



UN Joint Programme on Local Governance and Decentralized Service Delivery



School Children at the Sheikh Ahmed Salan Primary School, Borama, benefitting from improved access, quality and consistency of education through decentralization, October 2017

December 2017 Issue

Dear Colleagues,

October was a very sad month and we extend our sympathies and condolences to all the Somali people, following the devastating terrorist attack in Mogadishu on 21 October and the subsequent attack on a Mogadishu Hotel on 28 October. We pay a special tribute to the South West State Minister of Interior, Madoobe Nuunow who was tragically killed on Page 2.

On a more positive note, on October 24, the Somali Government, donors and JPLG UN Agencies met in Mogadishu and endorsed the JPLG III Project Document with minor revisions, the foundation stone for a new phase of the UN Joint Programme on Local Governance and Decentralized Service Delivery 2018-2022 (JPLG III). JPLG continues to work on resource mobilization to ensure a seamless transition to the next phase.

In Somaliland, the ruling party candidate, Muse Bihi Abdi of the Kulmiye party won the Presidential election held on 13 November, with 55 per cent of the vote.

There was a significant victory for local governments in Puntland in November, when the Vice President officially signed a letter asking the Ministry of Finance to increase the state budget allocation by one per cent to local governments. This recognizes the positive

impact of JPLG programming (since 2008) to strengthen and improve local governance which is bringing positive change into Somali lives. Once the Ministry of Finance has finalized the budget, it will be tabled in Cabinet for endorsement in mid-November and then go to Parliament for final approval.

Best Wishes,
Paul Simkin,
Senior Programme Manager JPLG
paul.simkin.jplg@one.un.org



Looking Towards a Brighter Future: Hudur District, South West State, elects District Councillors, 11 October 2017

MINISTRY OF FOREIGN AFFAIRS OF DENMARK
DANIDA INTERNATIONAL DEVELOPMENT COOPERATION



A Reflection on South West State, Minister of Interior, Madoobe Nunow's Public Life by his Son Mohamed nur Madowe in Baidoa

The tragic death of Minister Madoobe Nunow in the Mogadishu hotel bomb attack on October 28, 2017 has pained and saddened Somalis all over the world. Minister Nunow was a towering and well known national figure in Somalia's public life. He was involved in peace-building for many years, having participated and actively contributed to many decades of peace and reconciliation efforts to rebuild the country; from Sodere (1993) to Arta, Djibouti (2000) to Mbagathi, Kenya (2002-2004) to Djibouti II (2008) peace and reconciliation conferences.

At the time of his death, Minister Nunow was the South West state Minister for Interior, Local Government and Reconciliation. Prior to that, he had served his country and people in numerous and diverse capacities both at local and national level in a public service career that has spanned over five decades. He served as an MP for over a decade; held several ministerial portfolios including the Ministry of Information; the Youth Ministry and the Constitutional Affairs Ministry.

Those who have interacted with him speak highly of him and remember him as a great statesman and a man of good character and demeanour; with a sense of duty, honesty, truthfulness and integrity. He epitomized tolerance, compromise, courage, peace and unity in an environment where such traits are scarce and essential. This personality made many people seek his counsel and guidance on complex social and political issues.

Of the various public offices he held, the one he was most passionate and committed to was the last one (South West State Minister of Interior) where he was serving before he was killed. He was fully cognizant of the importance of establishing democratic and legitimate local governance structures in solving many of the ills that have affected

Somalia for nearly three decades. He had a great vision for the region.

He was aware that his enormous knowledge and experience in administration and governance, coupled with his political acumen, clout, selfless commitment and deep understanding of the local communities, would have contributed enormously in the localization process he commenced immediately upon his appointment to the Ministry of Interior docket. The UN and other partner organizations have recently lauded and recognized the successful formation of Hudur District Council under his watch.

Minister Nunow's unexpected and shocking death is not only a great loss to his family, friends and colleagues but also the entire South West State and Somalia. He will truly be missed as a great statesman who has made the ultimate sacrifice and has left behind a legacy of a life spent in the service of his people and country.

