

LIFE & PEACE INSTITUTE

SOMALIA DISTRICT PROGRAM

PROGRAM REPORT

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EXECUTIVE PROGRAM REPORT

Introduction

The last District Council Basic Program workshop was run in Jowhar in December 1993, for the district of Run-Nirguud, the last in a series that had begun in August 1993 funded by Life and Peace Institute through UNOSOM. The departure of UNOSOM from Somalia in March 1995 was cause for much pessimism as to the future of Somalia with most organisations predicting escalation of civil war. This was not to be for it could indeed be said that the departure of UNOSOM ushered a period of relative but uncertain peace. Since then, through extensive clan elders interventions and the ordinary Somalis' strong desire for peace, peace has continued to take deeper roots up to the weekend of September 18, 1995 when Baidoa was invaded from Mogadishu. The bottom-up approach has been alive and well. Though several sporadic clan fights have broken out since the departure of UNOSOM, these, credit to clan elders, have always been localised and contained thus avoiding an all out clan war.

The Life and Peace Institute, determined to carry on the District Councils' training to a logical conclusion, formulated an advanced program entitled Executive District Councils Program for continuing the training inside Somalia as well as, where necessary, outside Somalia. This report covers only the Executive Program, the Basic Program having been covered in a report in 1993, all run inside Somalia. The Basic Program has been done along side the Executive for those districts that were not covered in 1993 for one reason or another. This was necessary to enable them take part in the more advanced Executive Program. Where this has been done, a concise report appears under the individual seminar reports as do the individual Executive Program Reports.

The Program focuses on the senior and top executives of the district councils i.e. the DCs, Deputy DCs and Committee Chairmen, a total of seven people in each district. All the training was planned to take place in Somalia, consequently three centres were selected to host the training: Jowhar in the south east, Baidoa in the central south and Garowe in the north east. The venues were chosen on the basis of their accessibility and location.

THE EXECUTIVE PROGRAM: DESIGN

The Executive Program was designed to address more advanced issues for the emerging Somalia local government. In this case the district council. Since the program in its focus was to address the seven senior members of the district council which is basically a policy making body, it was necessary that the program address their needs as policy makers. Currently, there is an apparent contradiction in the way the councillors are working in their policy making role though this is a passing phase. The councillors are also implementers of policy as many of the councils have not been able to raise enough funds to hire the services of various officers who could be used for policy implementation. With this duality in view, the program had to be designed in such a way as to meet both needs.

The councils are structured into four committees:

1. Economic Committee
2. Law and Order Committee
3. Rehabilitation Committee
4. Social Welfare Committee

The Executive Program is designed in such a way that while addressing all the seven councillors generally, it addresses the needs of each committee though in varying detail and intensity.

Program Content

Designed first and foremost to address the immediate needs of the senior councillors, and cognisant of the fact that in the immediate they are involved in policy formulation and implementation, the program in managerial in design with a policy emphasis in delivery. Thus the program has six discernible parts

- ♦ The Management Process
- ♦ Leadership
- ♦ Financial Management
- ♦ Gender Issues
- ♦ Rehabilitation
- ♦ Legal Framework

Each of these areas deals with the managerial issues involved but also stresses the councils' policy making role. Within each part are various sessions.

1. The Management Process

The program opens with a session on the Management Process which outlines the managerial function and how these functions relate to council operations:

1. Planning
2. Organising
3. Staffing
4. Leading/Directing
5. Controlling

Included in the management process are three sessions:

Recruitment: interviewing, selection and hiring. This session stresses good recruitment practices and the need for the council to formulate policy guidelines based them. It stresses objectivity and fairness in hiring and the need for a prioritised hiring system based on the most needed skills. The skills must fit in the councils planned activities. One of the most complex case study is based on this session and brings out the potential controversies that lie ahead, negotiating with others the need for compromise and developing alternatives to a potentially explosive problem.

Training and Motivation The need to maintain hired skills at their best performance levels through planned training, the need to enhance and upgrade skills as technology changes and the need to use motivating personnel management styles are stressed.

Role of DCs Vice DCs and Committee Chairmen Many councillors have not been involved in administration and therefore have no experience in this area. During the basic program, a session entitled Role of a Councillor; the duties of a councillor as a council member were discussed. This session is a follow-up of that session, this time focusing on the council institutions and the people who man them. The session looks at the functional relationships among the council institutions and the council personnel. A case study based on the conflict of council institutions and personnel stresses the need for formulating clear guidelines in implementing council policies.

2. Leadership

There are few issues that are as relevant to Somalia general, than the all important issue of leadership as Somalia faces a leadership crises. Leadership as discussed in three sessions under this part is not limited to the operations of the district but has wide applications.

Leadership Styles. Under this session various theories of leadership are discussed. Classical leadership styles coupled with Somali traditional modes of leadership are discussed.

Group Leadership. As organised currently, the councillors have to work in groups. This session addresses leadership issues relating to leading groups. Issues such as building up a group how a group maintains itself and group management are dealt with.

Group Process. The session deals with how groups work and make decision. Issues such as team building and team processes are discussed. A group decision making case study stressing information sharing in used to drive the various issues home.

3. Financial Management

Financial Management has been given the largest share of the time relative to the other parts due to the central role finance has to play if the nascent local government is to succeed. This is also necessitated by the fact that even when there was a functioning central government, Somalia never had a strong local financial base due low economic activity. Six sessions are devoted to financial management issues.

Principles of Public Finance. This session sets the environment within which other financial issues are discussed. A large part of the session is allocated to the characteristics of a good tax system: efficiency, convenience, equity and enhanced social welfare that should result from tax revenue, among others are discussed and related to the Somali situation. In a country where people have not paid taxes for almost seven years (the system begun collapsing before Siad was ousted) it is necessary that any reinstatement of a tax system starts right-footed or else it could trigger negative reaction and people revolt against the system. Need for as friendly a tax system as possible is stressed.

Public debt management is also discussed stressing the need to use every form of debt towards enhancing revenue generating capacity. The types of public External Public Debt and Internal Public Debt and the effect of each to the economy are explained and again related to past Somalia experience.

The Budgeting Process. Planning as an essential part of management function is briefly revisited to give a strong anchor to the budgeting process as part of the planning process. The functions served by a budget are explained:

- ♦ Keeping the Council solvent through reserves, expected revenues and loans
- ♦ Allocating resources among the different council activities and predetermining levels of expenditure
- ♦ Establishing priorities for council services
- ♦ Determining levels of taxes, fees and charges
- ♦ providing a legal authorisation for expenditure, etc.

The triple policy role of budgets: financial policy, management policy and control policy are discussed.

The different types of budgets Capital and Recurrent and the how one affects the other and the need for balance between the two are explained. This is followed by an explanation of how budgeting process within the council and the approval process should be initiated and followed up.

Budget Structure and Budgetary Control. Most councils do not have even a vague idea of how to start budgeting. To help then learn practically the larger part of this session is devoted to working on a budget format with the participants providing the inputs. The end result is a budget structure which they can replicate on returning to their districts. The principles of budgetary control are explained and related to council operations. It is explained to the councillors the need to have timely reports covering both the immediate past and the planned immediate future. This way the council will be able to control its expenditure. The councillors are advised to as much as practically possible balance their budget paying special attention to ensure that the recurrent expenditure is fully met out of the recurrent revenue with some balance for funding the non-recurrent or development budget.

