



PUNTLAND MINISTRY OF INTERIOR, FEDERAL AND DEMOCRATIZATION
IN CONJUNCTION WITH UN-HABITAT



Local Leadership Management Training (LLM) Report-
Galkacayo district

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18 June – 29 June, 2019

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1.0 Introduction

The capacity of elected councilors has been one of the underlining challenges of Puntland districts and according to training needs assessments conducted by the United Nations Centre for Human Settlements (Habitat), training needs of local government elected officials (councilors), or of local politicians, appear among the most urgent world-wide and, at the same time, the least attended areas of capacity-building for local development and municipal management. Thus, with support and collaboration of UN-JPLG, Puntland Ministry of Interior, Federal and Democratization (MOIFAD) has been committed to develop institutional capacity of district through training local-government staff and elected officials/councilors to assist them to represent the citizens, provide civic leadership and effectively work with central government.

Therefore, from 18th of June 2019 till 29th of June 2019, MOIFAD has conducted local leadership management (LLM) training in Galkacayo district. The training was capacity development training which was intended to strengthening the capacity of Galkacayo local governments through the introduction of good Leadership practices. During the training, 11 handbooks were covered by facilitator whom were drawn from MOIFAD capacity building unit. These books were included policy and decision making, communication, negotiation and leadership, councilors' enabling and facilitating activities and financial management. Moreover, the training was attended by 42 participants which include the newly elected councilors and directors of department at Galkacayo district.

On the other hand, the training was a success and remained highly fruitful in many respects while it provided the opportunity for participant enrich their knowledge and interactions among resources experts and themselves to discuss local government leadership and management. Thus, this report is a documentation of the summary of the Training and the main points from the speakers' presentations as well as the key issues and options emerging from the group discussion and presentation.

1.1 Objectives of the Training

The main objective of this training was to improve the leadership skills for the newly elected councillors and local government staffs in Galkacayo district. The specific objectives of the course were enabling the councillors and other official:

- understanding enhancing good governance in local government using leadership and management skills
- explain roles and responsibilities of local councilors/ local Government Officers when it comes leadership and managerial hierarchy.
- Improve communication, facilitation, negotiation, problem solving and decision making skill in order to formalize and implement effective policies and regulation at district level.
- Understanding participatory decision-making processes
- Understanding how to develop an Action Planning for district development agendas

1.2 Opening Remarks



The training was opened by minister of interior, federal and democratization, Mr. **Mohamed Abdirahman Dhamancad**. He stressed the importance of Local leadership management training for local government councilors/leaders as it enrich and advance their knowledge. He also emphasized the role of the local government leaders in

development and stated that this training would help them strengthen their capacities by creating a forum for them to learn good practices in the management of local and public affairs, exchange ideas on institutions and political programmes and share mechanisms

that strengthen their participation in decentralized governance. He also called for strengthening collaboration between district and MOIFAD to create institutional capacity to the full expression of the abilities of Galkacayo district. He finally Hoped that training to be platform where expert facilitators and participants share knowledge and experience.



Mr. Mohamed Mohamud, MOIFAD Director of Local Government department, welcomed all the participant and thanked them. He then mentioned the importance of the training which is enhancement of Local Governments leadership capacity which is one of the main comments of MOIFAD. He then thanked UN-JPGL for their contribution and cooperation

with MOIFAD to organized such a highly fruitful workshop in which may have impact district development. additionally, in his remarks, he encouraged the participants to gain required knowledge and skills where He also added that the training is purely a technical forum for intensive interactions on technical issues about LG leadership and training where participants will rise issues and share experiences among them. Mr. Mohamed concluded the opening remark that the final outcome of the training is to give trainees knowledge and skills which will enable them to apply fully when it comes leadership and management. Finally, He concluded his remark that active participation, punctuality and knowledge and experience sharing among participants and facilitators is important for the success of this workshop. This was followed by self-introduction of the participants and technical session on a thematic presentation of the training.



Mr. Mohamed Abdinasir Egal, vice mayor of Galkacayo district, marked his opening remark of the training with a welcome address where He thanked the MOIFAD and UN-JPLG for organizing this important training and wished participants a fruitful learning experience. he then underscored the importance of effective leadership and management for district capacity

development and service delivery to public. He also emphasized that trainee should transfer the knowledge they study here to their districts. Additionally, he, in his opening remarks, pointed to some pertinent issues to guide the participant participants which are active participation and significant contribution of participants and keeping rules of training to sharing the key constraints and opportunities of Galkacayo district. This was followed by self-introduction of the participants and technical session on a thematic presentation of the training.

