF ADMINISTRATION.PUBLIC ADMINISTRATION COURSE : SYLLABUS.

The following pages give the detailed breakdown of the subjects covered during the Public Administration Course. They are related to the course programme page and the 'content and distribution of subjects' page.

It is essential to retain flexibility in training both because of the changing practical situations students are preparing to face and also because the rate of absorbing instruction varies from course to course. The training technique (e.g. lecture, seminar, discussion, class project, field work) is therefore not indicated.

On any subject the syllabus may be supported by extra seminar work in the evenings and by background talks and discussion.

ENGLISH.

<u>HOURS</u>	<u>TOPIC</u>	<u>INSTRUCTION</u>
8	Writing.	Note-taking, systems and hints. Précis method and value. Comprehension and quicker reading. Vocabulary and choice of words. Composition, foundation of style, exercises in précis and discussion.
10	Speech.	Need for clear expression and preparation. Impromptu speaking, lecturettes, analysis and criticism. Discussion leading, instruction and hints.
10	Official writing.	Examples of official writing, good and bad. Minute writing and memoranda. Letter writing, drafting and dictating.
4	Committees.	Types of committees and procedures. The chairman; getting the most out of a meeting. The secretary's functions and preparation for a meeting. The follow up. Drafting and production of minutes and action on minutes.
2	Interviews.	The aims of interviewing and types of interviews. Rating and analysis. Practical work.

NATURAL RESOURCES AND ECONOMICS.

<u>HOURS</u>	<u>TOPIC</u>	<u>INSTRUCTION</u>
6	General.	Natural resources - use and potential. Land, regions, climate, rainfall ecology, populations, land use, forest products. Wild life; its economic and recreational values. National parks. Economic growth and planning. The Kenya Budget. Economic aspects of land development.
7	Agriculture.	Position in the economy, policy, objectives. Organisation and work of the Agricultural Department. Research and education. Crop ecology and farming systems. Cash crops. The coffee industry. Agricultural settlement schemes. ALDEV. Marketing; statutory boards.
15	Animal husbandry.	Pastoral areas. Livestock. The work of the Veterinary Department. Animal husbandry and livestock improvement. Animal diseases. Artificial insemination. Tsetse control. Range Management. The meat industry. Hides and skins. The dairy industry.

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NOTE: This programme is linked to visits to the Kenya Meat Commission, the Kenya Farmers Association; the Kenya Cooperative Creameries and other organisations.

LAW AND AFRICAN COURTS.

<u>HOURS</u>	<u>TOPIC</u>	<u>INSTRUCTION</u>
1	Introduction and aim.	The aim is to provide a general background knowledge and understanding of law and of Kenya Law in particular. As officers of the Provincial Administration are still specifically responsible for African Courts, these are given relatively greater attention. The emphasis generally is on knowing where and how to find the law rather than on learning by rote. With the background provided an officer should be well placed to continue private study after leaving the course.
1	Statute and Common Law. The Origins of Law.	Legal tradition and growth, legal processes. The Independence of the Judiciary; the administration of justice in Kenya.
8	African Courts.	The African Courts Ordinance and Rules. Offences triable by African Courts. Court administration and the future structure. Customary law (including a visit to an African Court).
4	Penal Code.	The meaning and content of the Code in outline.
4	Criminal Procedure.	The Criminal Procedure Code. Powers of courts, sentences, preliminary enquiries. Procedure in trials before Subordinate Courts. Appeals to the Supreme Court.
3	Civil Procedure.	The elements of Civil Procedure. The Civil Procedure Code and Rules.
3	Evidence.	The importance of the Law of Evidence. The Indian Evidence Act. Relevant facts; methods of proof; rules of examination. Official enquiries.
3	Local Ordinances and Subsidiary Legislation.	The statutory law applicable in Kenya. Finding the law. Legislation used in public administration.
1	Magisterial work.	The powers and duties of a magistrate.

MANAGEMENT AND TRAINING WITHIN INDUSTRY.

<u>HOURS</u>	<u>TOPIC</u>	<u>INSTRUCTION</u>
2	General Introduction.	The meaning, scope and importance of management. Its principles applied to the task of administration. The importance of powers of leadership and organisation.
8	The Human Factor.	The efficient working together of individuals and groups. The basic needs of employees. Incentives, morale and supervision. The relationship of employer and employee. Inquiries into personal behaviour, discipline, transfer and promotion. Interviewing. Legal obligations.
10	Management and Organisation of Work.	Organisation and methods. Authority. Financial responsibility, planning. Division of work. Process of command. Maintenance of command. Flexibility and acceptability in changing circumstances. Follow-up work. Co-ordination of activities and collaboration. Committees, control, comparison, correlation and analysis of results.
20	Training Within Industry.	Job Instruction and Job Relations.

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NOTE: This outline is an indication of the range of subjects taught. Lectures are given on Training within Industry by a specialist lecturer from the Training Department of the Ministry of Labour.

POLITICS AND GOVERNMENT.