Tax Revenue Estimation. To be able to do a reasoned budget, it is necessary that the councillors have a good idea as to how much revenue they can raise and from which sources. This session therefore, explains to the councillors the various methods of tax estimation and assessment.

Revenue Collection. Most local governments in the developing world in general and Africa in particular, cannot pay their way. More often than not it is due not to a poor revenue base but due to or lack of a consistent collection system. It does not matter how comprehensive a tax assessment and estimation is if it is not backed by an equally good collection system. It is a good collection system that gets cash into the council coffers. The two must work together.

Accounting for Public Funds. Such moneys as the council is able to raise through its taxes, fees and charges are public moneys and must be accounted for. This session explains the importance of a clear method of accounting using the formal accounting tools such as the Balance Sheet and Profit and Loss Accounts. Apart from raising funds through the formal council tax system, it is possible that the councillors could be involved in raising funds for a specific local community project. The session therefore also explains an informal accounting system for such initiatives.

4. Gender and Women in Development.

This is not always an easy issue to handle in a Muslim society, though our findings in the process of the workshops has been that it is perhaps no more difficult than it is in other societies. This section is dealt with through two sessions.

Gender Issues. This is largely a sensitisation session where we explore in interactive manner those aspects of culture, and religion that lead men to develop unfounded biases against women. At first there was much caution in approaching the issues but as we moved from one seminar to another noting the level of participation and also the positive aspects that Islam makes about women it has been possible to be quite daring without attracting any hostility. In fact in certain circumstances it has been the participants who have been astounded by the issues raised to which they have been blind all along. Thus it has been possible make a reasoned talk against pharaonic circumcision, early marriage and education among many others to mention.

Women in Development. One of the positive effects of the civil war in Somalia is that women had to be the bread winners as men went to war leaving the families unprovided for. The result has been that there more women entrepreneurs than before and the question of women doing business has become well accepted. Any visitor to Somalia will note that women are involved in all sorts of businesses most of them petty businesses as they struggle to earn a living. It is an irreversible process. The responsibility of the session therefore has been to emphasise the need to create more facilitative systems for these budding business women to enable them move from the level of survival to development. Both sessions are very well received and generate very interesting discussions.

5. Rehabilitation

For a country that has suffered a long and intense civil war and seen the total destruction of all the institutions that existed, both public and private, this is a topical issue. It is addressed through three sessions.

Challenges of Rural and Urban Development. Even in the days of the past central government, Somalia's rural and urban areas were relatively underdeveloped. Such development as took place was mostly in the urban areas while the rural areas, though they contributed in tax revenues went unattended. In the course of the civil war much of what existed has been destroyed. The session addresses the need to balance development in both areas to achieve a balanced development. The rural areas have suffered demographic disaster due to the migration of the young and active people into towns in search jobs and food. The civil war caused movement and displacement of whole communities who now camp in shanties in the urban centres. This has strained the few services that are running such as water, health and sanitation.

Challenges of Rehabilitating Public Health. Somalia is lucky in that it does not suffer from many epidemic disease outbreaks probably due to its climate and sparse population. This session is more of sensitisation in nature. It focuses on what the district councils can do to help prevent various diseases and MCHs. This session is delivered by medical doctors practising in Somalia and therefore very conversant with the local situation. Health rehabilitation must also take into account restoration of health care systems and perhaps what is even more important, rehabilitate the mental state of the many children now entering teenage who have been traumatised by the civil war.

Challenges of Rehabilitating Education. All public and private education institutions were totally destroyed during the civil war. Even without considering the immediate pre-civil war period, for almost five years children have not had a chance to go to school. As a result, Somali children of up to twelve years have not had any formal education to talk about. These children are now entering street life ill prepared. Many have had to skip a childhood and enter the world of survival as soon as they are able to walk. Some have become gunmen and as they have no other skills to survive by, the loot for a living. It can be said without fear of contradiction that in terms preparation through a formal education system, Somalia may well have lost a generation. The full impact of this will be felt in the development arena in another five years when these children would be expected to enter productive service to the nation. By that time the current Somali intellectuals in the country and in the Somali Diaspora will be fast ageing.

The challenge of rehabilitating the education system is simply enormous. This session proposes a multifaceted approach:

- ♦ Rehabilitation of education buildings
- ♦ Rehabilitation militia by imparting skills
- ♦ A responsive curriculum designed to address different ages

But all this will take a lot of money which the district do not have. Further more this would be best approached from a national perspective than local level. The councils are encouraged to something however little to address the problem. They are woefully inadequate to deal with it but a start has to be made.

Legal Framework

This section addresses the issue of facilitative framework for the councils. It is taken for granted by that the future of Somalia lies in regional autonomy whereby regions determine their own development agenda among other things. This part addresses the legal challenges of going regional. It also addresses the need to formulate by laws for the councils. This is done through two sessions

Legal Issues. Concerned first and foremost on helping the councils work on by laws to help them in their revenue collection, a major part of the session is devoted to the issue of by laws. The legal challenges of going federal are touched on. The place of various types of laws including the *sharia* or Islamic law are also discussed in a non judgmental way.

Role of NGOs

There are several local and international NGOs active in Somalia. The latter are now fewer than in the days of UNOSOM. There are general complaints by the NGOs against the Councils and vice versa from the councils on NGOs. It is obvious that what is lacking is a facilitative framework.

PROGRAM DELIVERY

The delivery of lectures are all done in such a way that they incorporate examples from daily life experiences from such spheres as:

- ♦ Somali elders/community leaders system
- ♦ Examples from herding communities
- ♦ Community development planning
- ♦ Religion
- ♦ Past government failure and successes
- ♦ Clan and clan rivalries
- ♦ etc.

Examples from these and several other daily life experiences help enliven the lecture and lead to lively discussions and arguments. They have proved very powerful in simplifying difficult concepts. The daily case studies that follow are centred on the themes of the lectures and are used to ensure the concepts have been understood. The cases are themselves modelled around current issues that have already taken place or imagined to take place in a real life situation. Indeed some imagined cases in use have already happened in some of the districts and it is always encouraging to hear some of the councillors explain how they describe a situation affecting their districts.

Lecture delivery is in such a way as allows interventions from the participants who may wish to give an example of a situation they may have faced in their districts. In a country struggling

to heal the wounds of a bitter civil war, sensitive issues are avoided unless raised by the participants but these are few and far between. The councillors are indeed very open and the training team has been encouraged over time to talk openly on issues that would have been considered too sensitive at the beginning. Handouts are given covering the sessions but participants are encouraged to make simple notes in their own way. Handouts are given at the end of the sessions. Experience has shown that given at the beginning the participants read them during the lectures and therefore are less attentive.

PROGRAM PARTICIPANTS' MIX

In our experience we have got the best participation and performance when we have mixed participants from different clans. This was first evident when Bondere from Mogadishu, Buale from Middle Juba and Bardere from Gedo and El Wak from Gedo took part in the Bai Region training. Since then we have paid special attention to the results of cross clan training and every time they have been very good. We recommend that subsequent training incorporate cross clan participation for several reasons. First it enables people to compare experiences. Second it facilitates thinking in Somali context rather than being trapped into clan conflicts. Finally it spices up group process training as participants have to use group work techniques to deal with people they are not familiar with.