1.3 Training Norms

Following the opening remarks, workshop participants established the below norms during the workshop deliberations:

- Switch off mobile phones or put it silence mute
- Respect the views of others
- Listen each other
- Maintain active participation
- Feel free to express one's views
- Minimize movements during the sessions
- Punctuality and be on time schedule

1.4 Training Methodology

The training was delivered by facilitators from MOIFAD capacity building unit. The training was conducted using a highly-participative training delivery methodology through a combination of interactive presentations in which the following methods were employed:

- Active participation
- Team work and group discussion
- Brainstorming
- Question and Answer
- Case Studies
- Storytelling and experience sharing

2.0 Training proceedings



In the first day, after opening remarks, the training-workshop was started with an ice-breaker introductory session in which facilitators commenced the session by welcoming the participants, asking trainee to introduce themselves each other,

share the expectations and opinions and establish above mentioned the ground rules. After this short introductory session, the expectation of the participants from this training event was discussed and enlisted on a chart. The training norms were also set which are enlisted above. Additionally, the agenda and the objectives of the training were shared with the participants by facilitators while trainees were also introduced about the training methodologies while training sessions were proceeded with presentations as follows training and then went on to the first session on counsellor's perspective.

2.1 Session one: councilor's perspective

This session started with highlights of importance of training councilors and how councilors can make difference on their municipality in terms of leadership and the ways things work to better condition and increase quality of services which district provide to the community. Moreover, facilitator shared case studied with participant to encourage and help the newly elected council of Galkacayo district identify new ways to solve the problem of their local government. Furthermore, assumption of counsellor's role was discussed as it was described as complex, demanding, frustrating and time-costuming role which can be enormously satisfying and personally rewarding role with full of conflict. Then participants were questioned roles of district councilors where facilitators finally shared 11 roles which LMM training covered in order to make elected councilors a competitive leader who have required leadership and management skill to solve effectively the problems of their district. Then the trained was proceeded to second session while participants agreed on that LMM training is important for local leaders after they had been told the books they were going to take during 10 days of LLM training.

2.2 Session two: councilor as communicator

The facilitator highlighted some of the prerequisites for effective communication, including: good listening, self-confidence, ability to understand what people want, enthusiasm, eye contact and showing interest to one's followers. Facilitator also discussed the barriers of communication and how effective communication with community. During exercises that followed, participants got opportunity to identify the best ways in which local leaders can lower communication barriers, listen other and community as well. they suggested that district councilor should.

- Improve communication and describe useful methods for giving and receiving information by using effective communications techniques for giving and obtaining accurate information, demonstrating interest in the ideas of others, and lowering communication barriers that can create costly misunderstandings.

- To become a good leader one who have effective communication skills, self-confidence, and understand what people want, and must be able to make eye contact with the participants.
- To develop good listening skills which are a crucial component of effective communications.

2.3 Session three: councilor as facilitator

This session started with reflection discussion about definition and general task of facilitator and then facilitator explained more about how participants can facilitate the section of the process from the beginning through identifying the difference between being a good speaker and a good facilitator, When and how to interrupt and How to chair meeting while you managing resource and strategy to avoid conflict and build a team? The session was interactive session where participants were engaged share stories and examples of what facilitators have gone on to do at their states and the impact. Additionally, the facilitator Provided opportunity for role playing/practicing facilitating and exercises as the following are the outcome of the session.

- Councillor as facilitator should have the skills, inspiration, information and support necessary to deliver Innovation Skill to lead Locally in their own meetings of their institutions/district
- Councillor as facilitator should facilitation skill to serve as ambassadors of the district at community level to lead Collaborative initiatives and developmental program which have impactful results in their district as well as their local communities.
- Councillor as facilitator should collectively contribute to a collaborative network and community forum by offering skills, knowledge and expertise that advances their own and others' practice.

2.4 Session four: councilor as negotiator

During this session facilitator explained the definition of negotiation and he then presented principle of negotiation which includes fairness, seeking mutual benefit and maintaining a relationship. Then facilitator discussed language of negotiation and identified step steps to for success full negotiation. These step includes preparation, discussion and clarification of goals which accompanied by agreement and implementation of a course of action. This session was successful where participants agreed on, as outcome, that councilors can use different forms of negotiation in community, district and central government disputes or domestic relationships. They also highlighted that negotiation skill can be great benefit in solving any differences that rise within or outside of the district.

