



SOMALI NATIONAL LOCAL GOVERNMENT CAPACITY DEVELOPEMNT POLICY

FINAL

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FOREWORD

The Minister of Interior, Federal Affairs and Reconciliation of the Federal Government of Somalia wishes to extend his gratitude to the MOIFAR core Technical teams led by DG such as NLGI Director, Technical Advisors, UNDP/JPLG, International Consultant who developed this important Policy and the larger MoIs FMS, BRA, all Local Government Stakeholders and facilitating partners who contributed towards the development of this Policy. Indeed this National Local Government Capacity Development Policy would serve as a national guiding documents for the establishment of National Local Government Institute which will have branches in each Federal Member States and Banaadir Regional Administration – BRA/ Municipality of Mogadishu - MoM.

In addition, Establishment of National Local Government Institute is the top priority of the Federal Government of Somalia and we appreciate the input from the Federal Government Line Ministries, Ministries of Interiors of Federal Member States – FMS, Banaadir Regional Administration – BRA and other major stakeholders who have contributed throughout the process. As Federal Government we will ensure that this policy will be implemented as we agreed during the consultation of this policy and in-line with the federal system of the country.

Last but not least, as the Minister I would like to thank all those who provided inputs in their deep knowledge, insights, contributions and commitment during the development of this Policy.

Sincerely Yours,

H.E. Abdi Mohamed Sabrie

Minister of Interior, Federal Affairs and Reconciliation of the Federal Government of Somalia

1.0 INTRODUCTION

This policy provides guidance on local government capacity development in Somalia to enable local governments to perform their functions effectively. It will guide Government and all non-Government actors operating in Somalia to ensure that there is a coherent and systematic approach to enhancing capacity for local administration, governance and provision of services to the Somali people.

‘Local government’ refers to the administrative unit that is closest to people in a given locality.

‘Capacity’ is the ability of individuals, organizations or societies to manage their affairs by performing functions, solving problems and achieving set objectives in a sustainable manner. ‘Capacity development’ is the process through which this is brought about. It involves understanding past and present circumstances, learning from experience, adapting to new situations in creative ways, and building on existing capacities to establish more durable abilities over time. Capacity development facilitates formulation of enabling policies, legislation and development frameworks; establishment of effective institutions and systems; and enhancement of human knowledge, skills and competencies.

The Constitution of the Federal Republic of Somalia provides for three levels of government in the provision of services to the Somali people: The Federal Government of Somalia (FGoS), Federal Member State (FMS), and Districts. The Federal Member States are:

- 1) Puntland
- 2) Galmudug
- 3) Jubaland
- 4) South West
- 5) Hishabelle

This policy outlines the roles of each level in local government capacity development.

2.0 BACKGROUND AND CONTEXT

In the last ten years or so the Somali people, in partnership with development partners, have been trying to reverse the severe capacity shortages in local administration, governance and service delivery in Somalia, which emanated from the widespread collapse of public institutions due to the country’s long running instability and conflict.

These efforts which include different types of support to districts and local communities – e.g. service delivery, conflict resolution, reconciliation, systems and skills development, etc. – are ongoing and have registered improvement in local administration, governance and service delivery in many parts of Somalia. However, the reality is that most local governments in Somalia are largely dysfunctional due to inadequate resources, weak systems and severe shortage of suitably qualified personnel. Moreover, these gallant and well-meaning efforts have all along been made in the absence of government policy on local government capacity development. As a result, capacity development has not been uniform across and within Somalia’s local governments.

The basic challenge facing Somalia is how to establish effective local governments to address this state of affairs, especially when the different states that constitute Somalia’s federation are at different stages of development. This policy is critical to addressing this challenge because it directs how local government capacity development in Somalia should be approached.

3.0 OBJECTIVES OF THE POLICY

3.1 Broad Objective

This policy aims to transform local governments in Somalia into effective institutions for local administration, governance and delivery of services to the Somali people.

