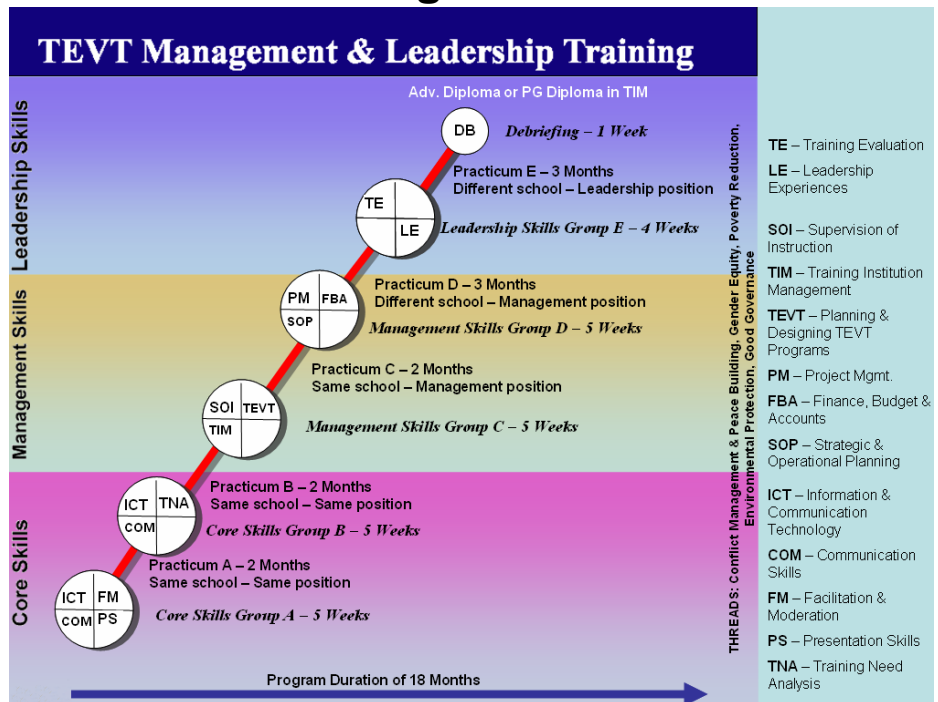


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Program Launched for Preparing Future TEVT Managers and Leaders



The purpose of TEVT Management and Leadership training is to develop competent instructional leaders as managers required for the Technical Education and Vocational Training (TEVT) institutions operating under the Council for Technical Education and Vocational Training (CTEVT) in Nepal. Target participants of this training include the existing and potential managers (Principals, Vice-Principals and Trade or Department Heads) of Technical Schools, Polytechnics and Vocational Training Centers of the CTEVT. In terms of this training outcome, the individuals who receive this training are expected to lead and manage the TEVT institutions in a dynamic, pro-active, participative and responsive manner, exhibiting the ability and willingness to cope with the changing needs of the customers and stakeholders in their environment.

(Continued on page 3)

From the Executive Director's Desk



TITI, Nepal-Bhutan-German Project, GTZ-Ministry of Labour and Human resource, Bhutan enter into a capacity building agreement of

Bhutan TEVT.

“To be recognized as Centre of Excellence in Training within SAARC Region” – this is the vision of TITI. TITI strives for quality and nothing else. Towards this vision, TITI has developed series of best modules of trainers training in four blocks. First being TOT-S (Training of Trainers – Skills), second being TOT – K (Training of Trainers – Knowledge), third is TOT – V (Trainers of Trainers – Visualization) and the fourth being TOT – E (Training of Trainers – Evaluation). TITI has piloted all four modules in Nepal, Sri-Lanka, Albania and Kosovo. TITI is confident in saying that if a training system has substantial number of people trained in these four modules, quality of the training system is ensured.

I am very happy to inform to our most valued customers that we have agreed to conduct all four modules of TOT for Bhutan. An MOU to this effect has been signed on 21 February 2004. TITI will train a core of six to eight senior instructors to develop them as master trainers. Thanks to GTZ and the Bhutanese government for trusting TITI.

TITI believes that *“Investing on the development of human resources is like planting fruit bearing trees of an everlasting nature”*. In other words, for the development of a nation, empowering people through timely training and education should be a major focus of every organization. So, if you are looking for improved performance in management, curriculum development, and instruction you need not look farther than TITI.