<u>PERIODS (HOURS)</u>	<u>TOPIC</u>	<u>NOTES</u>
4	Introduction.	Legislative Council and the Council of Ministers. Permanent Secretaries. Policies. Political Parties. The relationship between the Administration and other Departments.
4	East African History.	A brief history of East Africa. The geographical background. The development of political activity and constitutional change. The East African Common Services Organisation.
6	Governmental Systems.	The development of a modern state. International relations. The Commonwealth. Free elections. The Press. The Independent Judiciary. The Rule of Law. Communism and Democracy. The Cold War.
2	Visits.	A visit to Legislative Council.

GOVERNMENT ACCOUNTS AND ESTABLISHMENTS.

<u>HOURS</u>	<u>TOPIC</u>	<u>INSTRUCTION</u>
6	Accounts.	Principles of accounting, Double entry, balance, reconciliation. Departmental financial instructions and procedure. Control and ledger statements. Audit functions. Estimating and expenditure control. Imprests.
6	Establishments.	The Code of Regulations on appointments, promotions, transfers, salaries, increments, conduct, discipline, termination of service, allowances, advances, transport and travelling, pensions, medical leave, passages, applications and petitions.
4	Office Management.	The principles of running an office. Office routine.
4	Stores.	Categories and control of stores. Writing-off and buying. Stores ledgers.

MAP READING AND SURVEY.

<u>HOURS</u>	<u>TOPIC</u>	<u>INSTRUCTION</u>
6	Mapcraft.	The value of map reading. Types, reliability and care of maps. Terms and marginal information. Scales, features, distances and gradients.
6	References.	The Grid system and the three Norths. Bearings and fixing positions. Conversions. Time.
8	Survey.	Instruments and their use. Dumpy level, Abney level and the plane table. Traversing and plotting. Calculation of areas.

PUBLIC WORKS.

<u>PERIODS (HOURS)</u>	<u>TOPIC</u>	<u>NOTES</u>
1	General.	Design of buildings. Position of doors and windows. Estimates of cost.
3	Building.	Foundations and sites. Materials. Mixes. Walls, roofs, floors. Furnishing and finishing. Ventilation.
2	Sanitation.	Soakage pits. Latrines. Incinerators. Drainage.
3	Water.	Sources. Wells, boreholes and water holes. Sand rivers, dams. Infiltration trenches, clay pans. The storage of water.
3	Roads and bridges.	Location. Cross sections. Setting out. Curves. Drainage. Maintenance. Culverts and bridges.

LOCAL GOVERNMENT.

<u>HOURS</u>	<u>TOPIC</u>	<u>INSTRUCTION</u>
14	Local Government in Kenya.	The development of local government. Types of local authorities. Functions of council and committee meetings. Standing orders and financial regulations. Local government staff. Sources of local authority revenue, Government grants and loan precepts. Audit, internal and external. The relationship between Central and Local Government. Judicial control.

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MISCELLANEOUS SUBJECTS.

<u>HOURS</u>	<u>TOPIC</u>	<u>INSTRUCTION OR VISIT</u>
34	Joining, leaving, aptitude testing.	This gives students time to settle in, have their medical examinations, buy clothing and see round the Institute. Aptitude testing is designed to show up any weaknesses or strong points in a student's character.
58	Examinations and tests.	There are mid-course and final examinations in all major subjects.
10	Transport and roads.	Lectures are given on vehicle care and maintenance. The colony road building programme is discussed with officials of the Road Authority.
45	Outside lectures and case studies.	A wide range of subjects is covered by outside lectures. This includes education, sports, security, health, tourism, labour and police matters. A number of administrative case studies are presented and discussed.
38	Field Visits.	
5	Revision.	
18	Leave.	An average of three days a course is allowed for public holidays (other than week-ends).
<hr/>		
TOTAL 208 HOURS		
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SELECT BIBLIOGRAPHY.

This bibliography does not pretend to be exhaustive. It is merely a guide to some of the books used as texts and for reference during the course.

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ENGLISH.

English for Foreign Students.	C.E. Eckersley. Books 3 & 4.
Living English Structure.	W.S. Allen.
Precis and Comprehension.	E.E. Allen and A.T. Mason.

MANAGEMENT.

Supervision.	Shell Co. of East Africa.
Exploration in Management.	W. Brown.

NATURAL RESOURCES.

East African Common Services Quarterly Statistical Review.	
Department of Trades and Supplies Monthly Bulletin.	
The Natural Resources of East Africa.	E.W. Russell.
The Lands and Peoples of East Africa.	Hickman and Dickens.

LOCAL GOVERNMENT.

Local Government Bill 1962.	
Local Government in England & Wales.	W. Eric Jackson.

ACCOUNTS AND ESTABLISHMENTS.

Kenya Government Financial Instructions.	
Kenya Government Office Manual.	
Departmental Stores Regulations.	
Code of Regulations.	

POLITICS AND GOVERNMENT.

An Introduction to Politics.	R.H. Soltau.
Modern forms of Government	M. Stewart.
The Queen's Government.	Sir Ivor Jennings.

PUBLIC WORKS.

Field Engineering.	F. Longland.
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MAP READING AND SURVEYING.

Field Engineering.	F. Longland.
Practical Geography in Africa.	T.E. Hilton.