May Allah rest his soul in eternal peace and accept him in Jannah!!

Mohamed nur Madowe (Madoobe Nunow's son)

Baidoa, Somalia. 21 November 2017



South West State, Minister of Interior Madoobe Nunow (middle) at the JPLG Steering Committee Meeting in Mogadishu, October 24, 2017, a few days before he was killed.

JPLG Staff Reflection on JPLG Phase I and II Successes

Hinda Mohamed Jama has been the JPLG Capacity Building Consultant in Sheikh and Burao district since 2011. Here she reflects on the progress JPLG has made in the last six years:

“Two of JPLG’s greatest achievement in terms of Somaliland and its citizens are firstly, training on AIMS and BIMS, which really improved the local government ability to raise revenues and secondly, the establishment of policies and procedures in local government offices which promoted staff empowerment and improved their performance which led to improved service delivery. Citizens were encouraged and this promoted cooperation and trust between the citizens and the local government; this cooperation helped to enact decentralization as well.



Hinda Mohamed Jama is the JPLG Capacity Building Consultant for Sheikh and Burao

The construction of a Mother and Child Health Centre (MCH) in one of our rural communities, with support from JPLG, has brought real positivity into individual Somali lives. Prior to the MCH construction, the rural community, known as Kal Barre, had to trek 40-45kms to get access to health services. Now, the Kal Barre community have their own MCH, greatly improving their quality of life. The MCH is also serving neighbouring communities within a radius of 10-15kms.

One public official who has brought real change into our communities is the Mayor of Berbera, Abdishakur Mohamud Hassan. He is very passionate about delivering public services in communities and has played an important leadership role. By decentralizing all public services and empowering his staff Abdishakur Mohamud Hassan has been able to gain the cooperation of the

local community; he has been able to position “public-trust” as the bedrock for the economic and social change that is transforming our community.”

+++++

Abdirahman Adan Mohamoud, UN-Habitat/JPLG Programme Specialist, has been working with JPLG since 2008. Here he reflects on the progress JPLG has made over the last 9 years:

“Before 2008, it is fair to say that many district administrations were in a state of disarray which created internal strife and prevented institutional development and the ability to deliver any meaningful services. I recall when JPLG introduced computerized AIMS and BIMS, many staff were afraid of the technology and didn’t want accountable systems. With JPLG support since 2008, financial management systems are now in place in districts and district administration staff are trained to implement transparent revenue and management systems.



Abdirahman Adan Mohamoud, UN-Habitat/JPLG Programme Specialist

Before JPLG goods and services were procured through ambiguous contracts. I remember the first two districts to implement the new Procurement Guidelines were Borama and Berbera. In 2008, I was part of a JPLG Monitoring and Evaluation Mission, providing technical support; in one district I ended up doing the actual work because the district staff were still not familiar with how to implement the Procurement Guidelines, district administration staff were relegated to mere spectators! Now the JPLG districts are all trained on transparent

procurement processes and this is contributing to improved confidence and trust in district administrations.

I think everyone who works on local governance in Somalia can be proud of participatory planning and public expenditure management that establishes a comprehensive framework covering all core district functions. This has led to a significant change in mindset of locally elected leaders. Despite limited resources, the production of an annual work plan and budget, ensures delivery of prioritized development projects in all districts, prepared through a participatory and inclusive process where the local people are part and parcel of the decision making process.

Before 2008, tiny amounts of locally raised revenues were used on necessary recurrent expenditures in districts. With the support of GIS-based property survey and other revenue mobilization tools, district administration staff are now in a position to realistically plan and budget different municipal taxes particularly property tax. As a result, most of the JPLG districts have expanded their revenue base by an average of 300 per cent. As local government functions have become more inclusive and the level of service delivery has increased, the level of trust between citizens and the local administration has increased. Now citizens see a district administration rehabilitating and constructing roads and schools, supporting health clinics, and so on, people feel it is fair to pay taxes. It has also inspired a public private partnership which

has developed through mutual trust and increased accountability. For example, if a community decides it needs a new 1km tarmac road, it will do a budget and it will fundraise for 40 per cent of the budget and then the community will go to the Mayor and ask to co-fund the remaining 60 per cent of the budget. Now the Mayors and local councils are under pressure to meet the needs of the citizens who elected them. I think it's fair to say that JPLG has increased the demand for governance from citizens."