3.2 Specific Objectives

- a) To ensure that the capacity building provided to local governments in Somalia is coordinated and is in line with the country’s overall development vision, strategic goals and objectives.
- b) To ensure that local governments in Somalia have a well-organized and coordinated system of training that produces a competent human resource with the right knowledge, skills and attitude.

4.0 APPLICATION OF THE POLICY

This policy applies to: 1) All Federal Government and Member State Ministries, Departments and Agencies (MDAs) with decentralized mandates and functions; 2) Banaadir Regional Administration 3) Districts and lower level local governments; 4) Development partners; and 5) All other stakeholders involved in developing capacities for local administration, governance and service delivery in Somalia.

Effective implementation of the policy will require close coordination among all Federal and Member State MDAs with decentralized mandates and functions.

5.0 APPROACH TO CAPACITY DEVELOPMENT

The capacity of the Federal Government of Somalia (FGoS), Member State Governments and Districts will be developed to enable the three levels of government to carry out their constitutional mandate of ensuring effective local government administration, governance and service delivery in line with their respective mandates in Somalia's federal structure and decentralised framework.

Local communities, who are the main target of local service provision, will also be provided with targeted capacity building so that they understand their rights and obligations and participate effectively in their governance and service provision. This will be done by providing training and guidance to members of local user committees (e.g. water, primary health, primary education, etc.) so that they can participate effectively in their operation and maintenance for the benefit of their respective communities.

5.1 Federal Government

The Federal Government will be strengthened in formulating policies, legislation and reforms and providing effective oversight over implementation of the decentralization policy within Somalia's federal structure and decentralized framework. The Federal Government and Federal Member States will also be strengthened in data generation, analysis, dissemination and use to facilitate informed policy making, implementation monitoring and evaluation.

The Federal Government will provide local governments with the necessary financial resources, tools and equipment with which to perform their functions; in addition to strengthening their systems for implementing key government policies and reforms.

5.2 Federal Member States

Federal Member States will be supported to strengthen their capacity for guiding, backstopping and providing support supervision to Districts.

Areas that will be targeted for capacity development will include: policy making; legislation; general management; strategic planning; public expenditure management (i.e. planning, financial management, accounting, procurement, human resource management, monitoring and evaluation); coordination and partnership management; data generation, analysis, dissemination and use; capacity needs assessment; training needs assessment; and mentoring and coaching.

5.3 Districts

Districts will be supported by:

- a) Putting in place enabling policies, legislation, rules and guidelines to guide them in local administration, governance and service provision;
- b) Providing them with the necessary financial, human and material resources with which to carry out their functions;
- c) Developing and strengthening their systems for public expenditure management (i.e. planning and budgeting, financial management, accounting, procurement, human resource management, monitoring and evaluation), records management and supervision of public works – among others;
- d) Providing their staff and elected political leaders with the required knowledge, skills and competencies for performing their roles and functions, as well as for career development, and;
- e) Providing them with technical assistance to help them address their developmental problems, including mainstreaming gender issues in their development frameworks.

6.0 APPROACH TO LOCAL GOVERNMENT TRAINING

Training is a form of capacity development that is intended to impart knowledge, skills and competencies to staff. It can be routine in nature or targeted at improving performance, instilling professionalism and reorienting attitudes. Local government training will encompass all the above.

6.1 Objectives of Local Government Training

To provide the Federal Government of Somalia (FGoS), the Municipality of Mogadishu, Federal Member States and Districts with a coordinated and standardized approach to enhancing local administration, governance and service delivery in line with their respective constitutional mandates.

The Local Government Institute will be the primary instrument through which this will be achieved.

6.2 Beneficiaries of Local Government Training

The primary recipients of local government training will be local government staff, elected local leaders, local user committees (e.g. for schools, health centres, water facilities, etc.), members of

local government associations, and other stakeholders that play a part in enhancing local administration, governance and service delivery.

