

TRAINING CURRICULUM FOR LIBYAN MUNICIPALITIES

SYLLABUS CYCLE 4

Leading and managing people

People that manage staff within a municipality are united by the challenge of ensuring results and accountability through effective management of human resources. It becomes paramount to understand how to recognise, value, develop and effectively manage competences. We understand competencies as the combination of knowledge, skills, abilities and personal characteristics. Organisational structure, effective leadership and sound HRM policies, processes and tools are, together with legislation, among the main elements for “*Leading and managing people*”.

This training cycle includes 3 thematic modules (for more specific details on contents, see details below in the appropriate section):

Module 4.1: The organisational structure and functioning of a municipality

Module 4.2: Human Resources management and leadership: tools for action

Module 4.3: Human Resources management and inclusive approaches (women empowerment, diversity and minority groups, disabilities, etc.)

In addition to these three thematic modules, Cycle 4 provides methodological training for trainers on the main features of experiential and adult training and how to deliver it effectively.

TARGET GROUPS

a) Training of Trainers

The training of trainers targets representatives of 10 Libyan Universities in charge of designing and delivering a training curriculum adapted to the needs of Libyan municipalities. Moreover, those trainers should be well involved in HRM.

b) Training to Municipalities

The training to Municipalities targets Municipalities’ staff, with particular focus on decision-makers: general secretary, heads of departments and technicians in charge of HRM .

The current document refers to both Training of Trainers (TOT) and training to Libyan Municipalities.

Module 4.1: The organisational structure and functioning of a municipality

Learning objectives

- To improve participant's capacity to diagnose the functioning of the municipality in order to get an understanding of the strengths and weaknesses and be able to develop an organisational structure to better respond to service delivery implementation.
- To improve participant's capacity to develop the municipality: strategic planning based on a vision, mission goals, objectives, action plan and competences.

Contents

- General reflections on Organizations
- Changes in the perspectives/visions when thinking about the organisation functioning
- The Henry Mintzberg's Theory on organisations: Types of organisational structures, main components of an organisation, organisational models,
- Organisation diagnosis : purpose, phases and tools
- Building strategic vision based on values, vision, mission, goals and strategies

Expected outcomes

- Demonstrate an understanding of theories and concepts on the functioning of an organisation
- Acquire the tools to diagnose the functioning of the municipality with its strengths and weaknesses
- To be able to propose adjustments to the functioning of the municipality

Module 4.2: Human Resources and leadership: tools for action

Learning objectives

- To better understand the challenges of the HR function
- To develop participant's capacity to define a Human Resource policy adapted to the needs of the municipality (planning, recruitment, and training, appraisal).
- To improve knowledge of leadership and the different ways through which it can be implemented

Contents

- Introduction to Human Resources Management (HRM)
- Leading and Managing
- Management actions and tools (Planning, recruitment and training /Employment /Training needs assessment)
- Legal framework of Libyan municipalities.

Expected outcomes

- Demonstrate an understanding of key terms within the field of HRM
- To be able to exercise different kinds of leadership
- Manage the complexity of HRM

Module 4.3: Human resources management and inclusive approaches : women empowerment, diversity and minority groups, disabilities, etc.

Learning objectives

- The challenges of an inclusive organisation
- Understand the notions of inclusive approaches (gender, diversity and minority groups, disabilities, etc.)
- The role of the manager in supporting diversity and inclusion
- Implementing an inclusive approach within the municipality: steps and tools

Contents

- The main notions : Human Development and Inclusive Local Development (ILD), ILD and gender approach, ILD diversity and minority groups, ILD and disability
- The role of the manager and of the staff in supporting diversity and inclusion
- Implementing an inclusive approach within the municipality : steps and tools

Expected outcomes

- To understand the challenges of an inclusive approach for the municipality
- To be able to make a diagnosis of the current status of inclusiveness of the municipality in HRM
- To be able to propose a scenario for inclusive municipal HR strategy