2.5 Session five: councilor as decision maker

facilitator initially discussed the implications of decision-making for an elected councilor and ways groups make decisions, the various stages in the decision process, blocks and barriers to effective decision-making and how to improve decision-making skills as district councilor. It was also discussed how Identifying, or finding the problem with awareness and rational approach to decision-making. Facilitator also highlighted how Councilors can identify blocks to good council decision-making and to plan and implement strategies to avoid or remove them as the performance of elected leaders is judged by the decisions they make and better decisions can mean improved LG performance and a more positive image of district and those who govern. Additionally, in plenary session, participants discussed five types of decision-making they prefer in their councilor roles which went together with be the pros and cons of each Preference. Then they listed characteristics of Councils that make good and bad decisions. This encouraged participants to think creatively about ways to improve council decision-making performance. In summary the session was fruitful as it provided participants with an understanding of the decision-making process to explore the various styles and methods use by those with decision-making responsibilities.

2.6 Session six: councilor as enabler

This session commenced with discussion about some of the tactics and strategies district council use empower other within their jurisdictions to assume more and more of the duties and responsibilities for public service and infrastructure development that have been seen as the sole domain of public institutions. It was also highlighted how this enabling process lead networking, participation as a commitment-building mechanism, collaboration, option generation, and creativity. Additionally, facilitator dawn role for the councilor as a catalyst, a broker, an enabler to address community issues and calls for mutually beneficial partnerships, active participation by many people. It was discussed creative alternatives to conventional methods of service -delivery and how power sharing and collaboration can be used by elected officials as powerful forces for getting things done. Finally, the facilitator explained how district council as enabler seeks to enlist others who are affected by community problems to help themselves by taking an active part in finding solutions.

2.7 Session seven: councilor as Policy Maker

Facilitator started session with explanation of ways policies are determined at the local level of government and how these processes can be better managed. He also pointed out the differences between policies, goals, and strategies and how district councils have made the community goal-setting/policymaking process more deliberate and effective. During this session it was discussed how elected leaders decide on goals and then transform these goals into programmes and services through declarations of policy which represents the critical juncture between what government has decided to do (its goals and purposes) and how it intends to do it (action strategies and plans). The session was intended to give participants knowledge and deep understandings of the nature of local government policy, how it is made, and how to distinguish policies from problems goals and strategies and finally the importance of policy-making as a deliberate process and the consequences of governance by unintentional policy. The session ended with group discussion where Participants reflected on their own experiences with public policies, identification, policies, goals, problems and strategies. This followed by brief presentation on the role of councilors as policy-makers which participants presented.

2.8 Session Eight: councilor as financier

This session was intended to equip councilor with basic skill of financial management to bring leadership to the financial situation. During session, facilitator covered Topic includes the role of local-government financier, financial policies, and the evolution of inadequate public financial systems. He also covered are how to evaluate your financial condition, points of financial jeopardy, and troublesome topics such as capital investments and how to operate and maintain them. Then he discussed how identify some common revenue and expenditure indicators and use them by district council to evaluate the financial condition of the municipalities. Finally, the participants were asked to discuss how the local government revenue could be increase with support of district council. Thus, they suggested the following points.

- Councils must prepare cost/expenditure reduction policy which will lead save money, thereafter expending the residual money to use implementation of services to the citizens and this in turn will influence citizens to pay more taxes.
- councils and local government staff, especially those collect revenues are to be well trained to the best way of collecting tax from the citizens of payers.
- District should be introduced electronic financial management system which reduces corruption and inappropriate expenditures of district.
- Empowerment of internal audit unit to enable them make continues monitoring on district expenditures as well as revenues collection.

2.9 Session nine: councilor as Power Broker

In this session, the facilitator looked at the complex topic of power which relates to position of elected official and more traditional definitions of power. He also explained ways that elected officials can be more effective as power brokers and councilors with an appropriate power base and skills in the effective use of power will be far more successful in meeting the needs of their community. It was enlightened participants the sources of power which is available to them to get things done. Thus, participants gained an understanding of the power sources they can use and how they can create more effective power relationships with those on whom they depend to get things done.

2.10 Session ten: councilor as overseer

The facilitator started by giving a broad definition of overseeing and how councilors oversee of policy making and implementation from the perspectives of efficiency and effectiveness and perceives that community interests are being opposed or negatively affected by another party. He mentioned the General benchmarks and targets, overseeing implementation of policy and plugging the gap before it develops and ended the session by highlighting important of overseeing for success of local government.

