



MINISTRY OF INTERIOR, FEDERAL AFFAIRS & RECONCILIATION
FEDERAL REPUBLIC OF SOMALIA

POLICY FRAMEWORK FOR PARTICIPATORY FEDERALISM & DECENTRALIZATION IN SOMALIA

Decentralization Policy

ABBREVIATIONS

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| FGS | Federal Government of Somalia |
| FMS | Federal Member States |
| GoS | Government of Somalia |
| IMF | International Monetary Fund |
| IDP | Internally Displaced People |
| JPLG | Joint Program for Local Governance |
| MOECHE | Ministry of Education, Culture and Higher Education |
| MOF | Ministry of Finance |
| MOH | Ministry of Health |
| MOIFAR | Ministry of Interior, Federal Affairs and Reconstruction |
| SNSA | Somalia National Security Architecture |
| SNDISAP | Somali National Decentralization Implementation Policy and Action Plan |
| SPF | Somali Police Force |
| SWAp | Sector Wide Approaches |
| UNDP | United Nations Development Program |
| UNSOM | United Nations Assistance Mission to Somalia |
| WASH | Water, Sanitation and Hygiene |
| WB | World Bank |

PREAMBLE

The National Decentralization Policy (herewith “The Policy”) provides the framework to achieve substantive decentralization. It aims to define the contours, nature and scope of our decentralization and its impact on public service delivery in order to provide the citizens of the country voice, accountability and equitable access to public services.

The Policy describes the Federal Government’s overall vision and objectives for decentralization in the long term and lays out tasks and activities which can be carried out to enable some substantive and effective transfer of responsibilities over the next five years (Horizon 2025). The policy, therefore is the first step in a process which will transform the way political, administrative and decisions are taken in the Federal Republic of Somalia. Decentralization aims to address some of the root causes of the conflict that crippled our Republic over the past thirty years.

The concepts and policies espoused by the Policy are enshrined in international law, they reflect the international and bilateral agreements which have been made by the Federal Republic of matters of Governance and the protection of the human rights of all citizens of Somalia, independently of gender, clan identity, and age.

This policy while laying the foundation for a radical institutional transformations aims to offers elements of continuity. It was not borne in a vacuum, instead it is rooted in the country’s institutional history and aims to incorporate all the good work that has been carried out during the transition. Accordingly, this Policy respects the principles highlighted in both the Provisional Constitution and the current draft of the new constitution (in particular the principle of subsidiarity), all international conventions to which the Federal Republic of Somalia is a party, especially with regards to respecting human rights and rights of minorities, principles of good governance. Additionally, the Policy has taken into account previously approved national strategies which may have an impact to decentralization.

The policy was informed by a number of studies and analyses in the domain of administrative and financial decentralization, the elaboration of reports regarding the assessment of the capacities of local public administration authorities, the expert reviews of the existing legal frameworks in the domain of organization and activity of the local public administration, which constitutes a wide factual basis for this Policy.

The Government is committed to develop this Policy transparently, ensuring the participation of all concerned parties, including institutional representatives of Federal Member States, representatives of local governments – where they already exist- civil society representatives and development partners. MOIFAR will also seek to involve from an early stage representatives of the Federal Parliament, and stakeholders involved in the constitutional drafting process due to culminate in 2020.

WORKING DEFINITIONS

Accountability: A key requirement of good governance, which is applicable to public and private sectors, as well as civil society organizations. It is the ability to hold decision makers at different levels responsible for their performance.

Administrative Decentralization: Administrative Decentralization is the transfer of responsibility for the planning, financing and managing of certain public functions from the central government and its agencies to field units of government agencies¹.

Consensus Building: Also known as collaborative problem solving or collaboration) is a conflict-resolution process used mainly to settle complex, multiparty disputes².

Equity and All-inclusiveness: A society's well-being depends on ensuring that all its members feel that they have a say in it and do not feel excluded or marginalized from the mainstream of society. Fulfilling this expectation requires that all groups, but particularly the most vulnerable, have opportunities to improve or maintain their well-being.

Effectiveness and Efficiency: decentralized governance implies that institutions and processes produce results that adequately meet the priorities of citizen-clients while making the best and most cost-effective employment of scarce public resources.

Empowerment: :enabling people to make decisions on issues affecting their welfare.

Fiscal Decentralization: Fiscal decentralization involves shifting some responsibilities for expenditures and/or revenues to lower levels of government.³ This may be done through the delegation of revenues for a certain function or through the use of grant mechanisms.

Deconcentration: Deconcentration is a term used to describe the process whereby a central organization transfers some of its responsibilities to lower-level units within its jurisdiction⁴.

¹ There are multiple levels of administrative decentralization, among them deconcentration, devolution and delegation.

² Consensus means overwhelming agreement. And, it is important that consensus be the product of a good-faith effort to meet the interests of all stakeholders. The key indicator of whether or not a consensus has been reached is that everyone agrees they can live with the final proposal; that is, after every effort been made to meet any outstanding interests. Like every element of a political settlement, decentralization and its implementation will require broad consensus, which will have to be constructed with discussions over time. Building consensus around the decentralization framework is of paramount importance. Consensus building involves 5 steps: first convening

³ One important factor in determining the type of fiscal decentralization is the extent to which subnational entities are given autonomy to determine the allocation of their expenditures. The assignment of revenues and the grant mechanisms from the federal level to lower levels of government may result in changes in the share of the public sector in overall governmental funding, in the stability of funding of services, and in the relative amount of funding available for specific types of services. These changes may differ in their effects on rich and poor geographical areas and may be linked to local revenue raising capacities and the relative provision of funds by the central and local governments.