Local Government and Stabilization Coordination Meeting, Baidoa, South West State

The South West Ministry of Interior (Mol), Local Government and Reconciliation collaborated with MOIFAR to hold the first Local Government and Stabilization Coordination Meeting in Baidoa on 3 October 2017. This meeting is significant as it brings new hope for the restoration of governance in previously marginalized and fragile areas of South West State. Participants included the South West President Sharif Hassan Sheikh Aden and the Ministers of Internal Security, Interior, Planning, Human Rights and Youth. In addition, participants included representatives from the South West Ministries and the Jubbaland Ministry of Interior; UN Agencies (including JPLG, Daldhis and Midnimo Programmes) and international and local organizations (TIS+, DRC/DDG and FCA consortium).



Local Government and Stabilization Coordination Meeting in Baidoa, October 3 2017

At the opening of the meeting, the Minister of Internal Security gave thanks and appreciation to the South West Mol and partners for their support to local government and stabilization. He stated: ***"I am honoured to be here today for the first Local Government and Stabilization Coordination Meeting and am grateful for the time and effort that the Ministry of Interior and partners have invested to realize the formation of local councils which support stabilization. I appreciate your struggles and contributions to the South West, since the people are in real need; I request all present to redouble their efforts, from our partners to the Mol."***

South West State Minister of Interior, Madoobe Nuunow, tragically killed on October 28, accepted the speech and praised the hard work of the South West MoI staff, MoIFAR, as well partners who have been supporting the local council formation process: ***“I am very happy that all partners are here today and we are thankful for your participation. The Hudur local council will be in place in two days and we appreciate your support during this process. Citizens of South West are eager that local councils are formed who can represent them and deliver local services that are needed. The MoI will accelerate local council formation in the districts of Baidoa, Barawe, Berdale and Elberde. Legitimate local councils will be formed through a clear, transparent, fair and credible process while also endeavouring to ensure that the quota of 20 per cent of district council is represented by women and as per the Local Government Law. The South West people have confidence in the State Government and Federal Government and the upcoming local government, offering decentralized service delivery to the people; as well as improving the governance systems.”***

He went on to request that partners increase their support to campaigns on women’s participation in local councils. He also highlighted that communities are enthusiastic about owning development in their area and are satisfied that their representatives are to be elected rather than selected.

At the close of the meeting, Minister Madoobe Nuunow highlighted that South West State had learned lessons from Hudur local council formation and these lessons would be applied to the district council formation process in the districts of Baidoa, Barawe, Elbedre and Berdale where local council formation has been underway since October 2017.

Hudur District Council Inauguration Ceremony, South West State

South West State, outlined the framework for district council formation in a Presidential decree issued by the South West State President Sharif Hassan Sheikh Aden on 3 July, 2017 and as per the South West Local Government Law. It highlights that traditional elders, in consultation with members of parliament, select

delegates who elect the local councilors; with every candidate for local council membership expected to meet the requirements outlined in article 11 of the South West State Local Government Law. Finnish Church Council (FCA) took the lead on the Hudur district council formation process, with the district council currently comprised of 26 men. Unfortunately no women were elected which is likely to be related to stigma surrounding women’s participation in politics in rural areas.

The inauguration ceremony which was hosted by the South West State President and also attended by Minister of Interior Federal Affairs and Reconciliation Hon. Abdi Farah Saeed Juxa (and supported by Abdulrahman Aligab, JPLG Consultant, Ministry of Interior) said the establishment of Hudur local council, marks a significant milestone in Somalia’s history. Representatives from the FGoS Parliament, South West State Cabinet (including the Minister of Interior Nunow who tragically died in the Mogadishu hotel attack on 28 October) and Parliament.



South West State President Sharif Hassan Sheikh Aden at the Hudur Inauguration Ceremony, 15 October

During the speeches, the importance of capacity was highlighted particularly as it relates to district councillors; district officials (civil servants) who require training and the provision of tools and guidelines; restoration of health services; justice infrastructure, including rebuilding the prison, restructuring the courts and building capacity of the police.