2.11 Session eleven: councilor as leader

The facilitator began by explaining leadership as the ability to enhance subordinates to accomplish their assignments with zeal and confidence. He highlighted roles of councilors as leader to ensure Transparency and accountability and then the pros and cons of each leadership type were then discussed, and participants were encouraged to be democratic leaders who bring about sustainable changes. Facilitator also discussed Some of the common activities undertaken by leaders which include: planning - devising a strategy, setting direction and creating vision; organizing getting people on board on your strategy, communicating and networking; directing, empowering your them and cheerleading; and controlling - motivating, inspiring and giving sense of accomplishment. The following points are the key messages of the presentation.

- Leadership is not a tidy business. Things rarely go as they are planned, even when you are in “control.”
- Leadership involves wearing all the hats discussed in this series of learning events - and many more.
- Leadership requires vision, getting others to help create those visions and inspiring them to make these visions become reality. Moreover, effective leaders are pro-active; they also think and act long-term.
- Representing all the community is at the heart of a councilor’s leadership responsibilities.
- Local leaders enable and empower others to share community burdens, opportunities, and rewards.

2.12 Session twelve: councilor as institutional builder

The presentation focused on the roles of district councilors as institution builder to make changes for the better in organizational performance with emphasis on how to act responsibly to change conditions that weaken the local government and how to improve council/staff relations through performance evaluation and role negotiation, staff development and ways to build the capacity of the district. The facilitator defined institutional building as any effort made to improve the performance of an organization. As institution-builder, the councilor commits to actions that can leave the institution he or she serves a better place than it was before. facilitator then highlighted how identify the challenge faced by elected official while serving a local authority and what to be done to improve district performance and to work within the system to bring about the necessary changes. Finally, Participants took part in an exercise to list things they would change about district and their community. This helped participants to assess what they considered limitations as institutional builder and identify priority issues that needed to be addressed in the Galkacayo local government.



3.0 lessons learnt and challenges

- Overall, the participant evaluations and personal feedback provided by participant indicated that the LLM training was successful and competence building one which will help participants perform their duties effectively and efficiently.
- Participants' appetite for learning and genuine interest in the training was excellent.
- This created an atmosphere of positive engagement which supported deep learning.
- Participation was cautious and restricted to a handful of participants while they were satisfied with the level of improvement and their contribution.
- the training content and materials adequately matched and supported the learning needs to develop leadership capability.
- It remained a challenge to find the right balance between gender as number of females in Galkacayo district is much smaller than number of male.
- The venue was more than adequate for the training and worked extremely well. although there have been noise from outside as the hall located inside Galkacayo local government main building which is a very busy in the working hours. There were also councilors who were coming in and out to settle some issue in districts.

4.0 Closing Remarks



During the closing session of the LLM training, participants reflected on the role of district council in local governments but recognized that their responsibilities need to be supported by MOIFAD. They also underscored the need for capacity building trainings by district staff.

The Seminar was closed with brief inputs and words of thanks from Mr. Mohamed Mohamud, MOIFAD LG department director, who officially closed the training. In his remarks, he requested participants to make the best use of the knowledge acquired here to further the development district. He then thanked and appreciated them for making the event a grand success through their active participation, cooperation and dedicated effort in every group presentation. He was also happy that the participants found the workshop useful and he officially closed the LLM Training after giving certificates to the participants.