⁴ It represents the weakest form of decentralization. Some argue that this is not even part of decentralization because the shift in responsibility simply takes place within the central government hierarchy.

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| Delegation: | the delegation (or assignment) of some or all decision and operational responsibility to lower levels of government. Delegation can be temporary or permanent, and specific to a given tasks. |
| Devolution: | the transfer or delegation of power to a lower level, especially by central government to local or regional administration ⁵ |
| Institutional Framework: | The framework which defines the roles of different branches and levels of government, and defines, as well, the allocation of responsibilities to various levels of government. |
| Legislative Branch: | describes the councils, at federal and Federal Member State-level, which formulate laws for the Federal Government and Federal Member States. |
| Legal Framework: | the laws and regulations governing the organization of a given sector or function and the specific national policy instruments used to implement such framework, such as national development plans, established to implement a strategy. |
| Political Decentralization: | signifies the transfer of policy and decision-making authority over a one or multiple government functions to lower levels of government ⁶ . |
| Political Participation: | includes a broad range of activities through which people develop and express their opinions on the world and how it is governed and try to take part in and shape the decisions that affect their lives ⁷ . |
| Representative Democracy: | Representative democracy, also known as indirect democracy or representative government, is a type of democracy founded on the principle of elected officials representing a group of people, as opposed to direct democracy. In it the power is in the hands of the representatives who are elected by the people. ⁸ |
| Responsibility: | all levels of government are responsible for ensuring the smooth, efficient, and effective implementation and management of decentralization programs and activities. |
| Residual Powers: | power held to remain at the disposal of a governmental authority after an enumeration or delegation of specified powers to other authorities. |
| Responsiveness: | decentralized good governance requires that institutions and processes serve all stakeholders within a reasonable timeframe. |

⁵ the strongest form of administrative decentralization. It involves the transfer of powers for decision making, finances, and management from the central administration to local governments, usually entities with locally elected organs and clearly defined territorial responsibilities.

⁶ Political decentralization signifies a reduction in the authority of national governments over policymaking. The aim is to improve and enhance the participation of the population in political decision-making. It implies that locally elected authorities must bear more responsibility to those who have elected them and better represent local interests in political decision-making processes. Political decentralization implies a transfer of responsibility to local governments, but not necessarily the transfer of resources.

⁷ Participation by men, women and children is an important cornerstone of decentralized good governance and can be enacted either directly by individuals or indirectly through legitimate intermediary institutions or representatives. Participation requires that involved actors be informed and/or enlightened about their rights and responsibilities and that they be organized, a requirement which implies reasonable freedom of association and expression.

⁸ Included in this principle is that officials are elected by a majority of people within a defined geographical area based on the outcomes of just, free, fair, reliable, and transparent electioneering and elections, and acceptance by all stakeholders of the results thereof

Rule of Law: availability of fair legal frameworks that are enforced impartially and requiring strict observance of fundamental human rights and freedoms and their protection importantly. It also requires an independent judiciary committed to the speedy, impartial administration and dispensation of justice and incorruptible law enforcement apparatus.

Subsidiarity: the principle that 'power is given to the level of government where it is likely to be most effectively exercised' (article 50(b) of the Provisional Constitution and retained in the current draft of the new constitution .

Transparency: decisions made and their enforcement are done in a manner that strictly adheres to prevailing rules and regulations and in such a way that reliable, wholesome, factual, timely, easily understood information is freely available and directly accessible to those who will be affected by such decisions and their impartial enforcement.

1. SITUATIONAL ASSESSMENT – DESCRIBING THE CURRENT SITUATION.

In this section we lay out the current situation of the country as well and the circumstances in which the Policy has been developed, In section 1.1 we provide the background and context, and in section 2 we highlight the situation regarding the different dimensions which will be addressed by the current Policy.

1.1 Context and Background

The current political, economic and social situation of the Federal Republic of Somalia is a direct consequence of thirty years of civil war and the absence of functioning institutions. Following the collapse of Siad Barre's government in 1991, a long civil war devastated the economy, infrastructure, and public institutions and created a huge loss of human capital. This impact has been aggravated by climate shocks affecting agriculture and livestock which, together, account for the largest share of GDP.

Over the past several years the country has begun a careful path to reconciliation, the restoration of public institutions and the resumption of economic activity. Progress has been significant, but the situation remains challenging. During reconciliation negotiations among different stakeholders, a consensus emerged that the highly centralized dictatorial governance of the Syed Barre contributed to the disintegration of the country, as large parts of the Somali population were prevented from participating in the determination of their political, economic and social well-being, and worse, were targeted for violent repression.

When the provisional constitution was adopted in 2012, the country was confronted with a situation characterized by:

- Insecurity, due to the presence of terrorist elements focused on opposing the development of a prosperous Somalia;
- A challenging geo-political environment, with war and instability occurring close to its external borders;
- Difficult climatic conditions and dramatic environmental deterioration which have result in extreme cataclysm such as desertification, drought and floods;
- Continued uncertainty regarding the administrative territorial divisions within Somalia;
- Destroyed infrastructure;
- Dislocated public service systems;
- Displaced and traumatized populations;
- A deeply divided society.