TRAINING PERSONNEL

The Basic Program workshops started in August 1993 sponsored by Life and Peace Institute through UNOSOM. An initial team of nine, four international consultants and five Somali trainers were involved. The training took place in the regional capitals all over Somalia except in the western Somaliland. The training lasted until December 1993 when it became too insecure to train in the remaining districts, many of which were having difficulties in agreeing on representation. By the time the 1993 was winding down, the Somali trainers who came from different backgrounds had become good trainers in at least one subject having during the cause of the workshops been paired with the international consultants.

In February 1994, Life and Peace Institute sponsored 12 Somali trainers on a four weeks Training of Trainers Course. The twelve included the initial five trainers who were joined by seven fresh ones. The aim was to widen the training capacity within Somalia with the Somali trainers doing much of the training. Unfortunately, Somalia did not settle down for a long time after their training and it was not until the last days of UNOSOM that LPI was able to send a mission to explore the possibilities of restarting the training. The mission, comprising of two international consultants led by the team leader of the 1993 training met with the Somali trainers in October 1994 in Baidoa. The aim of the meeting was first and foremost to keep in touch with the trainers and assure them that it was LPI's intention to utilise them when training resumed. The occasion was used to think together with them other areas of training apart from the Basic Program.

In January 1995 LPI designed a comprehensive program for training the district councils of which the Executive program was the longest. The Executive program was planned to make use of the Somali trainers and two international consultants, a political scientist and a financial management expert. Fourteen Somali trainers were involved.

GENERAL ISSUES AFFECTING OR LIKELY TO AFFECT EXPECTED IMPACT

In general most of the councillors trained, both in basic and executive program have a strong desire to work for the good their councils. They have shown a commitment to a working local government that could once again provide the essential services for their people. However, several impediments stand in their way:

Conceptual

Due to lack of down-to-earth experience in running a local government even during the past when there was a central government, many of them do not know what foot to put forward first and lack the necessary confidence to venture forth. Those that have humble experience in local government administration worked under a strong central government that had a stranglehold on local government. Many therefore, are unable to function without guidance from the top as this bottom-up approach requires. Many of them are unable to conceptualise a local government that functions without a central government. A way forward could be to organise three of four districts under Local Government Administration Experts. These could then become reference points where other districts could learn from.

Lack of resources

The capacity of the Somali economy to generate enough resources to pay for a functioning local government is woefully limited. It has to be borne in mind that even when the central government was functioning it relied very heavily on external resources to enable it function. The amount of revenue generated is as much a function of the well-being of the economy as of the will of the people to pay. There is not much both ways in Somalia to day.

Lack of salary

Without revenue generation, the councillors cannot collect allowances or salary and therefore have to look elsewhere for a living. This has meant that the councillors have to work in their small businesses to be able to provide for their families. This, even in normal circumstances is a full time occupation. There is therefore little time left for the councillors to spend on council activities. This does not help in getting the councillors to apply the knowledge gained in the seminars. Clearly sufficiency of revenue collected is a function of many this some of which lie beyond the influence of the councillors.

Enforcement

All districts have promised to finalise their revenue collection system. There however other problems that they must solve along with this. The absence of central government created a vacuum in several areas not least in enforcement of laws and by laws. The Islamic Court has in many areas been filling this void but is also going further as in some cases it is also involved in collecting 'taxes' to fund their operations. In some cases differences with the district council as to who should collect taxes have arisen. The councils lack the enforcement machinery to ensure that levied taxes are paid. 'Tax' as known in financial circles is not welcome in an Islamic situation and districts could face difficulties in enforcing assessed taxes. Not to be glossed over is the issue of clan rivalry and this is expected to pose some initial difficulties but these can be overcome. Some of the case studies have pointed this out and the councillors are encouraged to adopt a 'give and take' attitude in the tricky balance.

WORKSHOPS REPORTS BY REGION AND VENUE

BASIC TRAINING: JOWHAR

Jowhar

The first workshop was scheduled to start on Saturday, 1st April 1995 in Jowhar, Middle Shabelle Region but trainers could not be at the venue on time due to flight hitches, arriving on 3rd April. The first program was at the basic level for the districts of Warsheikh, Mahaday and, Gala'd. These were left out during the basic training in 1993. From each of these district were expected 21 councillors, a total of 63.

The program started on 6 April and was opened by the Acting Governor for Middle-Shabelle. The Governor was at the time in Arusha attending another program organised and funded by Life and Peace for Regional Governors.

Attendance

The program brought together 39 councillors from the three districts broken down as follows:

Gala'd	12
Mahaday	16
Warsheikh	11
Total	39

The level of attendance was lower than expected as a total of 63 councillors were expected. There was no woman councillor among them though assurances were given that they had been selected in the three districts.

Participation

The attending councillors were attentive and showed much interest in the issues discussed regretting that some of their colleagues were unable to attend. Some laxity was observed on the part of Warsheikh District especially on the part of the DC who said he had to attend to a variety other matters thus missing various sessions. Mahaday was the most serious district and met often on their own to plan for the development of their district.

The program ended Monday, April 10 and was closed by the acting governor of Middle Shabelle. The governor had just returned from Arusha. The Councillors rated the program as excellent and most relevant. We shall ensure this standard is maintained. They were most grateful to Life and Peace Institute for funding the program.

EXECUTIVE PROGRAM: MIDDLE SHABELLE REGION: JOWHAR

The executive Program started on 15th April with all the seven districts of Middle Shabelle attending. There are 49 participants but because of the many conflicts they have to settle, the Governor kept calling on them to send to various trouble spots. An example is the fighting that broke out in Hiran between Hawadle and Habagedir where the Governor used some of the councillors, the training team witnessed exchange of prisoners of that skirmish on the training venue. Though this disrupts their learning, we believe these are some of their necessary duties. As a result it is not often that they are all in at the same time.

Program Delivery

This is the first Executive Program. For this first Executive Workshop, the progress we are making is satisfactory. The councillors will judge for themselves at the end of the workshop. They are asking very basic operational questions, we are satisfied by their interest. We have changed the structure of delivery methodology to use more the case method. We have written several real situation cases to bring out most of the salient issues covered in the lectures. This is particularly useful as the councillors have already been working for some time. The case method is done through controlled group work and it is working very well. This method is enhancing much experience sharing. The study groups are mixed in such a way that each group has at least one member from each district.

To ensure that the training sessions were running as planned and to give maximum support to the Somali Trainers, the training team met every afternoon after classes to go over the days sessions. Every session including group work was evaluated with a view to improving delivery. These sessions were also used to bring in new materials into the sessions especially as regards the local situation.

For two sessions, 'Challenges of Rehabilitating Public Health and Legal Issues', two local resource persons were enlisted, a lawyer and a doctor with long experience in the areas.

Attendance:

The program was attended by all seven districts of Middle Shabelle with each sending seven participants i.e. the DC, 2 Deputy DCs and 4 Chairmen of Committees:

Adale	7
Aden-Yabale	7
Balad	7
Jowhar	7
Mahaday	7
Ruun-Nirguud	7
Warsheik	7
Total	<u>49</u>

Jowhar district displayed very poor attendance as they were always out and about to, as they said attend to matters relating to their district.

Difficulties Faced

The training team faced serious problems regarding typing and reproduction of handouts. There was no reliable photocopying and typing is also difficult to arrange. As a result the participants could not receive handouts until the end of the program and even then the photocopying was of very poor quality. Translation into Somali also posed serious problems as there appears to be no agreement on Somali language vocabulary with several words varying depending on the region where one comes from or is. The other problem is that the Somali teachers being used for translation are not trained as translators or interpreters and as such their vocabulary is limited and coloured with the dialect of where they come from. We hope that these and other teething problems will be ironed out as we progress.