Annex: Pictures



: Participant List of LLM Training for Galkacyo Local Council

S/N	Name	District	Title
1.	Mohamud Mohamed Mohamud	Galkacyo	MOIFAD Consultant
2.	Mohamed Yusuf Muse	Galkacyo	MOIFAD Consultant
3.	Mohamed Mohamud Ahmed	Galkacyo	MOIFAD LG department director
4.	Mohamed Abdnasir Egal	Galkacyo	Vice mayor
5.	Mohamed Abdulahi Ahmed	Galkacyo	Local Council
6.	Saahid Mohamud Ali	Galkacyo	Mayor
7.	Abduqadir Abdirishid Yusuf	Galkacyo	Local Council
8.	Salah Abdirizak Hassan	Galkacyo	Local Council
9.	Abdikhabiir Mohamed Isse	Galkacyo	Local Council
10.	Abdiqani Mohamed Farah	Galkacyo	Director
11.	Bile Gaaceer	Galkacyo	Head Unit
12.	MohiyadinMuse Abdi	Galkacyo	Local Council
13.	Mohamed Abdi Mohamud	Galkacyo	Local Council
14.	Abdiqani Abdirahman Faarah	Galkacyo	Local Council
15.	Ahmed Mohamed Jama	Galkacyo	Local Council
16.	Sakariye Said Salad	Galkacyo	Director
17.	Abdirahman Mohamed Ismail	Galkacyo	Local Council
18.	Farah Omar Osman	Galkacyo	Local Council
19.	Mohamed Yusuf Farah	Galkacyo	Local Council
20.	Mohamed Abdirahman Xalane	Galkacyo	Director
21.	Mohamed Dayib Saleban	Galkacyo	Local Council
22.	Faisal Abdulahi shire	Galkacyo	Head Unit
23.	Ahmed Mohamed Jama	Galkacyo	Director
24.	Madar ali faarax	Galkacyo	Local Council
25.	Abdikhadar Mohamud farah	Galkacyo	Local Council
26.	Shaafici Abdulahi Xaashi	Galkacyo	Local Council
27.	Najmo Farxaan Shabeel	Galkacyo	Local Council
28.	Mukhtar Ahmed Omar	Galkacyo	Local Council
29.	Faarah Abdile Abdirahman	Galkacyo	Local Council
30.	Mohamed Jama Warsame	Galkacyo	Local Council
31.	Sahro Cismaan Xaaji	Galkacyo	Local Council
32.	Mohamed Xuuxule Biixi	Galkacyo	Local Council
33.	Abdirahman Farah Ali	Galkacyo	Local Council
34.	Abdiwahab Mohamed Gurxan	Galkacyo	Local Council
35.	Samsam Abshir Samriye	Galkacyo	Local Council
36.	Saaalax Abdirizak Hasan	Galkacyo	Local Council
37.	Ibraahim Jibriil Ciise	Galkacyo	Local Council
38.	Nadiir Abdinur Mohamud	Galkacyo	Local Council
39.	Abdiqani Diiriye Dhagaweyne	Galkacyo	Local Council
40.	Ayaan Ali Abdi	Galkacyo	Head Unit

41.	Hodan Said Hussein	Galkacyo	Head Unit
42.	Mahdi Abdi Bare	Galkacyo	Head Unit
43.	Sadaam Ab/laahi Hassan	Galkacyo	Local Council
44.			
45.			



Ministry of Interior, federal and democratization

In collaboration UN-HABITAT

Galkacayo, Puntland Somalia

18th – 29th June, 2019,

Agenda of LLM Training for Galkacayo District

OBJECTIVES OF THE LLM (Local Leadership and Management) WORKSHOP:

The participants, the Local Councilors, selected Council Staff and other community leaders, members of the Workshop, will improve their knowledge and skills in the leadership and management fields, and will be able to perform better in their respective roles.

AGENDA for 10 half days (4 hours of work plus break-time):

General recommendations:

- 1. Presentations of concepts of each role should cover all sections of the essay in the manual. The table of contents of each manual is good checklist to use when you prepare your presentation. The only exceptions are the sections which we have decided to exclude when discussing the roles during the Preparatory Workshop.**
- 2. While this Agenda contains detailed Trainer's Notes, it is still essential that while preparing the delivery of each exercise, the trainers use the original full text of the exercise and of the instructions, as referred to in these Notes by handbook, exercise number, and page number in the Somali language version of the LLM manuals**
- 3. It is recommended that before the beginning of each LLM Training Workshop, trainers ensure that the main (plenary) Workshop room, has on the wall a banner with the name of the Workshop, and has posted on the walls, the one –page profiles of each of the roles in Somali (with symbols/logos for each role) and in English (with logos and Somali hats / head covers for each role).**

08:30-10:00		Session - 1
	<i>Opening reading from Holy Quraan by one of the participants</i>	5 min
	<i>Government official welcomes the participants and officially opens the Workshop</i>	10 min
	Representative of the MOIFAD welcomes on behalf of the JOINT PROGRAMME	
	5 min	
	<i>Brief personal introductions (Elected Officials and Community Leaders introduce themselves one by one giving their name, the name of their Community, and other relevant responsibility, if applicable;</i>	
	<i>Trainers give their name, occupation and organization)</i>	20 min
	<i>Trainer presents the objectives of the Workshop, specific, agenda and methodology</i>	20 min
	<i>Agreement on Pilot Workshop's timing (of sessions, lunch and breaks)</i>	15 min
	<i>Agreement about the rules, facilitated by a Trainer</i>	15 min
10:00 – 10:30		<i>Coffee break</i>
10:30 - 12:30		Perspectives and overview module 120 min
	Trainer presents the series Books of the Local Leadership and Management (LLM) manuals	
	45 min	
	<u>Self-assessment exercise;</u>	
	Individual work	30
	min	
	<i>Summarizing of results on a flip-chart</i>	20 min
	<i>Discussion of the results and of relevance to the local situation</i>	20 min
	<i>Participants' evaluation discussion of the morning sessions</i>	5 min
12:30 – 12:45		Trainers' evaluation of the sessions.