Over the past several years, Somali society has worked hard to reconcile, and this has allowed important developments in the institutional, political and social life of Somalia.

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Specifically,

- Since 2012, the country held Federal-level elections and ensured peaceful transfer of power from one elected president and administration to another. Successive governments, with the assistance of the international community, have successfully reclaimed large portion of its territory from the terrorist Al-Shabab group.
- Public institutions are being restored, not just by reestablishing a functioning government at the central level but also by extending political decentralization by creating new member states in areas in which they did not exist. Thus, in addition to already established federal member states, five new additional member states were created in Hirshabelle, Galamadug, Jubbaland and the Southwest state. Each of these Federal Member States has carried out successful elections for President and Parliament. Moreover, in some parts of the country (most notably in Puntland and the Banadir Regional Administration), a third level of government, the district or municipality, completes the institutional framework.
- Public administration is being restored and reorganized and, despite its delapidated state, has been a central pillar of the country's rebirth after the civil war. The country is successfully creating a legal and regulatory infrastructure which will enable the establishment of an administration capable of implementing public Policy and strengthening the equitable provision of public services across the territory.
- Some of the Government's physical infrastructure, which was severely damaged is being rebuilt, and special emphasis is being given to ensure that citizens are receiving improved services.

Consequently, just seven years after the approval of the provisional constitution, the government of Somalia is methodically laying the foundation to the rebirth of the country, although the situation remains challenging.

- Annual growth rate over the past seven years has averaged between 3 percent and 7 percent per year;
- The poverty rate (percent of the population below \$1.90/day, 2011 PPP is estimated at 69 percent, the sixth highest in the world. Among internally displaced Somalis the poverty rate is 74 percent;
- In the UNDP's multidimensional poverty index score of "intensity of deprivation," Somalia ranks last;
- One of the most drought-vulnerable countries in the world, Somalia went through a punishing drought between 2015 and 2017 leaving over 20 percent of the population "food insecure"; In 2019 drought has returned to Somalia.
- Somalia is working to resolving its arrears to the IMF, which it has carried for over three decades—the second-longest period of protracted arrears (after Sudan) in IMF history—rendering it ineligible to receive financial assistance from the IMF or the World Bank Group.

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- Along with Afghanistan, Somalia has seen the greatest intensity of prolonged civil war since 1980⁹. While the security situation has markedly improved, the country continues to be weakened by recurrent violence.
- The unemployed youth population (about 67 percent) is a significant contributor to state fragility. In addition to irregular migration patterns, unemployed youth are also prime targets for extremist recruitment.
- Revenue Generation remains insufficient to address the country's reconstruction needs. A recent assessment of the resource requirements for the basic services that countries need to reach the Sustainable Development Goals concludes that the minimum amount of targeted resources is around \$270 to \$350 per capita for low-income countries. Somalia remains dependent from support from the international community to fund these critical humanitarian and development needs.
- Somalia's diaspora is estimated to remit nearly twice the level of official development assistance and five times the level of humanitarian aid annually. Remittances account for about one-third of GDP, roughly equivalent to government revenues, and help to support livelihoods for an estimated 40 percent of the population. Remittances also help finance Somalia's large trade deficit, paying for a sizeable portion of imports.

The National Development Plan, set to begin in 2020 highlights the Government's intention to focus on political stabilization, rebuilding state institutions, improving economic resilience, and reducing poverty. Sustainable peace and economic development require that the country be able to rely on a coherent, well established institutional framework. To achieve this goal, from a political and administrative perspective, the Somali governance system must address some key dysfunctions by:

- (i) Increasing the participation of individuals across the territory of Somalia in the country's political, economic and social life;
- (ii) Allowing local populations to participate in the planning and implementation of programs which address their needs;
- (iii) Ensuring that all citizens are able to have access to quality basic services which are essential to their personal well-being and that of their families;
- (iv) Allowing for a portion of locally generated revenues to remain in the region where they have been raised;
- (v) Ensuring equity in political, economic and social representation, access to public services and availability of opportunity.

Failure to achieve such outcomes could lead to increased inequality and lay the foundations for resentments and conflict.

Decentralization: Responsiveness and Subsidiarity

⁹ Source: Center for Systemic Peace's "Major Episodes of Political Violence".

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There are two guiding principles that are often cited as providing the basis for decentralization: the one is responsiveness and the other subsidiarity. The principle of responsiveness presumes that governments lower in the hierarchy are closer to the people and therefore, ipso facto, more responsive to their needs. The principle of subsidiarity is a sub-set of the principle of responsiveness, but approaching functional assignments from the point of view of technical capability to deliver. It states that when a service or function can be delivered equally well or better at a lower level, then it need not be delivered at a higher level.

The principle of subsidiarity is often quoted as the basis for functional assignments in top down initiatives for decentralization. However, in practice, the principle is often not implemented. This happens for several reasons. Line departments that have long handled vertically integrated systems for service delivery often successfully argue that local governments lack the capacity to perform and thereby dilute the exclusive assignment of functions, through retaining concurrent or oversight powers. Therefore, a half-way house of functional assignment design is put in place, where formally, authority and responsibility for service delivery is devolved upon local governments, but, in practice, line departments retain concurrent powers, or retain the prerogative of posting their staff to the local governments and retaining supervisory control over them. This is usually an unsatisfactory state of affairs, but it often continues for long periods. Such dual responsibilities dilute accountability mechanisms and create their own dynamics of inter-institutional relationships.