In November, UNDP/JPLG supported an induction training for Hudur district councilors through the South West MoI. Discussions were held between the

permanent committee, Executive Committee of the local council and SWS-MOI (team lead by the Director General). Other issues reviewed include: The Rules of Procedures (RoP); district Logo; recruitment of departments through a process; formations of sub-committees; peer to peer learning through Puntland local governments; offices and equipment. UN Habitat is expected to support Local Leadership Management training (through South West MOI) for the new district councillors with modules on policy-making, decision-making, institution-building, local government finance, negotiation skills, empowerment, communication, enabling, power-broking etc.

On 1 October 2017, the MoI, MoIFAR and FCA Consortium team travelled to Elberde to officially launch the district council formation process including a five day workshop on trauma healing and reconciliation. The district council formation process had to be temporarily halted for intra-clan reconciliation to take place. Berdale district council formation began during the first week of November and is at an advanced stage and elections of 21 district council members by their respective clan delegates have started. SWS Ministry of Interior in collaboration with Somali One (IP) have begun preparations for the UNDP/JPLG supported Baidoa and Barawe district council formations and are due to commence in early December.

New Federal Member States Benefit from a Local Financing and Disbursement System Workshop in Mogadishu

At the request of representatives from the Federal Government of Somalia (during meetings held in June and July 2017); UNCDF collaborated with the Federal and State governments to organize a two day workshop (16/17 August) in Mogadishu to discuss local government financing and the Local Development Fund (LDF).

The workshop was attended by 25 senior officials from the States of Jubbaland and South West; as well as MOIFAR, the Ministry of Finance and Puntland's Ministry of Finance and Ministry of Interior. The MOIFAR Director General, opened the workshop. He said ***“Such workshop opportunities to learn from one another is exactly what Somalia needs.”*** Experiences were shared by the Federal

Government- Ministry of Finance, MOIFAR-Support to Stabilization project and Puntland with a focus on local government financing and the implementation of a successful LDF programme. The Mayor of Gardo presented on the challenges of starting up the LDF in a district; he also highlighted the importance of own source revenue mobilization and contributions from central government. There were many questions from the federal member states as the workshop proceeded. At the end, thanks were given to Puntland, who had generously shared their experiences. Key recommendations from the workshop include:

- Providing support to new federal member states to develop basic systems that include: District Development Framework, Annual Work Plan and Budget;
- Establishment of accountable and transparent procurement processes and establishment of accounting and billing information management systems;
- Training on the Local Development Fund;
- Puntland Study tour to get practical experience of local governance and the tools developed and LDF implementation.



Mrs Sagal from MOIFAR-Support to Stabilization project presents on the National Window at the Workshop, August 2017

Inter-State Collaboration Between Federal Member States and Puntland Continues

21 representatives from the federal member states of South West State, Jubbaland, Galmudug and Hirshabelle and Benadir Regional Administration, led by MOIFAR

visited Garowe (5-9 September 2017) and were received by the Puntland government, with JPLG support. On 6 September, a meeting was convened at the Ministry of Finance which included participants from Garowe Local Government. The South West State Minister of Interior, Madoobe Nuunow, travelled on this trip to Puntland, commented at the meeting: ***“Recently we have launched Local Government Law in South West State and we are in the process of forming local councils for Baidoa, Elberdale, Berdale and Barawe, we have come here to Garowe to see how this has been a success in Puntland and draw on lessons, especially how they relate to district council formation.”***



Representatives from States of Puntland, South West, Jubbaland, Galmudug and Hirshabelle and MOIFAR in Garowe for inter-state collaboration, September 2017

After opening remarks by the Puntland Ministry of Interior and Ministry of Finance, technical teams from respective ministries presented their role and responsibilities as they relate to decentralization and service delivery. Puntland MoI Director General said that Puntland has developed a strong system of local governance with support from international partners. Policies, laws and other frameworks were in place to guide the work; with 20 districts operating a working council. He highlighted that in the 7 JPLG districts, local governments have been empowered through the establishment of systems and processes leading to improved service delivery. He outlined the processes that led to successful district council formation in Puntland. Other issues highlighted in the presentations included:

- District Planning, budgeting, procurement, implementation modules;
- The development of a decentralization policy;
- Fiscal transfer and management, roles of each MOI, MOF and local governments, Puntland contributions to LDF (10% central, 5% Local Government) and the production of a fiscal decentralization strategy;
- Sector decentralization piloting and lessons learned. Garowe district administration mentioned that service delivery in health and education had improved;
- Fiscal transfers, modality payments, Local Government revenue generation and auditing;

Mohamed Abdiwahab MOIFAR Director General who travelled to Garowe said: ***“We aim to build a platform where federal member states exchange knowledge and experience on existing systems of local governance which will improve service delivery to citizens.”*** The representatives from the federal member states are benefitting from this exposure and this is seen when they ask questions related to district council formation, fiscal transfers, district revenue generation, transparency and accountability of the local government budget and demarcation of district boundaries. The discussions went smoothly and the data and presentations were shared with all the participants.

Some personal observations from the JPLG Programme Officer, Mohammed Ahmed Abase in Garowe also demonstrate the commitment to district council formation. He said: ***“A state government (Puntland) presenting to other federal member states shows that they are very proud of their achievements and shows how they have taken ownership of their own development. Puntland senior government officials were present until the last session and a site visit was conducted to Garowe Municipality and to some infrastructure projects, supported by JPLG using LDF funds. The federal member states were eager to learn lessons from Puntland and I noticed contacts were exchanged with counter parts for future engagement and support.”***

Progress on Urban Land Management Law in Puntland

Puntland citizens have been dealing with insecurity of land tenure for decades; with UN-Habitat engagement on land issues dating back to 2005. Since then there has been little progress in strengthening and creating legal frameworks that directly govern land matters. In addition, weakened state institutions and corruption have left the average citizen unwilling to formally engage in the land sector. However, due to rapid urban growth, economic instability and issues of displacement, land tenure insecurity has become significantly more pronounced. The recent initiative to draft an Urban Land Management Law has been driven by the Puntland Government (at all levels), with support from UN-Habitat.



High-level officials representing the government stakeholders as well as members of the technical working group on the Urban Land Management Law meet in October 2017

During 2017, the Puntland Ministry of Public Works and Transport in collaboration with UN-Habitat, worked to develop an Urban Land Management Law. The Ministry recruited a legal consultant with technical support to drafting the law, provided by UN-Habitat. The process involved engaging local authorities, technical experts, customary and religious elders, and community members in extensive consultations. A technical working group was established early on to support and guide the drafting process and ensure that the contextual needs of the region were met. After months of drafting and consultations, the final draft of the law was validated by high-level officials representing the government stakeholders as well as members of the technical

working group in October 2017.

The draft law facilitates public institutions and local levels of government to be able to administer, manage and govern land issues with the aim of enhancing land rights for every citizen. Upon implementation of this law, Puntland citizens will have greater legal recourse to settle and prevent land disputes and conflicts. They will also have a law that protects their customarily held land rights. The Puntland Government has demonstrated its political will to get the law passed and the next step will be to present the law to Parliament before the end of the year.

Establishing the Interactive Forum and Building Engagement in Baidoa and Kismayo

UNICEF/JPLG, in partnership with Africa Voices Foundation has designed a research and citizen engagement initiative based on the community scorecard methodology (a social accountability tool) aimed at empowering citizens to provide feedback on the performance of duty bearers, engage in dialogue with decision-makers and hold them accountable for addressing their concerns. The initiative is using SMS messaging and interactive radio in Baidoa and Kismayo.



Credit: Africa Voices Foundation

The first of two rounds of the scorecard exercise were recently completed. 1,055 people were engaged through SMS in Baidoa and Kismayo over a three week period, with especially strong reach among youth (68 per cent of respondents were under 24 years), IDPs, those in urban centres and those with secondary or higher levels of education. Initial findings from analysis of citizen feedback include dissatisfaction with local government performance often discussed in terms of government failing to live up to certain political values, whether they were transparency, fairness or abiding by Somali cultural and religious norms. In addition, a range of services were perceived to be lacking including education, healthcare, infrastructure and water and sanitation.