Most of the materials being new to the Somali Trainers, the two international consultants have had to work for several hours into the night per day to train the Somali Trainers. Progress, albeit slow, is being made in this regard. The arrival at different times of the Somali Trainers has not been particularly helpful to this effort.

Another problem faced was that some of the districts, particularly Galad and Warsheik were not agreed as to who are the DC, Vice DCs and Committee Chairs and by implication, who should attend the executive program. As a result sometime was lost while waiting for them to agree. It took the intervention of the Regional Governor to sort out the issue. The lost time was covered through extra sessions.

The weather was very uncomfortable being windy wet and humid. Various team members suffered minor ailments and discomforts but nothing major.

Evaluation

At the end of the program each district was required to fill in an evaluation form. The rating by the participant was an average of 'Very Good'. This was most encouraging as this was the first time we were running the program.

The program was closed by the Regional Governor on 27 April 1995. In his closing speech the Governor thanked LPI for sponsoring the program made a passionate request for Elders training to help harmonise the working relationship between them, the Districts and the Regional Council. The Governor had himself just returned from Arusha where he had attended a Regional Governors Program sponsored by LPI. This request had earlier been made by the councillors. A draft proposal was prepared and sent to Life and Peace Institute for consideration.

EXECUTIVE PROGRAM: BAKOL REGION: BAIDOA.

After completion of the Middle Shabelle program in Jowhar the training team travelled as planned to Baidoa to train Bakol Region. Travel was by road. A journey that took over 8 hours largely due to the condition of the road but mostly due to the many roadblocks mounted by different clans militia who were demanding all sorts of payment.

The Executive program for Bakol Region started on 30 April as planned and was opened by the Bay regional Governor assisted by the Regional Governor for Bakol. All five districts of Bakol were fully represented by 35 councillors

Program Delivery

Program delivery was by lecture and cases. This method was further improved as various Somali Trainers had begun to come into grips with the new materials. More cases were written and used with very good results. The study groups were made from all the districts so that each group consisted of members drawn from all the districts. This made for a balanced shared experience so that all districts benefited from each other.

The afternoon evaluation sessions continued. Open face to face feedback was given to all those involved in delivery. Much benefits accrued to those taking this open evaluation positively and much improvement has been gained.

Attendance

The five attending districts were as follows

Hoddur	7
Wajid	7
Tieglo	7
Elberde	7
Rabdurre	7
Biyoley (observers)	3
Total	<u>38</u>

The trainees from Bakol were very attentive and participated very well. Their attendance was very regular and raised serious operational issues in which they needed advice. Most of these were related to how to start revenue collection, relationships of the different council committees and individuals and on recruitment of council officers.

Difficulties Faced

We faced a new translation difficulty due to dialectical differences. A committee from among the team members was formed to streamline the language and make it as 'official' Somali as possible. The team comprised of Somali teachers from different regions, south central and northern. The translated version was processed through a computer to make it easy to change and improve upon but this was only after yet more typewriting. Photocopying though improved was still of low quality.

Evaluation

The participant evaluation of the program ranged between 'very good' and 'excellent' They suggested that the program be extended to other members of the district councillors and their Community Elders. They were grateful to LPI for sponsoring the program. The program was closed by the Bakol Regional Governor who thanked LPI for the sponsorship.

BASIC TRAINING, 5 DISTRICTS: BAIDOA

When the Basic Program was being conducted during the days of UNOSOM, several regions were covered. The plan was to train all the districts of each region in one location in one sitting. As it turned out, some districts were unable to attend for one reason or another. To be able to train the regions on the executive program it was necessary that these districts partook of the Basic Training. Five districts were scheduled to go through this Basic Program in Baidoa. The program opened on schedule on May 13, 1995

Attendance:

The program was attended by 86 out of an expected 105 councillors from the following districts.

Bu'ale	13
Bondere	17
Dinsor	21
Bardeere	16
Elwak	14
Total	81

Worth noting here is the Bondere District, the first of fifteen districts from Mogadishu to participate in the training. The participant from Bondere displayed a strong sense of commitment and a very high level perception. It will be necessary to change certain aspects of the program to specifically address some of the major problems facing the city. It is therefore suggested that the Mogadishu districts are not mixed with other rural districts.

Mogadishu faces a serious problem of solid waste disposal and environmental degradation. On revenue, it has a much higher potential to collect sufficient revenue and this needs to be addressed much more specifically. By-laws will also need a more detailed treatise. On the other hand the current issue of rural development would need to be excluded for obvious reasons.

Program Delivery

Program delivery methodology was similar to executive in that the lectures were interspersed with group work on thematic questions on lectures. The assumption being that the councillors had already been working for almost two years and needed to share their experiences in mixed groups. Here the groups were much larger given the number of participants involved and had to be closely managed to ensure participation of all. The results were encouraging.

Evaluation

The participant rated the program variously between 'very good' and 'excellent'

Conclusion

The program was concluded on May 18 and 35 participants, seven from each district, stayed behind to participate in the Executive Program together with Bay Region.

EXECUTIVE PROGRAM, BAY REGION: BAIDOA

The Executive program that followed saw the largest number of participating districts. The program opened on schedule on MAY 20. The Digil Mirifle Government was inaugurated during the workshop.

Attendance

There were nine districts participating composed of the five districts that had just attended the Basic program and four other district from Bay region. Of the nine districts, five form the Bay Region with the other four coming from Mogadishu and Middle Juba with one district each and two from Gedo Region. Starting with the five from Bay Region, the attending districts were as follows:

Baidoa	7
Bardaale	7
Burhakaba	7
Dinsor	7
Qansadhere	7
Bondere (Mogadishu)	7
Bu'ale (M. Juba)	7
El-wak (Gedo)	7
Bardeere (Gedo)	7
Total	<u>63</u>

In terms of consistency in attending, the Baidoa District was the poorest as they always had to attend to this or that issue at different times. This was a time when the formation of the Digil Mirifle Government had reached a critical stage.

Program Delivery

This was a particularly interesting group because of its geographical mix and varied work experiences. The cases proved most interesting as different groups applied different approaches in addressing the problems. Bondere from Mogadishu raised such issues as affect the city. It would be advisable as suggested in the report on the immediate past Basic Program to train Mogadishu districts separately from the other largely rural districts. As the group was too large for one class it was necessary to divide them into two lecture groups with each group having its own case study groups.

Evaluation

The participants rated the program from 'Good' Very Good' and 'Excellent'. There were suggestions that the program be extended to the remaining district councillors and the community leaders and elders. Mogadishu participants were hopeful that the other districts in Mogadishu would soon be formed and participate in the program. Earlier, during the Basic Program, the Team Leader had appealed to the Bondere DC to do his best to help finalising the formation process of the other districts which he promised to do.

With the daily open evaluation now part and parcel of a training day and with the system having gained full acceptance from the trainers, the trainers were asked to bring with them new reading materials during the two week's break. They were informed of the need to take new areas to make it easy for the teams separation into two. It was also to their advantage to be able to handle as many areas as possible.

Problems Faced

Over half of the training team members suffered various sicknesses, largely malarial, two of them seriously. One had to be admitted into Baidoa Hospital with serious malarial and respiratory problems. Gratefully due to good team work and continuous training the other team members were able to step in to ensure the training continued uninterrupted.