1.2 Status of Decentralization Implementation Arrangements

The Provisional Constitution (2012) clearly provides for the barebones of a federal state with a greater room for the political contestations, mediations and negotiations towards an organically evolving indigenous model of federal polity and governance in Somalia. Particularly, the ongoing process of constitutional review in Somalia presents a unique opportunity to discuss, debate and agree on incorporating corresponding strategic, legislative and institutional mechanisms meaningfully translating the envisioned federal framework into a functional federal model which is sensitive to the dynamics of dispersed power-relations at national, sub-national and local levels.

The Provisional Constitution details how the allocation of powers and responsibilities must take place. It gives effect to the principle of subsidiarity in article 50(b), namely that the power must be given to the level of government where it is likely to be most effectively exercised. Other than foreign affairs, national defence, citizenship and immigration and monetary policy (which are themselves premised on the principle of subsidiarity), the allocation of powers and resources are left for negotiation and agreement with the Federal Member States. It does, however, provide some guidance as to shared responsibilities in respect of certain powers¹⁰.

¹⁰ Article 53 calls for cooperation on matters of Water resources; Agriculture; Animal husbandry (d) Pasture and forestry; (e) The prevention of erosion and the protection of the environment;(f) Health;(g) Education;(h) Relations and dialogue amongst traditional leaders, and the protection and development of traditional law;(i) Relations amongst religious scholars; (j) Youth.

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Negotiations in fleshing out the issues of negotiations have been slow. However, negotiations with the Federal Member States have progressed since February 2020 and Annexure 2 records the extent of the understanding so far on the allocation of powers to be included in the new constitution. This allocation combined with the constitutional principle of subsidiarity provides the overall policy framework for decentralization.

This Policy Framework for Decentralization – developed by FGS MoIFAR in coordination with its counterpart agencies in FMS¹¹ will assist the stakeholders in getting more clarity on the decentralization process. Some sectors have advanced in developing sectoral decentralization policies and are at a more advanced stage of implementation.

1.3.1 Governance Challenges

There are four key challenges that are affecting the choice of governance model in the Republic of Somalia:

- First to improve the country's security situation to allow for an improved environment for Somali citizen to engage in social and economic activities capable to foster sustainable development;
- Second, to offer Somalis greater/inclusive participation and representation in government. There is strong demand for democratic participation – people want to elect their local, regional, and national leaders. Greater local democratic participation will provide a safeguard against under-representation in national politics;
- Third, to formalize and render Governance in Somalia more transparent. Instead on governance relationships shaped by customs and tradition, the government will now operate on a formal and transparent system of laws and regulations. The citizen will know how to interact with government, her/his rights and responsibilities.
- Fourth, to provide Somalis across the territory more equitable access to public resources, and in particular greater access to government services.

Decentralization: Towards Allocative Efficiency

In political sphere, decentralization demands the transfer of policy, legislative and executive powers from federal government to autonomous provincial assemblies and from provinces to elected district/local governments. According to research conducted in Philippines and Uganda, several conditions must be met before the full benefits of decentralization can be reaped. First, for decentralization to increase allocative and productive efficiency, local governments need to have the authority to respond to local demand as well as adequate mechanisms for accountability. Second, functions need to be devolved to a low enough level of government for allocative efficiency to increase as a result of decentralization. Third, citizens should have channels to communicate their preferences and get their voices heard in local governments. Citizens need to have information about government policies and activities.

¹¹ The agencies who have been part of the development of these policies include:

1.3.2 System of Government

To respond to these challenges, the Republic of Somalia has opted for a **federal system of government** that maintains a unitary structure but devolves a number of responsibilities to lower levels of government. Federalism is considered an appropriate development model since it provides all member- states with stronger defense capacity against external threats and increases the economic development's sustainability by creating a larger trading zone and labor pool.

From the voice and accountability standpoint, citizens of federal states are given greater opportunity to participate in political developments through the election of multiple layers of authorities. Given Somalia's complex clan system, within the federal system different communities will be able to have a significant say in how certain government functions are carried out, reflecting their social and cultural sensibilities.

1.4 Legal, political and theoretical foundation of the decentralization

The process of decentralization has legal, political and theoretical foundations, which are based on the specific circumstances of Somalia and best international practice.

1.4.1. Legal and Political Foundations

This decentralization Policy framework emanates from the commitment of the governments of Somalia to empower its people to determine their destiny. In addition, the Policy has its foundations in the fundamental laws of the country as well as in the political and administrative pre-dispositions the government has already taken as follows:

- (i) The Constitution, which highlights that the Government of the Federal Republic of Somalia is composed of FGS and FMS and at the level of the FMS - local governments.
- (ii) Acceptance of the principle of power sharing as expressed in the "Wadajir Framework"¹² The decentralization Policy will reinforce power sharing by ensuring that the Somali people themselves are empowered to shape their political, economic, and social destiny.
- (iii) The development of selected sectoral strategies which define the areas of responsibilities between the Federal Government and Federal Member states and in turn, where applicable, between federal member states and local governments.
- (iv) The work carried out by the Federal Ministry of Interior and Federal Affairs and Reconciliation (MOIFAR) and Ministries of Interior in Federal Member States, which are responsible for the

¹² A National Framework for Local Governance, so called the Wadajir Framework ("Wadajir" in the Somali language meaning "unity" or "partnership"), was developed in 2016. It focused on key elements of the Stabilization Policy, such as promoting community social healing/reconciliation and supporting peace committees. The framework, however, goes further by providing a sequence and additional steps for the establishment of functioning permanent local government councils and administrations.