Devi Prasad Dahal, Executive Director

From the Project Manager's Desk



Most organizations in Nepal invest in training. Training is expensive. It costs money and time. When an organization sends its people to training, a promise is implied. The promise that the skills delivered in the training

will be transferred to the job and help the organization improve. Unfortunately, as research done by Dr. B. S. Subedi of TITI in Nepal shows, that promise is only half kept – 50% of the investment made in public and private sector training is wasted. Training effectiveness is arguably constrained due to inadequate transfer of learning from the training environment to the workplace environment.

On Wednesday March 3, 2004, Swisscontact conducted a workshop in the Radisson Hotel to discuss this theme. The purpose was to bring together different stakeholders to identify positive steps toward facilitating transfer of training. More than 80 participants from the private and public sector attended the workshop. Discussions were centered on two main questions

- What can be done to ensure that what is learned in training is retained and transferred to the job?
- What are the roles and behaviours of managers, supervisors and employees that influence the process of transfer of training in a positive/negative way?

Three main speakers covered the different aspects of the problem:

- Dr. Bhawani Shankar Subedi, Programme Director, TITI, presented the results of his Ph. D. dissertation.
- Mr. Pradeep Man Vaidya, HRD Coordinator, FNCCI, showed the perspective of private companies in Nepal
- Dr. Madan Manandhar, Director of Studies, Staff College, explained the specific situation in the public service.

Training stakeholders such as managers, supervisors, and trainees, training providers and designers often work in isolation instead of working together for a common purpose. Performance is affected by a number of aspects such as job design, organizational environment, employee selection, job aids, feedback system, and motivation, in addition to training. Training-job relevance and the extent of transfer have been found limited. In most cases, not enough attention is given to what happens before, during, and after completion of any training. Thus, growing recognition of the problem of inadequate transfer of training has become a compelling issue.

The main conclusions of the workshop were very simple. Decisions regarding training of employees have to be made according to the needs of the jobs and the respective job requirements. These decisions have to be implemented accordingly.

Dr. Ignaz Rieser, Project Manager, Swisscontact/TITI

TITI Customers' Column

Customer Profile

Name of the Organization: Adventist Development and Relief Agency (ADRA), Nepal

Address: Banepa, Kavre. Post Box #: 4481 Kathmandu

Phone #: + 977 11 61292 or + 977 11 63704

Fax #: 011- 61886

E- mail: adra@mail.com.np

ADRA is an internationally registered non-government organization with 5,000 staff working in more than 125 countries. Locally registered, ADRA fulfills its mission to all people with regard to their ethnic, social, political or religious association. ADRA concentrates its global assistance in five core portfolios:

- Economic Development
- Primary Health Care
- Food Security
- Disaster Relief
- Basic Education

ADRA/Nepal started to send its staff to TITI for trainings in 2000 with a view to make them efficient and effective for better performance in their job. This year TITI conducted a course on Fruit and Vegetable Preservation three times for more than 50 people. TITI and ADRA both have very good professional relationship and are looking ahead for areas of mutual benefits and collaboration. Hopefully, since ADRA's scope of portfolios is quite broad, there will be a great chance to explore new fields where we can go together. More interestingly, participants have been found to be very happy with the training conducted by TITI and TITI is also very proud of working with ADRA.

Customer Speaks

On behalf of the participants of the course 'Training of Trainers (ToT)' held at TITI, the Deputy Director General of the Department of Road, Mr. Suresh Regmi said, "This training will be highly useful in increasing the work efficiency, capability and positive attitude of the staff of this Department. The skills and knowledge acquired in TITI training will help to bring improvement in road management."

Likewise, on behalf of the participants of the training 'Instruction Development' conducted for Training for Employment (TfE), Mrs. Sumeda Gautam (Mainali) said, "This training has been very crucial for the development of the country." She also emphasized that the content of the training was very useful and the training methodology was impressive.

TITI Training Standards

TITI follows 54 standards while delivering training. Below you will find three standards continued from the last issue.

Performance standard 8

Instructor generally motivates the participants of the training.

Motivation may be addressed through personal stories or anecdotes about the class topic; by calling on the experiences of the class participants; by the instructor actually demonstrating the skill. Many techniques are possible. It is up to the instructor to make sure the participants are motivated to learn prior to beginning the lesson.

Performance standard 9

Instructor consistently provides overviews, reviews and previews.

At the beginning of a lesson, the instructor should look back to what has previously been learned and tie that material in with the present topic or skill. An overview of the current topic or skill can act as an advance organizer and assist in learning the new material. A preview of how the topic or skill fits into the overall course or program can allow the participants to see the relevance of the material.

Performance standard 10

Instructor consistently provides course and lesson objectives.

If content and procedure overviews let people know where they're headed and how they're going to get there, course and lesson objectives let people know what they will be able to do once they arrive. Training objectives tell people what difference training makes and enable people to measure the value of the training experience. Without objectives, it is impossible to know whether training was of any use.