Conclusion

The program was successfully concluded on June 1 and closed by the Leader of Digil Mirifle Government. In his concluding remarks, the Team Leader requested the Bondere councillors to act as ambassadors in Mogadishu, a sentiment that was echoed by to Leader of Digil Mirifle. The Bondere DC promised to do all he could to ensure this happened. He proved to be as good as his word for he was on the radio for two days running in Mogadishu extolling the benefits of the program and the need to complete districts formation. Since then, five other Districts have been formed and are asking for the training.

A BBC journalist who had come to cover the inauguration of the Digil Mirifle Government requested an interview with the trainers on the objective and coverage of the training. The interview was aired in the Somali Service of BBC.

EXECUTIVE PROGRAM, LOWER SHABELLE REGION: BAIDOA

The Lower Shabelle Region Executive training begun as schedule on June 17 1995 after a two weeks break. It was planned that after Lower Shabelle training the training team would divide into two groups, one to remain in Baidoa while the other one travelled to Garowe to organise training for the three North Eastern regions. Four trainers from the North were expected to join the team and train with them for Lower Shabelle and then travel back to the North with other trainers. Due to logistical and communication problems the four were unable to join at the beginning and only joined during the second week.

The Lower Shabelle region is composed of eight districts but one district, Brava, had not completed the formation process and therefore could not participate in the training. In any case it would have to do the basic training first. However all the other seven districts attended the training with full representation.

Participation

As a region the Lower Shabelle Region portrayed the best participation to date. They did their best to be punctual and their participation in class was very active. The communities of Lower

Shabelle being more settled than most other regions were very interested in setting up systems that can guarantee continuity and restitution of dispossessed properties and displaced people. The training for the region had been planned to take place at a later date but they requested that their training be brought forward so that it does not coincide with the harvesting season. Their request was granted hence the early participation. They showed a greater degree of cohesiveness as a region than earlier groups. They had the highest number of women (four) participating of all the other regions. The women were chairpersons of various committees. The participating districts were as follows:

Afgoi	7
Awdigle	7
Kurtwale	7
Koryole	7
Merca	7
Sablale	7
Wanle-Weyn	7
Total	<u>49</u>

Program Delivery

Program delivery, as in the other programs done earlier, was by lectures and case studies. The study groups were mixed to allow a maximum sharing of experiences and ideas. While the group was large enough to form two classes, it was considered more effective to run as one class which allowed more participation in class.

The open evaluation continued. There has been much improvement in delivery of the program all round. Since the team was to divide into two after returning from break, it was necessary to ensure that the team members could handle at least two areas comfortably. The Somali trainers were therefore allocated new areas. The international consultants organised lecture sessions on Fridays and during holidays to bring the trainers up to date on the areas. Mini lecture were organise so that the trainers could practice their lectures on the new areas. The trainers had been asked to collect new relevant materials during the break. Such materials as they were able to get were studied and those found relevant were built into the lectures.

Evaluation

The participants rated the program as 'excellent' and requested that a program for community elders be organised on the same lines and if possible include the other councillors. The program was successfully concluded on June 29, 1995.

INTERNAL TRAINING JUNE 30 - JULY 6

This week was used mainly for teaching practice especially for the trainers from the North East. On their arrival a week earlier, they were issued with all the handouts and allocated sessions related to their education and experience. They were also paired with the old trainers so that for each subject area they had a trainer allocated.

The idea was to cover all the sessions for basic and executive program. Four teaching sessions were done each day followed by open evaluation. Short comings were pointed out for improvement. They worked hard so that by the end of the week the whole team was confident that both teams would be able to handle all the materials equally well.

EXECUTIVE PROGRAM GEDO REGION

Training for Gedo Region was planned to start on July 8. Two districts from the region had been trained with Bay Region. This left three districts who were to take the executive training. All the three districts of Gabaharre, Bulahao and Dolo had confirmed their participation. As it turned out, by July 8 only the seven councillors of Dolo and another from Bulahao had arrived. Information received by Mr Hilal was that the others were on their way having left their districts to travel to Baidoa. This caused a delay starting the training to await the others. Conflicting information as to where they had reached on their journey to Baidoa.

Attendance

The participants were very punctual in attendance and applied themselves well to the sessions. The Dolo DC was most concerned about the failure of Gabaharre and Bulahao to attend the program. The two districts represents were:

Dolo	7
Bulahao	1
Total	8

Program Delivery

The training finally started one week late with only the eight participants. The participants had been issued with the handout materials while waiting for their colleagues and asked to study them. To be able to cover all the materials within the remaining period it was necessary to make adjustments to the number of sessions delivered per day. This led to doubling the lectures to four and shortening the breaks: tea break from 30 minutes to 15 and lunch break to start at 12.30. The afternoon started at 2.00. The participants were very cooperative.

With a doubling of sessions, it was necessary that the case studies were also doubled. The participants were divided into two case study groups. Each group handled a different case. In the end all the materials were covered. Most of the participants from Gedo had been involved in administration in the Siad Barre government and were therefore able to understand the materials much more easily. This was also the case during basic in 1993.

Problems Faced

Before the arrival of the Gedo participants, a serious clan fight had raged for two days in the streets of Baidoa. Some thirteen deaths and several injuries were reported. This was the first fighting since the training started in Baidoa and the town witnessed one of the heaviest shelling since the civil war. The fighting was between the clans of Laisan and Harin. The elders were however able to restore peace within three days though the tension remained for some time. There were reports of fighting in outlying areas but no more fighting came to the town.

After the participants arrived, there was a warning to stop the training, warning that the presence of Marehan in Baidoa was unwelcome. One of the reasons given was that the Digil Mirifle people living in Gedo were not represented in the council. This caused some discomfort to the participant and security at the venue had to be beefed up.

Mr Hilal, the LPI training co-ordinator and Mr Njuru, the training Team Leader made an appointment with the Supreme Governing Council of the Digil Mirifle to sort out the issue. We informed the Council the benefits they were getting in having the training done in Baidoa and advised them that if Baidoa is to become the regional headquarters, then tolerance of different clans would be required. The Governing Council informed us that all participants

from all over Somalia were welcome to Baidoa. They further stated that the threat was by an individual who was trying to make it a Digil Mirifle issue. With this assurance the trained went on without any incidents.

Due to the earlier tensions during the program, the participants were wary about their journey back home and requested a police escort to their border. Mr Hilal was able to arrange the escort and the participants left for home.

Evaluation

The participant rated the program as 'very good' and hoped it can be expanded to cover all the other councillors.

EXECUTIVE TRAINING: GALGADUD REGION

The Galgadud Region training should have come after training the Lower Juba but to give Lower Juba time to prepare to come to Baidoa it was decided to train Galgadud. Galgadud should have been trained in the Jowhar venue as planned. However, two districts of Galgadud i.e. Galhareri and Ebur raised their fears of training in Jowhar which is in a region inhabited by Abgal. The two districts are inhabited by Murusade who have been having a long-running disagreement with the Abgal, sometimes breaking into fighting in Mogadishu. The two districts therefore requested that they train in Baidoa and not Jowhar. The other districts of Galgadud are inhabited largely by the Babirgedir clan. These were also asked to come to Baidoa for the training. They agreed and travelled to Baidoa except two districts of Abduwark and Balan-Bale who chose to train in Garowe. Dusamareb has not finalised formation and was therefore not considered for training.