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administration of Local Governments and have initiated a consultative process to ensure ownership and coordination in decentralization activities.

1.4.2 Theoretical Foundation

Against the backdrop of these challenges and in light of the political, economic and theoretical foundations, Federal Republic of Somalia aspires to a decentralization Policy that will assist to:

- Provide better services to citizens: Within the Federal Republic of Somalia Government structures, where they exist, are perceived to be far away from citizens. It is the wish of the citizens and intention of the Government to ensure that all Government services are accessible to all citizens and of acceptable quality.
- Enhance citizens' empowerment and participation: Enable citizens to actively participate in governance and service delivery activities and take responsibility for their own development. Somali must have power to demand quality services.
- Facilitate job creation, food security and poverty reduction; The concerns for reducing unemployment, increase food security, improve rural livelihoods and eradicate poverty, are overwhelming. Decentralization is considered to be a good mechanism to respond to such multi-sectoral challenges that often require local solutions.
- Promote equitable local development: The Government appreciates that the economic growth that is likely to result from the resumption of the country's institutional, economic and social life must benefit many ordinary Somalis. Decentralization must be used as an instrument for rural development and equitable growth by re-focusing public investments to local issues while Central Government focuses on issues of Policy and strategic nature.
- Expand public sector reach and reduce its inefficiency: The Governments of the Federal Republic of Somalia acknowledge the need to increase the reach of the public sector across the territory, improve productivity of its human and capital resources and improve public financial management, including ability to provide more and better services with less resources. Decentralization is a mean to extend more and better services to citizens.
- Facilitate locally beneficial regional and international cooperation: The Government of Somalia, at every level, is keen to ensure that Somalis directly and productively benefit from regional and international cooperation initiatives⁴. Decentralization must ensure that the Federal Republic of Somalia's local development concerns i.e. youth employment, cross-border movement of labor and goods, climate change and food security, education and skills, are given priority in regional and international platforms.

2 VISION, MISSION AND OBJECTIVES OF THE POLICY

In highlighting our vision, mission and objectives for this Policy Framework, we clarify our intentions and define the method in which we will strive to achieve impactful decentralization capable to deliver better security and basic services to our citizens.

2.1 Vision and Mission

The basis of the Vision of the Government for decentralization is the aspirations of the Somali people for security, good governance and socioeconomic transformation, and is intended to facilitate the realization and sustainability of the Constitution and the ninth National Development Plan.

2.1.1 Vision

“The development of an institutional system which fosters the fulfillment of the ambitions of economically empowered and politically active citizens, who are able and motivated to solve their own problems, feel that Government is closer and accountable to them, and are satisfied with the delivery of public services”.

2.1.2 Mission

To promote political stability, faster and more equitable development and service delivery, increase opportunities and enhance citizens’ participation in governance and service delivery in the Republic of Somalia”

2.1.3 Horizon

The Policy’s long-term horizon is approximately twenty-years, or 2040. This document, however, focuses in detail on the implementation of the initial phase, namely the period of 2020-2024, the focus of the current development plan.

2.2 Objectives of the Decentralization Policy

The purpose of the National Decentralization Policy is to contribute to restoring the country’s stability and security, as well as to reduce poverty, promote equitable local development and enhance participatory governance, by transferring functions, responsibilities and resources for service delivery to local authorities and empowering citizens to actively participate in all service delivery processes.

In order to realize this goal, the following strategic objectives will be pursued:

- (i) To enable and reactivate local people to participate in initiating, making, monitoring decisions and plans that concern them taking into consideration their local needs, priorities, capacities and resources by transferring power, authority and resources from central to local government and lower levels.

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- (ii) To strengthen accountability and transparency in Somalia by making local leaders directly accountable to the communities they serve and by establishing a clear linkage between the taxes people pay and the services that are financed by these taxes.
- (iii) To enhance the sensitivity and responsiveness of public administration to the local environment by placing the planning, financing, management and control of service provision at the point where services are provided and by enabling local leadership develop organization structures and capacities that take into consideration the local environment and needs.
- (iv) To develop sustainable economic planning and management capacity at local levels that will serve as the driving motor for planning, mobilization and implementation of social, political and economic development to generate employment and alleviate poverty.
- (v) To enhance effectiveness and efficiency in the planning, monitoring and delivery of services by reducing the burden from central government officials who are distanced from the point where needs are felt, and services delivered.

With the above objectives the government of Somalia is using decentralization as an instrument for people's political empowerment, a platform for sustainable democratization, a structural arrangement for mobilization of economic development energies, initiatives and resources and as a weapon for people's reconciliation, social integration and well-being. Overall decentralization is seen as a vehicle for the promotion of a culture of good governance in the country (political, economic, civic and managerial/administrative good governance). The hope for the development of Somalia lies in the will and power of its people. The decentralization Policy is intended to give the power to the people and enable them to execute their will for self-development.

