



**ACADEMIC, PROFESSIONAL AND  
ADMINISTRATIVE STAFF WORKSHOP  
TRAINING OF TRAINERS PROGRAM**

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**Strengthening  
institutional  
responsiveness to  
graduate training and  
research in Africa**

## Aim

To strengthen the capacities and enthusiasm of institutional-based facilitators to implement quality PhD training programs at their institution. The training of trainers (ToT) program seeks to enable trainees to effectively facilitate Academic, Professional and Administrative Staff (APAS) workshops for their institutions.

## Objectives

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1. To expose participants to CARTA's philosophy, mission and vision, and more specifically to:
  - a. understand why CARTA is doing what it is doing
  - b. experience and appreciate the CARTA learning approaches
  - c. be aware of CARTA's contribution towards building world-class research institutions in Africa
  - d. value contributions made by various role players including academic, professional, and administrative staff towards supporting PhD students
2. To give the participants an opportunity to explore and practise various training methods using CARTA techniques in a safe space
3. To orientate participants to the APAS workshop manual and give them time to explore it and use it. More specifically, to:
  - a. watch selected videos demonstrating various CARTA andragogic approaches used in the APAS workshop
  - b. familiarize themselves with APAS curriculum and 'play' with some of the workshop methods and activities
4. To have institutional meetings at the end of the ToT to develop an APAS stepdown plan to institutional levels. More specifically, to:
  - a. develop a plan to put this into action this once they return
  - b. deliberate on guidance/coaching/mentorship desirable after the ToT
5. To communicate to the secretariat what, if any, support they may need to stepdown the APAS workshop to institutional level.

## Criteria for selecting APAS ToT participants

Once trained, APAS ToT participants will be expected to coordinate and co-facilitate APAS workshop in their respective institutions. These criteria could help in selecting the right candidates for this workshop:

- People involved in postgraduate training
- CARTA graduates
- Past FAS participants
- People with facilitation skills
- People who occupy positions that would enable APAS workshop in their institutions
- People who have been involved in CARTA activities

## Preparation

1. Invite minimum 10, maximum 30 participants (the recommended number for the APAS ToT workshop)
2. Identify and book a spacious venue, with movable furniture and two additional breakaway rooms for 30 participants
3. Prepare learning/training materials in advance as specified in the APAS curriculum, allowing access to materials in plenty of time for participants to prepare their practice sessions
4. APAS ToT workshop facilitators

## Master trainers

1. Anne Nangulu
2. Daphney Conco
3. Florah Karimi

## Co-facilitators

1. Alexander Kagaha
2. Ayodele John Alonge
3. Diana Mawindo-Chitimbe
4. Duncan Gatoto
5. John Bosco Isunju
6. Justin Kumala
7. Melvin Ojo Agunbiade

## Workshop schedule

<b>DAY ONE</b>		
<b>Time</b>	<b>Content</b>	<b>How delivered</b>
08:30-09:30	Welcome ceremony by host	By Makerere University
09:30-10:00	Introductions ice breaker	Peoples' Halala!
10:00-10:45	Introducing CARTA <ul style="list-style-type: none"> <li>• Institutionalization of CARTA               <ul style="list-style-type: none"> <li>• Role of universities in society</li> <li>• The PhD journey</li> <li>• Available funding</li> </ul> </li> <li>• Role of APAS               <ul style="list-style-type: none"> <li>• Role of the various functionaries in graduate training and research</li> </ul> </li> </ul>	Multimedia <ul style="list-style-type: none"> <li>• CARTA video/andragogy</li> <li>• Power-point</li> <li>• Discussion</li> </ul>
10:45-11:00	Reflections by APAS alumni <ul style="list-style-type: none"> <li>• personal experiences</li> <li>• impact on their careers</li> </ul>	Presentation
<b>11:00-11:30 TEA TIME</b>		
11:30-12:00	The APAS ToT at a glance <ul style="list-style-type: none"> <li>• Objectives and program</li> <li>• Participatory learning methods</li> </ul> Expectations, group resources, and ground rules	Presentations Discussion
12:00-13:00	Understanding different research roles in our institutions	Role play
<b>13:00-14:00 LUNCH</b>		
14:00-15:15	Exploring reasons for working in our institutions	Break-out group discussion Group presentations Plenary discussion
<b>15:15-15:45 TEA TIME</b>		
15:45-16:30	Why world-class research for African institutions/universities? <ul style="list-style-type: none"> <li>• Resource allocation</li> <li>• Relevant institutional policies</li> <li>• Dedicated time for research writing</li> </ul>	Fishbowl exercise