8:00-10:00		Session - 2
	Communicator	120 min
	<i>Overview of communicator definition and of specific objective and agenda of the session</i>	5 min
	<u>Warm up exercise: perception of squares</u> (Exercise 4.1, pages 20-21_of Handbook 4 of Somali version of manuals)	
		25 min
	<i>Presentation of concepts: effective communication</i>	25 min
	<u>Exercise: Lowering communication barriers</u> (Exercise 4.3, pages 23-26_of Handbook 4 of Somali version of manuals)	
		65 min
10:00 – 10:30		<i>Coffee break</i>
10:30 - 12:30		Communicator – Part 2 120 min

<i>Exercise continues: Participants continue to present and discuss group work</i>		10 min
<i>Exercise: A listener's self-assessment (Exercise 4.4, pages 27-30_of Handbook 4 of Somali version of manuals)</i>		25 min
<i>Exercise: Communicating with the community (Exercise 4.5, pages 31-32_of Handbook 4 of Somali version of manuals)</i>		60 min
<i>Action planning on application of learning on this role to improve participants' individual performance</i>		20 min
<i>Participants' evaluation discussion</i>		5 min
12:30 – 13:00		Trainers' evaluation of the sessions.

8:00-10:00		Session - 3
		Facilitator – Part 1 120 mi
<i>Introduction, session objectives and agenda; facilitator overall functions and definition</i>		5 min
<i>Warm-up exercise: Effective and Ineffective meetings (New exercise -Substitution of Exercise 5.4 of Handbook 5 of Somali version of manuals)</i>		55 min
<i>Presentation - facilitator's role: effective meetings, team building, conflict resolution and problem solving</i>		20 min
<i>Exercise: A Facilitator behavior inventory / self-assessment (Exercise 5.3, pages 30-33_of Handbook 5 of Somali version of manuals) – note: the form in the Somali manuals is inappropriate for the use. It needs to be redone using the graphic presentation of the original English language version.</i>		35 min
10:00-10:30		Coffee break
10:30 - 12:30		Facilitator – Part 2 120 min
<i>Exercise: Role-Play/Case-Study Privatizing the Markets (Exercise 5.6, pages 38-41_of Handbook 5 of Somali version of manuals)</i>		95 min
<i>Action planning exercise on application of learning to improve Councilors' individual performance</i>		20 min
<i>Participants' evaluation discussion</i>		5 min
12:30 – 13:00		Trainers' evaluation of the sessions.

8:00-10:00		Session - 4
		Negotiator – Part 1 120 min
<i>Introduction, agenda and objectives presentation, negotiator definition (first part of role presentation)</i>		10 min
<i>Individual experiences in negotiation based on simplified "warm-up" exercise (Exercise 7.1, Handbook 7 of Somali version pp 22-23)</i>		20 min

<i>Presentation (second part, including the discussion of Language of Negotiation based on exercise 7.4, Handbook 7 of Somali version pp 28-31)</i>			<i>30 min</i>
<i>Exercise Role play / Case study: Locally relevant case adapting “The bulldozer disagreement” (Exercise 7.3 Handbook 7 of Somali version, pp 25-27)</i>			<i>60 min</i>
<i>10:00 – 10:30</i>		<i>Coffee break</i>	
10:30 - 12:30		Negotiator – Part 2	120 min
<i>Exercise: Role play / Case study: Hawkers – Council confrontation: (Exercise 7.5 Handbook 7 of Somali version, pp 32-34)</i>			<i>95 min</i>
<i>Action planning exercise on application of learning on this role to improve individual performance</i>			<i>20 min</i>
<i>Participants’ evaluation discussion</i>			<i>5 min</i>
12:30 – 13:00		Trainers’ evaluation of the sessions.	