6.3 Principles Guiding Local Government Training

Local government training will be guided by the following core principles:

- a. Relevance and practice orientation
- b. Equitable access to training opportunities
- c. Enhancing job performance and career development
- d. Balancing individual and institutional needs

7.0 ROLES OF THE THREE LEVELS OF GOVERNMENT IN LOCAL GOVERNMENT TRAINING

This section describes the complementary roles of the three levels of government in providing training to local government.

7.1 Federal Government

The Federal Government will enact enabling policies and legislation, and formulate policy reforms to guide Federal member States, Districts and various stakeholders operating in the local government system.

The Federal Ministry responsible for local government will perform the following functions with respect to local government training:

- a) Set national training policy, curriculum, standards and guidelines;
- b) Guide State governments on implementation of national training policy, legislation, standards and guidelines;
- c) Coordinate with relevant Federal Government Ministries, Departments and Agencies on local government training and capacity development;
- d) Provide State and local governments with technical backstopping, guidance and support on training and capacity development;
- e) Advise the Federal Government on all matters relating to local government training and capacity development in consultation with Federal Member States.

7. 2 Federal Member States

Federal Member State Governments, through their Ministries of Interior, will be responsible for capacity building, including training, of local governments in their areas of jurisdiction. Specifically, they will:

- a) Implement policies, laws, regulations and guidelines on local government issued by the Federal Government;
- b) Set policies, laws, regulations and guidelines on local government in their areas of jurisdiction, which are consistent with the Federal Constitution as well as policies, laws, regulations and guidelines issued by the Federal Government;
- c) Provide local governments in their areas of jurisdiction with technical backstopping, guidance and support;
- d) Provide support to Local Government Institute (LGI) training activities in their areas of jurisdiction;
- e) Monitor, evaluate and support training of local governments in their areas of jurisdiction in line with policies, curriculum, standards and guidelines issued by the Federal Government;
- f) Contract local government training providers in their areas of jurisdiction;
- g) Advise the Federal Government on all local capacity development activities, including training, in their areas of jurisdiction.

7. 3 Districts

Districts shall be responsible for local governance and service delivery in their areas of jurisdiction and will undertake the following activities with respect to training:

- a) Formulate and implement their own development plans to reflect local development needs and aspirations, basing on National and State policies, legislations, reforms, regulations and guidelines;
- b) Develop their own training plans and implementing them in partnership with the Local Government Institute; other training providers recruited through open, competitive bidding based on guidelines issued by their relevant State Ministries; or other specialized training institutions approved by the relevant State Government ministries;
- c) Supervise other training providers (e.g. universities, schools, institutes, firms, individuals, etc.) that may undertake local government training in their areas of jurisdiction;
- d) Monitor and evaluate the training provided to local governments in their areas of jurisdiction;

- e) Report regularly to their respective ministries at Federal Member State level that are responsible for local government capacity development.

8.0 THE SOMALI LOCAL GOVERNMENT INSTITUTE

The Somali Local Government Institute (LGI) shall be the national institution responsible for providing standardized training to local government officials, both technical and elected leaders. While there will be other training providers such as universities, specialized schools and institutes, NGOs and other qualified trainers, the LGI shall have primary responsibility for training local government officials using a curriculum approved by the Ministry responsible for regional administration and local government. This is intended to ensure that training provided to local government officials enhances local administration, governance and service delivery in a coordinated manner for the benefit of the Somali people.

The LGI shall extend its to other stakeholders such as local development and service user committees (e.g. water, primary health, primary education, etc.) to facilitate skills development in service delivery at the local level. The LGI may partner with other suitable providers in providing training services.

8.1 Role and Function of the Local Government Institute

The mandate of the LGI shall be to build the capacities of local government personnel and leaders in order to support national development efforts.

The mission of the LGI shall be to provide quality in-service training to local government personnel and leaders in order to enhance local leadership, administration, governance and service provision.