TEVT Management and Leadership Training.....

(continued from Page 1)

Organizational leaders, managers, directors, training designers, trainers/facilitators, selected principals and sponsors of the program are involved from the beginning and will be involved till the end of the program, ensuring their commitment of collaboration before, during and after the training. Actual training events, practicum periods and physical verification of workplace evidences of application of the knowledge, skills and attitudes from the training to the workplace have been planned. The program is of 18 months duration. It started on February 09, 2004 at TITI.

Dr. Bhawani Shankar Subedi, Program Director

Trainer's Profile



Dr. Bhawani Shankar Subedi

Dr. Subedi has been in the profession of educational management, training and development for over 20 years. He is currently working as Program Director at the Training Institute for Technical Instruction (TITI). He received M. Phil. (Master of Philosophy) and Ph. D. (Doctor of Philosophy) in Educational Leadership from Kathmandu University of Nepal, with academic credits from the Flinders University of South Australia.

'Transfer of Training: Improving the Effectiveness of Employee Training in Nepal' was the title of his doctoral dissertation. Likewise, 'Measuring Post-training Retention and Application of Instructional Skills on the Job' was the title of his M. Phil. thesis.

Dr. Subedi joined TEVT as an Instructor In 1982. He became the Principal of Balaju Technical Training Center in 1990. He was promoted and transferred to TITI as Chief Training Coordinator in 1996. As Program Director his job includes planning, development, delivery and evaluation of training programs and courses for the government and non-government sector organizations. He has provided consulting services in training and development for INGOs such as GTZ, ILO/UNDP, SNV, Helvetas/TBSSP, SDC/TfE and others. In addition to training and research, his publications include over a dozen articles in National Newspapers, journals and magazines. In connection with training and education, Dr. Subedi has visited over ten countries including Australia, Asia-Pacific and Europe.

His shared vision about TITI is to develop it as a 'center of excellence in training within the SAARC region' and beyond.

Your Free Gift from TITI

Do you have trouble in managing your time?

If so, read *Manage Time*. It is one of the 370 Skill and Concept cards TITI has developed so far. This card enables you to manage your time effectively and efficiently. It also helps you find out whether you are a time waster. At TITI, we use this card while teaching Management Skills and Facilitation skills. Let us know what you think of this.



Upcoming Events at TITI

March 2004 to June 2004

Activity Name	Start Date	Finish Date
B. Tech. Ed. (1st Batch)		
Internship	01 March 04	15 July 04
Instruction		
Training of Trainers	22 March 04	16 April 04
General Health Education	29 March 04	23 April 04
Computer Application	03 May 04	14 May 04
Instructional Skills (General)	10 May 04	04 June 04
Instructional Skills – 3	10 May 04	04 June 04
Instructional Skills (General)	21 June 04	16 July 04
Instructional Skills (General)	21 June 04	16 July 04
Curriculum		
Training Design and development	05 April 04	16 April 04
Training Course Design	03 May 04	14 June 04
DACUM	07 June 04	25 June 04
Management		
Conflict Management and Peace Building	05 April 04	16 April 04
Training Program Evaluation (TPE)	17 May 04	28 May 04
Strategic and Operational Planning	07 June 04	18 June 04
Community Development		
Training Needs Analysis (Community)	12 April 04	23 April 04
Foundation of Community Development	31 May 04	11 June 04
Packages (Intensive Trainings)		
Design PowerPoint Presentation (3days)		
Creative Training Techniques (3 days)		
Develop Creative Visuals for Impact (3 days)		
Analyzing Performance Problems (3 days)		
Leadership and Leading (1 day)		
Supervise your Teachers, Trainers, Instructors (3 days)		
Presenting... You (1 day)		
Study Smart not Hard (1 day)		
Fast Track Schedule (3 days)		
Life Skills (3-5 days)		
Basic First Aid (3-5 days)		
Getting 70 minutes of 1 hour (1 day)		
Human Resource Management for Organizational Results (5 days)		
Managing a Project (5 days)		
Proposal Writing (4 days)		
Conflict management & Peace Building (3 days)		
Managing a Project (3-5 days)		
Note: Training Packages can be conducted at any time during weekends, working days, public holidays depending on the request of the customers for which 12-15 participants are required. The Training can also be conducted at customers' premises with minimum requirement of training facilities.		
<i>Please, book for the courses and packages in which you would like to receive the training. Take the training, taste it and give us your feedback. If unsatisfied, we will gladly refund your fees.</i>		



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