Attendance

The training started on July 22 lasting through August 3. Five of the eight districts were represented. as follows:

Elbur	7
Galhareri	7
Adado	7
Galad	7
Eldere	7
Total	<u>35</u>

Their class attendance and punctuality was very good. The councillors are composed of people who were administrators and bankers among others. They were therefore quite comfortable with the lectures. They showed a great sense of desire to move their region forward and were anxious to shed away the commonly held view that they are the aggressive.

Program Delivery

They found the lecture-case method very interesting they applied themselves very well when it came to working on the cases. There was much sharing of experience in class with various contributions on what was happening on the ground in their region. The participants were anxious to attract back the international agencies and NGOs. They therefore had many questions on the session on NGOs and partners in development and finance. The last session requires the participants to prepare a model district taking into account all the sessions of the course. This session is meant to cause the councillors to tie together all the sessions and come up with a way of making their district the best in the region. The Galgadud districts came up

with some of the best strategies we have seen to date, a clear indication that they learnt a lot in the course.

Evaluation

They gave the program a high rating of 'very good' and 'excellent' and regretted that it came to an end too soon. The training team felt that the region left with a deep-felt appreciation of the benefits of the course.

Sometime before the start of the program there were reports of clan fighting in Galgadud. The districts where this fighting was going on requested time to meet and iron out their differences. They were reminded them that during the basic training in 1993 they had made a similar request and asked if the agreement made that time was still holding. They confirmed that the agreement was still holding and hoped the one they would be making would also hold. They have a genuine desire for peace among themselves and their neighbours.

The councillors of Baidoa district joined them during the closing and fostered better working relationship. They were all grateful to LPI for funding the program and hoped LPI would move on to help them setting up development programs in their region.

BASIC PROGRAM: LOWER JUBA

Lower Juba has been a difficult region to access for training since 1993 as it is a region contested by several ethnic communities and warlords. The region therefore had to wait this long to do the Basic Program.

The program was opened by Sheik Yarrow, Minister of Social Affairs in the Digil Mirifle. Sheik Yarrow has become a great friend of the program as is always available and very conversant with the issues being handled in the training. He has also become a key contact person between the training and the Digil Mirifle Government.

Attendance

Given the problems that the region has been experiencing, it was surprising to see four districts arrive, three with full and one near-full participation. Not surprisingly Kismayu failed to report altogether but the other four districts reported. Participants from three other districts who had not attended the basic program joined the Lower Juba councillors. There were therefore seven districts in all. These were:

Afmadow	21
Haggar	21
Badhadhe	21
Jamame	20
Elwak	8
Buale	1
Baidoa	<u>1</u>
Total	<u>93</u>

Regrettably there was only one woman. An explanation about the long distance was unconvincingly offered by the councillors. However, the one lady present was very sharp and participated actively. She is a business woman and therefore very aware of the many issues afflicting the region in general.

Program Delivery

The same methodology used in the Executive Program is being applied to the basic Program with very good results. Thus the lecture-case method is being used though the cases in the Basic are much shorter and less involving. This is necessary as the groups are larger and the discussions take longer. The study groups are built up from all the districts so that there is more sharing of experiences from all the districts in each group.

The participants were divided into two lecture classes due to the number involved. The groups were according to the districts with the extra councillors from other three districts joining a group of their choice.

Evaluation

These councillors were together for the first time and were very thankful to LPI for making it possible. They lamented the failure of Kismayu to be present. In their view, the program was very successful in meeting their expectations, rating it 'very good'. They wished that the program should be extended to two weeks to give more time for longer discussions on the topics. They promised to apply the knowledge gained for the benefit of their district.

EXECUTIVE PROGRAM: LOWER JUBA, BAIDOA

The Executive Program for Lower Juba started on schedule on August 19, having followed immediately after the completion of Basic Program for the same region. This was the only region to take the two programs in series as no one district the entire region had gone through the basic program either in 1993 or in the earlier basic programs run in 1995.

Attendance

The program was attended by the four district with full representation from each and two observers making a total of 30 participants. The participants attendance was very good at the beginning but began to slip back especially in the afternoons. This was odd as experience has been that for regions training outside their region tended to attend in full. Full and regular attendance was however restored by resorting to threatening unauthorised absentees with cutting their daily allowance and taking a roll call. Apart from this the participation in class was excellent. The attending districts are:

Afinadow	7
Bardade	7
Haggar	7
Jamame	7
Observers	2
Total	<u>30</u>

Program Delivery

Contrary to expectations, the Lower Juba participants turned out to be a good mix of young learned people some experienced former bureaucrats and a few old and inexperienced elders. This mix generated healthy questions and interventions during the sessions. Apart from the initial low attendance in some cases their participation and grasp of the case themes was good.

Evaluation

The participants rated the program as 'Very Good' and useful for their region and wished it could continued for other councillors. They have also mentioned the need for training the

elders. Some of the councillors requested that they be involved in training as teachers as they have been trainers before. Perhaps arising from a need, as is common, to see someone from their region teaching in the program.

EXECUTIVE PROGRAM: HIRAN REGION, BAIDOA

The Hiran Region was the last region to take the Executive Program training. Initially planned to be done in Jowhar together as was the training for Galgadud Region, a last minute change took the training to Baidoa where the training team had just concluded a well attended program from the Lower Juba. The change was necessitated by logistical rationalisation as the L.P.I. training co-ordinator Mr. Hilal had to attend a conference in New York. Baidoa poses few logistical challenges than Baidoa. In addition to this were feelings among the trainees from Hiran that they would be more comfortable in Baidoa. Five districts were expected to participate.

Attendance

Interclan tensions that flared early this year have not fully healed. Only four of the five districts attended the training. The district of Mataban failed to turn up largely due to the reasons mentioned above. However for the four districts there was full attendance largely due to the transport arrangements made by the training co-ordinator. The Governor for the region was also very actively involved in ensuring that the participants attended the workshop and accompanied them to Baidoa. He had himself participated in the Governors workshop in Arusha earlier in the year. Thirty participants were involved in the workshop, having involved two observers from Beletweyn District. The attending districts were as follows:

Beletweyn	7
Mahas	7
Jalalaqsi	7
Bulo-Bute	7
Observers (Beletweyn)	2
Total	<u>30</u>

Program Delivery

Program delivery was through the now perfected lecture and case method and the participants seemed to especially enjoy the cases. A newly developed case on the functions of the various council institutions proved most successful in dealing with the functioning of these institutions in a conflict situation. Many of the participants from Hiran have had past experience in administration including being a mayor, their experience was well tapped during the lecture interventions and case studies. The participants were very time conscious making it possible for sessions to start earlier than timed and thus giving the trainers more time for participants' interventions. Just before the workshop started there were tensions in the town of Baidoa arising from conflict between two clans. This tension flares into fighting but outside the town. Due to these tensions it became necessary to council a planned field trip in the town to do a practical assessment of revenue sources and demand for services. Though tensions continued there were no untoward incidents involving either the participants or the facilitators.

Evaluation

The participants were well satisfied with the program, rating 'excellent' and 'very good'. They indicated that their expectations from the seminar were met and recommended its extension to other councillors. They were most grateful to life and peace for sponsoring the program. The Governor of Hiran closed the workshop.