It is hoped that decentralization will create institutions that are not only democratic, accountable and transparent but also efficient and effective in-service provision and community development.

2.2.2 Specific Objectives of the Decentralization Policy

The specific objectives of the Policy are to:

- Define a clear and transparent institutional infrastructure for inter-governmental relationships and the development of accountable institutions at the subnational level.
- ensure quality and accountable service delivery at local levels;
- increase citizens' access to public services;
- increase participation of citizens and non-state organizations in governance and service delivery;
- promote equitable economic development;
- promote livelihood and economic security;
- Strengthen the Government's capacity to assist in generating meaningful employment, with special concerns for young people, women and disabled people.
- Enhance local autonomy by ensuring that local government institutions are sustainably capacitated

- and organized with a strong collective voice;
- Promote the preservation of national values, identity and unity by re-positioning traditional institutions in the context of a modern, vibrant African State;

3. ALLOCATION OF POWERS

Allocation of powers under the National Decentralization Policy must always be informed by the Constitutional framework and principles, a comparative analysis of international good practices and the discussions and negotiations carried out in 2019 and 2020 between the Federal Government of Somalia and the Federal Member states resulting in the current understanding on the allocation of powers set out in Annexure 2. .

3.1 Allocation of power in the Provisional Constitution

In the Somali version of Federalism, as described in the Provisional Constitution, power is divided between a Federal Government and Federal Member States and a third level of government – local government - under the responsibility of the Federal Member States. The Provisional Federal Constitution does not define the responsibilities of the Federal Government vis-à-vis the local governments.

The Provisional Constitution specifically grants a number of exclusive powers to the federal government and identifies a framework for the subsequent negotiations associated to other powers. The Provisional Constitution further identifies areas where the Federal Government and Federal Member States have concurrent powers, namely functions that they are meant to share. Given the growing complexity of government actions, concurrent power is difficult to manage, as each sector of activity of the government may have very specific power-sharing modalities by the state. The current understanding arising from negotiations between the Federal Government and the Federal Member States recorded in Annexure 2 go a long way to giving effect to the principle of subsidiarity while retaining differentiated responsibilities within concurrent areas of competence.

The Provisional Constitution of the Federal Republic of Somalia makes reference to decentralization in the following elements.

- Art 52 lists shared powers of both the federal government and federal member states. The underlying rationale for requiring the FGS to collaborate with FMS is that there is a public interest in maintaining elements in some areas uniformity across the territory while enabling differentiated implementation depending on local circumstances.
- Article 54 provides for certain exclusive powers of the Federal Government. It specifically lists Foreign Affairs, National Defence, Citizenship and Immigration and Monetary Policy as matters over which the Federal Government has exclusive competencies. In the negotiations on new constitution, the Federal Government and the Federal Member States have arrived at an understanding based on the

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principle of subsidiarity that expands the list of exclusive powers of Federal Government – see Annexure 2.

- The Provisional Constitution does not refer to exclusive rights of Federal Member States, although there is a general consensus that Federal Member states have exclusive authority over those matters that exclusively affect the citizens of their territories.

3.2 Allocation of Powers based on Negotiations and Current Practice

The current policy arrives after almost seven years of executive, administrative and legislative activity under the Provisional Constitution. It is accordingly important that the policy adopt the good practices that have been developed thus far. Additionally, over the course of the past year, under the auspices of MOIFAR and the Ministry of Constitutional Affairs an understanding has been reached on the allocation of powers and responsibilities that constitute the framework for the policy.

The negotiations are occurring at two levels, in succession. First, between different agencies of the Federal Government of Somalia and the Federal Member States. Second, between the Federal Government and the Federal Member States.

3.3 Role of the Decentralization Policy in the definition of the allocation of powers

The policy lays out the general framework for the decentralization of power and lays out the process by which those institutional powers are organized. The allocation of powers between the central government and the federal member states will evolve over time, reflecting the institutional development of our nation. Nonetheless, a number of elements to this process are fixed and unmovable while others are subject to change.

Accordingly, the characteristics of our decentralized system of government emanating from this policy which are of foundational importance will be enshrined in the constitution of the Republic of Somalia.

Other elements, which are likely to change over time, will be reflected within sector-specific decentralization policies and will be subject to review and change through laws or decisions from the council of ministers. The elements that will be included as annex to the constitution can only be changed through a constitutional amendment. The sector specific decentralization policies will be approved by the council of ministers and will be subject to change through the same procedure.

The ongoing discussion of decentralization will be carried out within a well-defined institutional framework, centered around the intergovernmental committee on decentralization, led by the Federal Government's of Somalia MOIFAR and composed of representatives of relevant ministries in the Federal Member States¹³.

¹³ Insert names of relevant institutions.

4. Interaction between stakeholders at different Levels of Government

While the Constitution, laws, regulations and policies will provide a useful framework, the efficacy of the decentralization process, especially in the interim phase will depend on the capacity of different stakeholders to interact to resolve issues which may arise, especially in areas which have not yet been clarified. In this chapter we describe the framework in which this interaction will take place.

4.1 Residual Powers

While the constitution, pertinent laws and regulations, the national decentralization policy and the sectoral policies aim to be exhaustive and precise in the allocation of powers between different layers of government, there will be instances where specific powers, despite the best efforts of the policy-maker are not, or were not appropriately allocated. For this reason, the policy proposes the inclusion of a residual power provision in the new constitution.