8:00-10:00		Session - 5	
		Decision Maker – Part 1	120 min
<i>Overview: definition, content, programmer of the two sessions</i>			<i>5 min</i>
<i>Warm-up Exercise: Decision preferences checklist (Exercise 3.1, pages 25-27_of Handbook 3 of Somali version of manuals)</i>			<i>30 min</i>
<i>Trainer’s presentation: problem identification and analysis, good decision qualities, group decision process</i>			<i>25 min</i>
<i>Exercise: The good and bad decisions (Exercise 3.3, pages 29-31of Handbook 3 of Somali version of manuals)</i>			<i>35 min</i>
<i>Exercise: Simulation: The Allocation Decision (Exercise 3.4, pages 33-38 of Handbook 3 of Somali version of manuals)</i>			<i>25 min.</i>
		<i>Coffee break</i>	
10:30 - 12:30		Decision Maker – Part 2	120 min
<i>Exercise continues</i>			<i>95 min</i>
<i>Action planning exercise on application of learning on this role to improve individual performance</i>			<i>20 min</i>
<i>Participants’ evaluation discussion</i>			<i>5 min</i>
12:30 – 13:00		Trainers’ evaluation of the sessions.	

8:00-10:00		Session - 6	
		Enabler – part 1	120 min
<i>Introduction and definition of the role</i>			<i>5 min</i>
<i>Warm-up Exercise: The nine dots (Exercise 6.1, pages 24-25 of Handbook 6 of Somali version of the manuals)</i>			<i>15 min</i>

	<i>Trainer's presentation of concepts of the role</i>	25 min
	<i>Exercise: Service delivery options (Exercise 6.3 Handbook 6 pp 27-28, of Handbook 6 of Somali version of the manuals)</i>	60 min
	<i>Exercise: Service delivery through community initiative supported by enablement strategies: Xaafadda Onkod, p.36 of Handbook 6 of Somali version of manuals (exercise. 6.6a)</i>	55 min
10:00 – 10:30		Coffee break
10:30 - 12:30		Enabler – session 2 120 min
	<i>Exercise: Stakeholder's map (Exercise 6.4 Handbook 6 pp 29-30, of Handbook 6 of Somali version of the manuals)</i>	55 min
	<i>Action planning exercise on application of learning on this role to improve individual performance</i>	20 min
	<i>Participants' evaluation discussion</i>	5 min
12:30 – 13:00		Trainers' evaluation of the sessions.

8:00-10:00		Session - 7
		Policy Maker – Part 1 120 min
	<i>Presentation of definition and main concepts</i>	5 min
	<i>Warm up Exercise: Policy recall (Exercise 2.1, pp 23-23, of Handbook 2 of Somali version of the manuals)</i>	45 min
	<i>Trainer's presentation of the role</i>	30 min
	<i>Exercise: a policy maker's quiz (Exercise 2.2, pp 24-27, of Handbook 2 of Somali version of the manuals)</i> <i>(for trainer's notes and scoring key see page 56 in Somali version of Trainers Guide for Training of Elected Officials)</i>	40 min
10:00-10:30		Coffee break
10:30 - 12:30		Policy Maker – Part 2 120 min
	<i>Exercise continues</i>	15 min
	<i>Exercise: Case study "Arawelo waste-management plan" (Exercise 2.4, pp 29-31, of Handbook 2 of Somali version of the manuals; with two additional questions added to analysis of the case (on flipchart but not in manual)</i>	80 min
	<i>Action planning exercise on application of learning on this role to improve individual performance</i>	20 min
	<i>Participants' evaluation discussion</i>	5 min
12:30 – 13:00		Trainers' evaluation of the sessions.

8:00-10:00		Session - 8	
		Financier – Part 1	120 min
		<i>Introduction and definition of the role</i>	5 min
		<i>Warm up Exercise: The idea exchange (Exercise 8.1 pp 29-30 of Handbook 8 of Somali version of manuals)</i>	40 min
		<i>Trainer’s presentation of concepts of the role</i>	25 min
		<i>Exercise: Evaluating the financial conditions (of your organization) (Exercise 8.5 pages 40 – 44, of Handbook 8 of Somali version of manuals)</i>	50 min
10:00-10:30		Coffee break	
10:30 - 12:30		Financier –Part 2	120 min
		<i>Exercise continues</i>	25 min
		<i>Exercise: Analyzing Financial Statements (Exercise 8.6 pages 45-47 of Handbook 8 of Somali version of manuals)</i>	70 min
		<i>Action planning exercise on application of learning on this role to improve individual performance</i>	20 min
		<i>Participants’ evaluation discussion</i>	5 min
12:30 – 13:00		Trainers’ evaluation of the sessions.	