State and district authorities have reported being satisfied with the radio format as a way of disseminating their work to the public, and value it as a space to hear and respond to citizen perspectives on their work. They also see value in using citizen feedback to guide civic education efforts, particularly as the district council formation process intensifies in States of Jubbaland and South West.

This is the first time that government-run radio stations are engaging in an initiative such as this one. The project is providing an opportunity to build the capacity of these stations and strengthen their role as facilitators of citizen-state dialogue and cooperation. As the project moves into the second and final round of questions and radio shows focusing on citizen engagement and reintegration issues, there will be more opportunities for the Somali government and its development partners to better understand how constructive relationships can be fostered and sustained between citizens and local governments, as they seek to build the foundations for inclusive, effective and accountable local governance in Somalia.

Association of Local Government Authorities Strengthening “Synergy” of Somaliland Local Governments

The Association of Local Government Authorities in Somaliland (ALGASL) provides a platform for the Mayors and members (local authorities) to network within Somaliland and exchange experiences and best practices that could be replicated among local governments.

ALGASL has made progress towards sustainability with members increasing their financial contributions. ALGASL is now able to cover its operational costs, with UN-Habitat and other development partners supporting ALGASL (with technical and financial support) to promote institutional strengthening and implementation of a three-year strategic plan with emphasis on organizational development, governance and lobby and advocacy.

This has delivered results with ALGASL building a working relationship with the East Africa Local Government Association (EALGA) based in Arusha, Tanzania, with exchange visits taking place. ALGASL has benefitted from this exposure and as a result has partnered with the Netherlands Association for Municipalities (VNG – International); launching a new programme with VNG in May 2016. The MoU outlines a partnership through which both parties commit to supporting the local governance sector in Somaliland, contributing to SDG 16: ensure responsive, inclusive, participatory and representative decision-making at all levels.



Opening Remarks of ALGASL Executive Director in a Berbera Meeting

The ALGASL is a member of Somaliland’s Inter-ministerial Committee responsible for implementation of Somaliland decentralization policy. Representing the interest of the local governments, it has a task to make sure that policies and procedures are municipal-friendly. The association actively and effectively contributes to policy development and knowledge management to create awareness among its members.

Facebook: <https://www.facebook.com/ALGASL>

Creating a Business Enabling Environment through Business Registration Reforms in Galkayo

One of the functions of local governments is to regulate businesses to ensure they meet certain standards and perform in a way consistent with the legal and policy guidelines of the locality. ILO has supported business registration reforms for local governments in Somaliland, Puntland and Mogadishu. During the second quarter of 2017, these reforms were established in Galkayo municipality, the objective was to improve the efficiency of business-registration through simplification and streamlining of procedures. Lengthy and bureaucratic procedures are an impediment to an enabling business environment and revenue generation.



Data collection exercise for businesses in Galkayo, 2017

Prior to the Galkayo reforms it took a business a minimum of 7 days to register. Following the streamlining of the registration procedures, the process has been reduced to 2 days. When the reform initiative commenced, awareness campaigns were conducted to educate the business community on the importance of registration. The campaign linked establishment of businesses to increasing revenue for the municipality to deliver services. Data on existing businesses in Galkayo was collected, and entered into the business register which is integrated into the billing information and management system. It is envisaged that such reforms will ensure more business register, which will result in increased revenues for Galkayo municipality.

District Development Frameworks Reflect Aspirations of Communities in Somaliland

Local government leadership and participation of communities in planning processes are the foundations of the Somaliland local government planning system and are instrumental in sustaining peace and promoting development. The process of five-year district development planning; followed by annual participatory prioritization process (through a work planning process) is anchored in the Somaliland District Participatory Planning and Finance Guide (DPFG, earlier known PEM). In 2012, the first round of District Development Frameworks (DDF) were rolled out in seven districts in Somaliland. Following an assessment of the process and the outcomes the districts are preparing to embark on the second round of District Development Frameworks.