Historically, Somalia since its independence has been a unitary and centralized states. Accordingly, in the interest of historical continuity, residual powers reside with the federal government of the republic of Somalia. This means that, unless powers are expressly allocated to the Federal Member States, they are considered to be the responsibility of the Federal Government of Somalia.

In the event of disagreements between Federal Member states and the Federal Government of Somalia regarding the determination of residual powers allocation, the concerned parties may (i) choose to negotiate within the confines of the Inter-Governmental Committee or alternatively have the Constitutional Court deliberate and adjudicate.

4.2 Moving from Government Decentralization to Decentralized Government

The policy recognizes that decentralization is a process which evolves over time. It will be particularly relevant in this interim period to create structures which encourage constructive, coordinated, action-oriented, problem -solving dialogue between the different stakeholders.

4.3 The Role of the Private Sector, Civil Society and Non-Governmental Organizations

The role of the private sector, civil society and Non-Governmental organizations in the decentralization process is outside the scope of this policy. However, the governments of Somalia recognize that the private sector, Civil Society and Non-Profit organizations have

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played an essential role during the civil war and in the years following it in ensuring delivery of key services to the citizen.

4.3 Allocation of powers to local government

Article 48(1)(b) of the Provisional Constitution recognises a third level of government in the structure of the Federal State but only as part of a Federal Member State. The Provisional Constitution does not, otherwise, articulate any allocation or devolution of powers to and responsibilities of local government.

Although under the jurisdiction of the Federal Member States, it is necessary for a national policy of decentralisation to address a principled allocation or devolution of powers and responsibilities to local government.

Best practice based on the principle of subsidiarity reveals that basic services (water, sewage, drains, refuse, fire fighting, housing), local streets, markets and parks, cemeteries, local land usage and planning are most effectively performed and accountable at local government level. The new constitution should set out these core powers and responsibilities of local government together with specifically requiring Federal Member States to enact framework legislation for local government providing for the devolution of additional powers and responsibilities and Member State executive oversight of the exercise of those powers and responsibilities.

4.4. Sectoral entry points for decentralization:

Sectoral assessments of local governments indicate following sector/sub-sectors are assigned to the local governments:

- Public health and sanitation
- Water supply and drainage
- Public streets
- Education
- Town planning
- Land-use and building control
- Public safety/emergency services
- Culture
- Alternative dispute resolution
- Social welfare and community development
- Development planning
- Economic welfare
- Public works
- Disaster relief and environment

4.5. Functional entry points for decentralization:

- Regulatory functions (rules, by-laws, enforcement, compliance and reporting)

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- Allocative functions (preparation, appraisal and approval of annual budgets)
- Taxation (identification, collection and managing local taxes)
- Service delivery (gap identification, planning, resourcing, resource-sharing, managing and monitoring)
- Policy and planning (local development, spatial, land-use and town planning with stronger vertical linkages)
- Data collection and information/knowledge management (collect, collate and update statistics related to respective jurisdictions and ensure public access to public data)
- Community development (engage, mobilise and support citizens/communities in identifying, designing and implementing community projects at District Council levels)
- Capacity-building (training for effective discharge of duties and skill development for community-based livelihoods and economic activities)
- Political power-sharing (competition, contest, demand-articulation, negotiation and consensus-building at local levels)

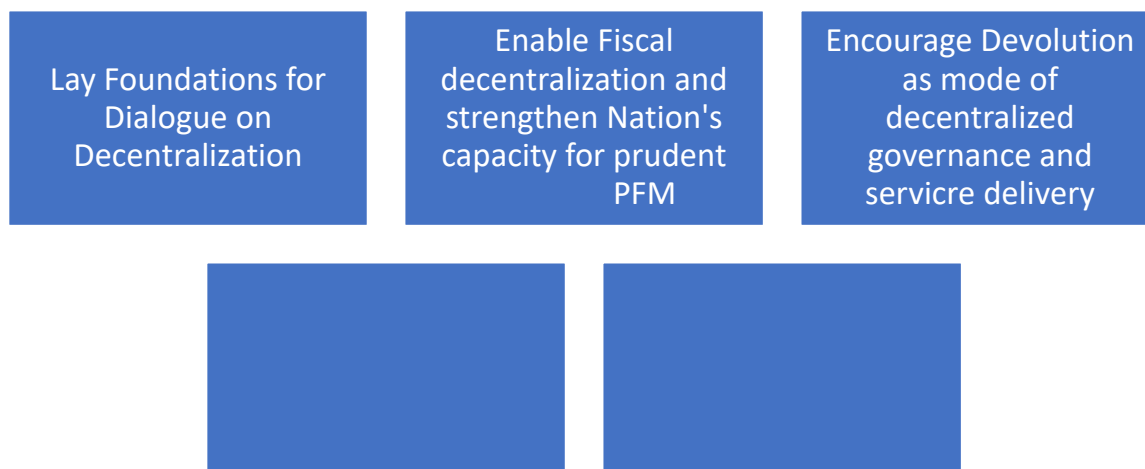
4 KEY AREAS OF POLICY FOCUS AND STRATEGIC ACTION