8:00-10:00		Session - 9	
		Power Broker – Part 1	120 min
		<i>Overview: definition, content, programme of the two sessions</i>	5 min
		<i>Exercise: The Powerful Town Council (Exercise 10.1, page 22_of Handbook 10 of Somali version of manuals)</i>	25 min
		<i>Presentation of concepts: types of power, individual and collective power, partnerships etc</i>	30 min
		<i>Exercise: Mapping power relationships (Exercise 10.2, pages 23-24_of Handbook 10 of Somali version of manuals)</i>	60 min
10:00-10:30		Coffee break	
10:30 - 12:30		Power Broker –Part 2	120 min
		<i>Exercise: Personal empowerment questionnaire (Exercise 10.4, pages 26-29_of Handbook 10 of Somali version of manuals)</i>	55 min
		<i>Exercise: Critical incidents in the use of power (Exercise 10.5, pages 30-33_of Handbook 10 of Somali version of manuals)</i>	40 min
		<i>Action planning exercise on application of learning on this role to improve individual performance</i>	20 min

<i>Participants' evaluation discussion</i>		<i>5 min</i>
12:30 – 13:00		Trainers' evaluation of the sessions.

8:00-10:00		Session - 10
		Overseer – Part 1 120 min
<i>Role definition by the trainer</i>		<i>5 min</i>
<i>Warm up exercise: The Overseer Role (Exercise 9.1, pages 19_of Handbook 9 of Somali version of manuals)</i>		<i>30 min</i>
<i>Presentation of concepts by the trainer starting with further elaboration on the results of the exercise</i>		<i>20 min</i>
<i>Exercise: The Overseer's Checklist (Exercise 9.3, pages 21-23_of Handbook 9 of Somali version of manuals)</i>		<i>65 min</i>
<i>10:00-10:30</i>		<i>Coffee break</i>
10:30 - 12:30		Overseer– Part 2 120 min
<i>Exercise / Case study: The market that never was (Exercise 9.4, page 24_of Handbook 9 of Somali version of manuals)</i>		<i>45 min</i>
<i>Exercise: Programme evaluation - Monitoring system for public services (Exercise 9.5, pages 25-27_of Handbook 9 of Somali version of manuals)</i>		<i>50 min</i>
<i>Action planning exercise on application of learning on this role to improve individual performance</i>		<i>20 min</i>
<i>Participants' evaluation discussion</i>		<i>5 min</i>
12:30 – 13:00		Trainers' evaluation of the sessions.

8:00-10:00		Session - 11
		Institution Builder – Part 1 120 min
<i>Introduction and definition of the role</i>		<i>5 min</i>
<i>Warm up Exercise: What's the problem ? (Modified exercise based on exercise 11.1, page 27_of Handbook of Somali version of manuals)</i>		<i>30 min</i>
<i>Trainer's presentation of main concepts of the role</i>		<i>25 min</i>
<i>Exercise: Critical Incidents in Organizational Performance (Exercise 11.3, pages 29-30_of Handbook 11 of Somali version of manuals)</i>		<i>45 min</i>
<i>Exercise: "Council / Staff role negotiation" (Exercise 11.5, pages 35-39_of Handbook 11 of Somali version of manuals)</i>		<i>15 min</i>
<i>10:00-10:30</i>		<i>Coffee break</i>
10:30 - 12:30		Institution Builder – Part 2 120 min
<i>Exercise continues</i>		<i>95 min</i>
<i>Action planning exercise on application of learning on this role to improve individual performance</i>		<i>20 min</i>
<i>Participants' evaluation discussion</i>		<i>5 min</i>

12:30 – 13:00		Trainers' evaluation of the sessions.
8:00-10:00		Session - 12
		Leader – Part 1 120 min
<i>Definition</i>		<i>5 min</i>
<i>Exercise: An Ethical dilemma (Exercise 12.2, pp 24-25_of Handbook 12 of Somali version of manuals) Modified version</i>		<i>50 min</i>
<i>Exercise/Instrument: Your Leadership Performance (Exercise 12.4, pp 27-31_of Handbook 12 of Somali version of manuals)</i>		<i>40 min</i>
<i>As explained in the handbook, plus request to the participants to identify at least three roles with which they would like to start their improvement work</i>		
<i>Trainer's presentation</i>		<i>15 min</i>
<i>Participants' evaluation discussion</i>		<i>10 min</i>
<i>10:00-10:30</i>		<i>Coffee break</i>
10:30 - 12:15		Part - 2
		LLM Workshop evaluation and closing
<i>Evaluation forms given to participants, filling of the forms</i>		<i>30 min</i>
<i>Brief evaluation discussion with the Workshop participants</i>		<i>15 min</i>
<i>Distribution of the certificates and Official Closing of the Workshop</i>		<i>30 min</i>
12:15 – 13:00		Trainers' final evaluation meeting.