The Ministry of Interior is leading the process of producing the new generation of the District Development Frameworks, supported by the newly established Local Government Institute under the Civil Service Institute where the facilitators of the process have been provided training. Capitalizing on the districts' practical experience of the process and to identify where DPFG training could be improved and to explore the best way to develop the new District Development Frameworks; the directors of the planning departments and the JPLG Capacity Development Consultants attended a meeting in May 2017 in Hargeisa. The capacity support provided to the target districts has significantly improved the districts capacity to lead the processes. The Mayor of Borama, Mr Mohamed Hussein MayDhane describes how his district is using the District Development Framework process to articulate a vision for the district and to anchor the vision in the communities needs while linking it with the overall strategic priorities of Somaliland; ***"We are using three sources to input to our District Development Framework; the district profile, community engagement and the National Development Plan. The real strength of JPLG is that they have provided us with a framework for planning which brings connectivity and improves the relationship between district councils and communities, as well as with central government."***

Upcoming JPLG Events

Date/Timeline	UN Participating Agencies	Event or Milestone + short description	Joint Programme Donors/Partners (incl. government counterparts involved)
November 24- 28	JPLG/ILO	Validation of road sector decentralization strategy in terms of roles/responsibilities (central/local), legislative, funding and capacity building.	Ministries of Public Works (SL/PL), Ministries of Interior (SL/PL)
November 29 - December 1	JPLG/UNICEF	Boroma - Visit to the district to observe decentralized service delivery and community scorecard activities	Vice President/Champion's Office, Boroma district officials and staff, DANIDA Hargesia Head of Office
First week of December	JPLG/UNDP	Adaado - Enactment of the Draft Law of Local Government into Law	UNDP, Donors, Government of Galmudug
First week of December – Tentatively	JPLG/UNDP	Mogadishu - Validation workshop on National Local Government capacity development policy	UNDP, Donors, BRA
First week of December	JPLG/UNDP	Baidoa - Develop Standardized local government departmental structure for level “A”, “B” districts for decree by MOI and submission to Parliament.	UNDP, Donors, Government of Jubbaland
First week of December	JPLG/UNHabitat	Hudur - Launch of a Local Leadership and Management Training	UN-Habitat, JPLG Donors and Ministry of Interior of South-West State of Somalia
Second Week of December	JPLG/ILO	Promote local government procurement process through key messages aired in local media channels	ILO, Mogadishu Municipality, Chamber of Commerce, Business Community
December 10-11	JPLG/UNICEF	Mogadishu - Workshop to discuss civic education strategies and community scorecard activities	Ministry of Interior, Federal Affairs and Reconciliation, Ministries of Interior (Puntland, Jubbaland, Southwest state), Baidoa and Kismayo Mayors
Third week of December	JPLG/ILO	Undertake district-to-business dialogue workshops in each district to promote the business licensing reforms, update business communities on the process and advantage of the reform and seek commitment to comply and establishing business committees in each district for complaint handling	ILO, Mogadishu Municipality, Chamber of Commerce, Business Community
Last week of December	JPLG/UNHabitat	Submission of a Local Government Financial Management Manual	UN-Habitat, JPLG Donors and Ministry of Interior of South-West State of Somalia
Last week of December	JPLG/UNHabitat	Puntland - Endorsement of Urban Land Management Law	UN-Habitat, JPLG Donors and government of Puntland
Last week of December	JPLG/UNCDF	Launch the LDF Training Manual for the revised LDF modality	UNCDF, MoF, MoI Somaliland and Puntland
Last week of December	JPLG	Berdale - Election of a District Council in Berdale, South West state	JPLG, donors, international organizations, FMS, FGS
Third week of January	JPLG/PMU/UNICEF	Somaliland - Donors field mission to Service Delivery Models sites and municipalities in Hargeisa, Berbera, Borama	UNICEF, PMU Donors and government of Somaliland
Last week of January	JPLG	Launch of a new Phase of the programme	JPLG, donors, international organizations, FMS, FGS