EXECUTIVE PROGRAM: NUGAL REGION: GAROWE

The Nugal Executive Training took place at Garowe from July 15-August 27, 1995. The program was opened and closed on time by the Nugal Governor- Ali Mohamed Abdirahman. This was the first program in the North East and there was apprehension for on the part of the trainers. In any case participants were committed and participated actively.

Program Delivery

Two members of the training team fell sick- malaria- but, by juggling lectures, the schedule was kept. The strategy developed in Jowhar and Baidoa of lectures and group work was maintained.

Attendance

Participants came from The following districts:

Garowe	7
Burtinle	7
Dangoroyo	7
Eyl	7
Observers	2
Total	30

It is evident that each district sent a full compliment of the seven members of the executive. There were two observers from KALO, an NGO, and the office of the Governor. Daily attendance was always more than 90% which is better than in past executives. Literacy and interest were high. Participation was high and creative.

Backup Services:-

There were no problems with the training site, donated by Garowe District. Photocopying was arranged through KALO. Transport was adequate. Training materials were adequate.

Evaluation

The end of the program always incorporates an evaluation by the participants. They rated the course on the average as very good and in the closing speech made it clear that they got more than they had anticipated in the training.

BASIC TRAINING: MUDUG REGION: GAROWE

The program opened and closed on schedule on 29/7/95 and 3/7/95 respectively. The Governor, Nugal Region, Ali Abdurahman opened the session and G-C. M. Mutiso closed it.

Program Delivery

There were no unusual problems in delivering the program. Mudug participants were very active. Debate was sharp and to the point. Time and time again relevant interventions came from the floor. This was so because the bulk of participants were very experienced people.

Attendance

Thirty eight persons attended as follows.

Jariben Councillors	19
Galdogob Councillors	16
Newspaper Observers	2
Kallo Observer	1
Total	38

Three (3) observers also attended. Two of them were journalists from the regions papers Kahabari and Riyag. One observer was from the local NGO Kallo.

Program Support

There were not enough files consequently exercise books had to be bought although the stock of pads was adequate.

Evaluation

During evaluation Jariben District expressed the need for training in Islam. It was pointed out by Mutiso that the training team did not have competence for this. Program delivery and content were ranked as very good by the attendants during the final session.

EXECUTIVE TRAINING: MUDUG REGION: GAROWE.

The program was opened and closed on schedule on 5/8/ 95 and 1/8/ 95 respectively by the Governor of Nugal Region, Ali Abdurahman.

Program Delivery

There were no unusual problems in the delivery of the program for the trainers and participants were active and interested. It should be noted though that this was a mixed group for there was participation by Balanbale District from Galgadud region. In the experience of the consultants it seems as if the best participation comes when different clans come together in training. Of Course it is the tradition of the training that they get mixed in different groups to encourage cross clan interactions and cross district comparison of experiences. It is highly recommended that future programs built into their training the element of cross clan participation in training for it is synergistic. It also contributes to thinking about wider Somali issues over and above elevating group dynamics to a higher learning plane. In this case those attending were able to plan some joint peace activities.

Attendance

A total of twenty four persons participated in the training. These were:

1. Mudug Region	
Jariben District	7
Galdogob District	7
2. Galgadud Region	
Balanbale District	7
3. Observers	
Kahaabari	1
Riyag	1
Kallo	1
Total	24

Program Support

All support services were adequate.

Evaluation

As in the Basic Training Jariben District still requested training in Islamic matters. Again Mutiso explained it was not within the competence of the training team. It should be noted that the trainees evaluated the program content and delivery as very good.

BASIC TRAINING: BARI REGION: GAROWE

The program was opened on schedule on 19/8/95 by the Nugal Region Governor, Ali Abdurahman. It was closed by Prof. Mutiso on 24/8/95.

Program Delivery

There were no unusual problems with delivery of the program as by now the trainers were fully comfortable with the materials. Of special note is the development of new lecture materials for People Centred Development which incorporated materials from participative rural appraisal. This was deemed important for other donors had introduced PRA training in the region and councillors would need to be aware of the process.

Attendance

Only Kandala district was available for training. The breakdown of those attending is shown below. It did not have the full compliment of councillors.

Councillors	11
Kandala Observers	4
Garowe Observers	1
Total	16

Observers from Kandala were appointed to represent absent councillors participating in the Bari Region conference which was ongoing. 1 observer attended from Garowe district as a representative of the refugees repatriated to the district from camps in Kenya. The problem of other districts attendance had been discussed with the Nairobi Office. It has long term implication on budgeting for the training team will have to be reassembled to train the districts which did not attend. Johann Svenson and a team of three consultants visited the training from the Nairobi Office.

Evaluation

The attendants evaluated the training as very good during the final evaluation session.

EXECUTIVE TRAINING: BARI REGION: GAROWE

The program was opened and closed on schedule by the Governor of Nugal Region, Ali Abdurahman.

Program Delivery

Participants were more sedate than any other executive to date. A significant number of them were extremely old. However, the young ones were very talented and given the good mien between the age groups they were able to carry the old ones. This experience underscores the importance of using group work in the training. The age mix did not present particular problems for the strategy of using group process works and those not able to write have the assistance of their colleagues.

Attendance

A total of twenty four persons attended. The following is a list of those who attended.

Kandala Councillors	7
Bender Beila Councillors	7
Alula Councillors	7
Kandala Observers	1
Kallo Observer	1
Refugee Observer	1
Total	<u>24</u>

Evaluation

The participants ranked the program content and delivery as Excellent.

Program Support

Program support activities were ranked as excellent by the trainers and the participants.

DISTRICT COUNCILLORS TRAINED: APRIL 1 - SEPT. 14 1995
SOUTHERN AND CENTRAL REGIONS

<u>S.N.</u>	<u>REGION</u>	<u>DISTRICT</u>	<u>VENUE</u>	<u>PROGRAM</u>	<u>NUMBER</u>
1	Middle Shabelle	Mahaday	Jowhar	Basic	16
2	"	Warsheik	"	"	11
3	Galgadud	Galad	"	"	12
TOTAL					39
4	Middle Shabelle	Adale	Jowhar	Executive	7
5	"	Aden-Yabale	"	"	7
6	"	Balad	"	"	7
7	"	Jowhar	"	"	7
8	"	Mahaday	"	"	7
9	"	Ruun-Nirguud	"	"	7
10	"	Warsheik	"	"	7
TOTAL					49
11	Bakol	Elberde	Baidoa	Executive	7
12	"	Hoddur	"	"	7
13	"	Wajid	"	"	7
14	"	Tieglo	"	"	7
15	"	Rabdurre	"	"	7
16	"	Biyoley	"	"	3
TOTAL					38
17	Mogadishu	Bondere	Baidoa	Basic	17
18	Middle Juba	Bu'ale	"	"	13
19	Gedo	El-Wak	"	"	14
20	"	Bardeere	"	"	16
21	Bay	Dinsor	"	"	21
TOTAL					81
22	Bay	Baidoa	Baidoa	Executive	8
23	"	Bardaale	"	"	7
24	"	Burhakaba	"	"	7
25	"	Dinsor	"	"	7
26	"	Qansadhere	"	"	7
27	Mogadishu	Bondere	"	"	7
28	Middle Juba	Bu'ale	"	"	7
29	Gedo	El-Wak	"	"	7
30	"	Bardeere	"	"	7
TOTAL					64