8.2 Structure of the Local Government Institute

The LGI structure shall reflect Somalia's federal structure and decentralized framework as follows:

- 1) The LGI shall fall under the ambit of the Federal Government Ministry responsible for local government administration, governance and service delivery.
- 2) It shall have a national Local Government Institute Head-Quarter and training centres in each of the Federal Member States and Banaadir Regional Administration.
- 3) It shall have a multi-stakeholder Governing Board comprising:

- a. Director General of the Federal Ministry of Interior, Federal Affairs and Reconciliation of Federal Government of Somalia (Chair);
- b. Director General of the Ministry of Education, Culture and Higher Education of the Federal Government of Somalia.
- c. Director General of the Ministry of Labour and Social Affairs of the Federal Government of Somalia.
- d. Director General of the Ministries of Interior of the Five Federal Member States of (Puntland, Jubaland, South West, Galmudug and HirShabelle);
- e. A representative of Banaadir Regional Administration – BRA/ Municipality of Mogadishu.
- f. LGI Director, who shall be an ex-official member of the Board.

8.3 Role of the LGI Governing Board

The Governing Board will provide the LGI with oversight, policy direction and support. Its specific roles and functions shall be:

- a. Promoting the Institute and its activities.
- b. Approving the Institute’s policies, programmes, plans and budgets and overseeing its operations.
- c. Supervising the Director in the performance of his/her duties.
- d. Approving the Institute’s training curriculum.
- e. Ensuring accreditation of the Institute’s training programmes.
- f. Monitoring the Institute’s training and assessing its impact.
- g. Ensuring that the Institute operates in line with the Federal Government’s policies, legislation and development frameworks.
- h. Linking the Institute with its key stakeholders i.e. Federal Government, Federal Member States, local governments, associations of local governments, development partners and academia and development partners.
- i. Advising the Federal Government Ministry responsible for local government on local government training and capacity development.

A legal instrument shall be developed which shall define the Institute's corporate identity, its powers and functions, and its relationship with other agencies of Government at Federal and Member State level.

8.4 The NLGI Director

The Director shall be the chief executive and accounting officer of the LGI. He/she will be appointed by the Civil Service Commission on contract, through an open competitive process, He/she shall report to the LGI Governing Board and shall be responsible for the following in the performance of his/her duties:

- a. Implementing Governing Board policies and decisions.
- b. Providing strategic leadership to the Institute to ensure that it realizes its vision, mission, goal and objectives.
- c. Managing the Institute on a day to day basis.
- d. Spearheading development and effective implementation of the Institute's strategic and annual plans.
- e. Ensuring effective delivery of the Institute's training programmes basing on set standards.
- f. Ensuring regular review of the Institute's training curriculum and programmes.
- g. Ensuring effective utilization of the Institute's human, financial and material resources.
- h. Accounting for utilization of the Institute's resources.
- i. Representing the institute to its stakeholders, external clients and the general public.
- j. Setting in place effective systems and ensuring that they are operating effectively.
- k. Scanning the external environment for opportunities that can be exploited by the LGI.
- l. Ensuring that the Institute operates in line with government policies, legislation and development frameworks.
- m. Providing regular reports on the institute's performance, including the Institute's Annual Report, to the Governing Board and other bodies as may be required by law.

9.0 OTHER PROVIDERS OF LOCAL GOVERNMENT TRAINING

Other entities that are capable of providing training to local governments shall be eligible for engagement to complement the activities of the Local Government Institute. These comprise:

- a) Specialized training institutions at Federal and State level;

- b) Other training providers such as universities, schools, institutes, firms and highly skilled individuals.

Both types of providers shall be selected through open, competitive basis.

10.0 ROLE OF DEVELOPMENT PARTNERS

Development partners have played a key role in enabling Somalia to register the successes it has made in stabilizing the country, supporting local administrations, and enhancing governance and service delivery. The Federal Government of Somalia requests development partners to continue to support the country in those and associated areas, with specific reference to:

1. Fundraising.
2. Technical assistance.
3. Provision of infrastructure, tools and equipment.
4. Institutional and systems development.
5. Human resource development.
6. Other areas that are mutually agreed with Government.