## Workshop schedule

DAY TWO		
Time	Content	How delivered
08:00-09:00	Leadership capabilities in our institutions <ul style="list-style-type: none"> <li>• Academic citizenship, integrity</li> <li>• Content designed for all categories</li> </ul>	Presentation integrated with activities and discussions
09:00-10:45	Deepening understanding of institutions opportunities/challenges/solutions <ul style="list-style-type: none"> <li>• Challenges/barriers</li> <li>• Possible solutions</li> <li>• A metaphor reflecting on institutional challenges</li> </ul>	<ul style="list-style-type: none"> <li>• Break-out</li> <li>• Brainstorming session</li> <li>• Creating a poster</li> </ul>
<b>10:45-11:15 TEA TIME</b>		
11:15-11:45	Exploring challenges experiences by other institutions, poster tour.	Market place
11:45-13:00	Research governance <ul style="list-style-type: none"> <li>• Ethics in research</li> <li>• Research management</li> <li>• Procurement</li> </ul>	Interactive presentation Group work Group poster presentations
<b>13:00-14:00 LUNCH TIME</b>		
14:00-16:00	Functionaries advancing institutional research agenda <ul style="list-style-type: none"> <li>• Review for gender and inclusivity</li> <li>• Inclusion in institutions' research agenda</li> <li>• Procurement</li> </ul>	Break-out according to functions Vignettes Plenary across functions
16:00-16:30	Personal commitment statement <ul style="list-style-type: none"> <li>• Written individual commitments Evaluation of the workshop</li> <li>• Delivery mode</li> <li>• Were objectives achieved?</li> <li>• Andragogy and strategies of delivery</li> <li>• Lessons learnt</li> </ul> Planning for Day Three	Documented individual commitments.
<b>13:00-14:00 LUNCH TIME</b>		

## Workshop schedule

DAY THREE		
Time	Content	How delivered
Consult attached day three program	<p>Practicing facilitating APAS workshop:</p> <ul style="list-style-type: none"> <li>Participants will take turns co-facilitating sessions of the APAS workshop.</li> <li>Depending on the number of the ToT attendees, they may be divided into smaller groups of 8-12 participants per group.</li> <li>Two participants will co-facilitate a given session while their peers participate and provide feedback at the end</li> <li>The facilitation will be rotated until all the ToT participants get an opportunity to co-facilitate at least one session.</li> </ul>	<p>Participants take turn to co-facilitate sessions</p> <ul style="list-style-type: none"> <li>Own reflections</li> <li>Peer feedback</li> <li>Facilitator inputs</li> </ul>
DAY FOUR		
08:00-08:30	<p>Reflections on the workshop process.</p> <ul style="list-style-type: none"> <li>The relevance of APAS for institutional workshops.</li> </ul>	Facilitated discussion
08:30-09:00	<p>Options for delivery of APAS including:</p> <ul style="list-style-type: none"> <li>blended, f2f, and virtual</li> </ul>	Facilitated discussion
09:00-12:30	<p>Developing institutional plans:</p> <ul style="list-style-type: none"> <li>APAS workshop stepdown plan</li> <li>Template</li> </ul>	<p>Break out according to institutions; plan; market place. Plenary to present plans and get feedback</p>
<b>12:30-13:00 LUNCH TIME</b>		

## Day three program for participants' mock APAS facilitation

Time	PROGRAM	GROUP A	GROUP B	GROUP C
08:30-09:30	People's Halala! + expectations, resources & ground rules	F1 ..... F2 .....	F1 ..... F2 .....	F1 ..... F2 .....
9:30 -10:30	Role play	F1 ..... F2 .....	F1 ..... F2 .....	F1 ..... F2 .....
<b>10:30 -11:00 TEA BREAK</b>				
11.00 -12:00	Fishbowl	F1 ..... F2 .....	F1 ..... F2 .....	F1 ..... F2 .....
12:00-13:00	Brainstorming	F1 ..... F2 .....	F1 ..... F2 .....	F1 ..... F2 .....
<b>13: 00-14:00 LUNCH BREAK</b>				
14:00 -15:00	Marketplace of Ideas	F1 ..... F2 .....	F1 ..... F2 .....	F1 ..... F2 .....
15:00 -16:00	Vignettes	F1 ..... F2 .....	F1 ..... F2 .....	F1 ..... F2 .....

## APAS Keywords

- Leadership
- Training
- Postgraduate training
- Team work
- Post-doctorial
- Accountability
- Research management
- World-class research
- Bibliometric
- Human resources
- Vignettes
- Research support
- Academic citizenship
- Professionalism
- Information management
- Interpersonal relations
- Governance
- Participatory teaching methods
- Andragogy
- Institutional capacity for research
- Responsiveness to research
- Strengthening research capacity
- Capacity development
- Research Infrastructure
- Institutional challenges