31	Lower Shabelle	Afgoy	Baidoa	Executive	7
32	"	Awdigle	"	"	7
33	"	Kurtun-warrey	"	"	7
34	"	Merka	"	"	7
35	"	Qoryoley	"	"	7
36	"	Sablale	"	"	7
37	"	Wanley-wyn	"	"	7
	TOTAL				49
38	Gedo	Dolo	Baidoa	Executive	7
39	"	Bulahao	"	"	1
	TOTAL				8
40	Galgadud	Elbur	Baidoa	Executive	4
41	"	Galhareri	"	"	8
42	"	Adado	"	"	7
43	"	Galad	"	"	6
44	"	Eldere	"	"	5
	TOTAL				30
45	Lower Juba	Haggar	Baidoa	Basic	21
46	"	Afmadow	"	"	21
47	"	Badhadhe	"	"	21
48	"	Jamame	"	"	21
49	"	Elwak	"	"	8
50	"	Bu'ale	"	"	1
51	"	Baidoa	"	"	1
	TOTAL				94
52	Lower Juba	Haggar	Baidoa	Executive	8
53	"	Afmadow	"	"	7
54	"	Badhadhe	"	"	8
55	"	Jamame	"	"	7
	TOTAL				30

NORTH EASTERN REGIONS					
55	Nugal	Garoe	Garoe	Executive	7
56	"	Eil	"	"	7
57	"	Burtinley	"	"	7
58	"	Dangoroyo	"	"	7
	Observers				2
	TOTAL				30
59	Muduq	Goldogob	Garoe	Basic	16
60		Jarriban	"	"	19
	Observers				3
	TOTAL				38
61	Muduq	Goldogob	Garoe	Executive	7
62		Jarriban	"	"	7
63	Galgadud	Balambale	"	"	7
	Observers				3
	TOTAL				24
64	Bari	Kandala	"	"	11
	Observers				7
	TOTAL				18
65	Bari	Kandala	"	"	7
66		Benderbeira	"	"	7
67		Alula	"	"	7
	Observers				3
	TOTAL				24
	GRAND TOTAL				616

FOOMKA QIIMEYNTA (EVALUATION FORM)

Hoos waxaa lagugu weydiinayaa su'aalo la xariira sida aad u aragto ama kuugula muuqato wixii iyo sidii aad kala kulantay seeminaarka (*Answer following questions on the seminar*)

1. Maxaad ka fileysay seminaarkan? (*What were your expectations from the seminar?*)

2. Ma ka heshay wixii aad ka fileysay? (*Were your expectations fulfilled?*)

3. Mahaad ku qiimeyeyaa habka loo diyaariyey casharrada? (*Evaluate lecture preparation*)
 a) Aad u fiican (*V. Good*) b) Fiican (*Good*) c) Ma xuma (*Fair*) d) Liita (*Poor*)

4. Maxaad ku qiimeyneysaa habka loo bixinayey casharrada? (*Comment on program delivery?*)

5. Maxaad ku talin lahayd? (*What do you recommend on number of sessions?*)
 a) Ku darid (*To increase*) b) Ka dhimid (*To reduce*)

6. Maxaad ku talin lahayd? (*What do you recommend on continuity of the program*)
 a) In la joogteeyo (*Continue*) b) In la joojiyo (*Discontinue*)

7. Maxaa ugu muhiimsanaa eed ka faa'idysatay seminaarka (*What do you consider the greatest benefit from the seminar?*)

8. Waqtiga iyo meesha lagu qabty (*How would you rate timing and the venue?*)
 a) Habboon (*Appropriate*) b) Lala daahay (*Late and poor*)

9. Ma kula tahay in seminaarrada noocan ah waxtar u leeyihiin guddiyada degmooyinka? (*Do you consider the seminars beneficial to other district councils?*)

10. Ma kula tahay in seeminaarkan lagu fidiyo oo la gaarsiiyo shaqaalaha dawlada hoose? (*Would you support extending the seminars to Local Government employees?*)

11. Guud ahaan maxaad ku qiimeyn lahayd? (*What is your overall evaluation?*)

SAMPLE REGIONS RESPONSES TO SAMPLE EVALUATION QUESTIONS
SOUTHERN AND CENTRAL REGIONS

S.N	Region, District	Expect'ns Met?	Lecture Prep'n?	Lecture Delivery?	Overall Eva'tion?
LOWER JUBA					
	Badhadhe	Yes	Very Good*	Very Good	Excellent*
	Jamame	Yes	Very Good	Very Good	Vey Useful
	Afmadow	Yes	Very Good	Very Good	Excellent
	Haggar	Yes	Very Good	Very Good	Very Useful
GALGADUD					
	Adado	Yes	Very Good	Very Good	Very Good
	El-Bur	Yes	Very Good	Excellent	Excellent
	Gal'ad	Yes	Very Good	Excellent	Very Good
	El-Dhere	Yes	Very Good	Very Good	Excellent
	Galhareri	Yes	Very Good	Very Good	Very Good
LOWER SHABELLE					
	Afgoi	Yes	Very Good	Very Good	Very Good
	Kurt-Warrey	Yes	Very Good	Excellent	Excellent
	Merca	Yes	Very Good	Very Good	Excellent
	Sablale	Yes	Very Good	Excellent	Excellent
	Awdigle	Yes	Very Good	Good	Useful
	Qoryole	Yes	Very Good	Very Good	Good
	Wanleweyn	Yes	Very Good	Very Good	Excellent
BAY					
	Bardale	Yes	Very Good	Very Good	Excellent
	Dinsor	Yes	Very Good	Good	Good
	Baidoa	Yes	Very Good	Very Good	Very Good
	Burhakaba	Yes	Very Good	Excellent	Very Good
	Qansadhere	Yes	Very Good	Very Good	Excellent
BAKOOL					
	Tieglo	Yes	Very Good	Very Good	Very Good
	Waji	Yes	Very Good	Very Good	Very Good
	Rabdurre	Yes	Very Good	Excellent	Very Useful
	El-Barde	Yes	Very Good	Excellent	Excellent
	Huddur	Yes	Very Good	Very Good	Very Good
GEDO					
	El-Waq	Yes	Very Good	Good	Good
	Bardhere	Yes	Very Good	Very Good	Very Good
	Dolo	Yes	Very Good	Very Good	Excellent

S.N	Region, District	Expect'ns Met?	Lecture Prep'n?	Lecture Delivery?	Overall Eva'tion?
	HIRAN				
	Baletweyn	Yes	Very Good	Very Good	Excellent
	Bulburte	Yes	Very Good	Very Good	Very Good
	Jalalqsi	Yes	Very Good	Excellent	Very Good
	Mahas	Yes	Very Good	Very Good	Very Good
	<u>NORTH EASTERN REGIONS</u>				
	NUGAL				
	Garoe	Yes	Very Good	Excellent	Excellent
	Eyl	Yes	Good	Very Good	Very Good
	Dangoroyo	Yes	Very Good	Very Good	Excellent
	Burtinle	Yes	Very Good	Very Good	Excellent
	MUDUQ				
	Jariban	Yes	Very Good	Very Good	Excellent
	Galdogob	Yes	Very Good	Very Good	Excellent
	Balanbale	Yes	Excellent	Very Good	Excellent
	BARI				
	Alula	Yes	Good	Very Good	Very Good
	Benderbeila	Yes	Very Good	Excellent	Excellent
	Kandal	Yes	Very Good	Very Good	Excellent