The Policy will work to address the following actions

- Develop a workable, equitable and effective model of governance and service delivery;
- Empower Federal Member States and Local Governments with autonomy and executive authority to carry out its development plans;
 - Provide an enabling legal framework for devolution;
 - Carry out smart fiscal decentralization and prudent public financial management;
 - Implement a Policy for human resources management in FMS and local governments;
- Develop a framework for exercising local autonomy and Inter-governmental relations;
 - Develop sustainable capacity at national and local levels for effective decentralization
 - Develop and implement a strategic framework for participatory and integrated planning;
 - Establish Civic Education programs to enhance citizens' empowerment and accountability;
- Strengthen and clarify the relationship between Federal Institutions, the citizen and non-state actors
 - Develop Communication and coordination fora to foster inter-governmental relations and change management;
 - Localize regional integration and improve humanitarian responses to natural and man-made disasters and international cooperation;
 - Develop Mechanisms for standardization of participation and coordination of non-state actors;

In order to realize the participatory governance and equitable development aspirations enshrined in the National Development Plan and embedded in the objectives of the Decentralization Policy, the following Policy priorities and strategic actions will be pursued. Figure 2 describes the 11 key actions that are envisaged as a result of the policy.

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4.1 Lay the Foundation for effective, transparent, coordinated, action-focused dialogue on decentralization.

FGS recognizes that effective reconciliation and state buildings comes from effective and transparent dialogue between stakeholders within a well-established and recognized institutional framework. The Government will undertake measures to ensure that such framework is instituted and nurtured.

Strategic actions will include:

- (i) Refine understanding of allocation of powers between levels of government
- (ii) Define the governance modalities for intergovernmental dialogue between FGS and FMS
- (iii) Appropriately staff the intergovernmental institutions to ensure that policy makers have the appropriate technical and administrative capacity and know-how to take decisions on matter of profound relevance to the country;
- (iv) Develop Monitoring and Evaluation criteria to allow the Committee to carry out real time oversight of the decentralization process ;
- (v) Develop systems to enable citizens to access information on the decentralization process and enable it to participate.

4.2 Enable Fiscal decentralization and strengthen capacity for prudent public financial management

FGS recognizes fiscal and financial management as the pulse of decentralization, considering that the ability to deliver services largely depends on availability of resources, discretion and leverage that FMS and Local Governments have to manage public expenditure.

The Government will undertake measures for inter-governmental fiscal transfers that enable faster and more efficient implementation of service delivery, while maintaining strict fiscal and public financial management discipline.

The Government, assisted by its development partners will continue establishing strong systems and procedures to assure effective, efficient, transparent and accountable planning, budgeting, public expenditure management, and accountability at all levels of the decentralized service delivery. The Government will ensure that local fiscal autonomy is exercised prudently and within established framework of zero tolerance to corruption and strict adherence to the law.

The Government will support FMS and Local Governments to progressively increase their ability to finance their own programs by exploring and effectively utilizing local fiscal potentials.

Strategic actions will include:

- (i) Strengthen FGS and FMS budgeting and expenditure management system by, inter alia, continuing to effectively deploy the SFMIS currently under deployment.
- (ii) Assist FMS in developing capacity for careful financial management by sharing experience and mentoring FMS staff
- (iii) Establish an equalization system where local governments with special needs or challenges are specifically supported over and above uniform fiscal transfers;
- (iv) Establish strong safeguards that involve multiple oversight activities from public accountability institutions, by ensuring that public anti-corruption and accountability institutions are sufficiently capacitated to enforce best practices in local government financial accountability and reporting;
- (v) Develop systems to enable citizens to access information on approved budgets, transfers made and expenditure reports from Local Governments.

4.3 Encourage Devolution as the Mode of Decentralized Governance and Service Delivery

Even in areas of exclusive responsibility, the Government commits to devolve functions, responsibilities and resources relating to service delivery to FMS to the fullest extent possible, reflecting its commitment to the principle of subsidiarity.

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The Government shall ensure that the decentralized functions are continuously clarified as devolution progresses and ensure that all actors have a common understanding of what is expected to be performed by each level.

Under devolution, line ministries in Central Government shall continue to have responsibility for initiating and formulating policies and national strategies, work with FMS and local governments to set targets and prepare sectoral budgets and provide technical support and monitoring of the implementation processes. FMS, on the other hand, shall be responsible for implementing national policies and strategies through local development plans, taking into consideration their unique local needs, priorities and resources.

The Policy actions include:

- (i) Completing sectoral action plans and determine which activities will benefit from being devolved.
- (ii) Establish devolution pilots to test modalities for devolution
- (iii) Evaluate the experience and establish modalities for expansion of pilot.

4.4 Work to establish a Strategic Framework for participatory and integrated planning

The Federal Government recognizes the sustained improvement in wellbeing of Somalis as the main focus of decentralization, therefore all planning must focus on faster poverty reduction and equitable local development. This calls for integrated rather than thematic or sectoral planning. The Federal Government appreciates the need to improve coordination between Federal and FMS planning in order to efficiently utilize the scarce resources and deliver services for all citizens.

The Federal Government will work with FMS to ensure that all development planning is integrated, participatory, evidence-based, and focused on addressing the priority needs of citizens, taking into consideration the national strategic priorities and FMS-specific needs and priorities.

The Federal Government of Somalia will work with FMS to promote and support innovative area-based planning to enable local government leaders and their partners effectively address specific local development challenges, taking advantage of existing opportunities. The Federal Government will ensure that national plans reflect local priorities and are well linked to FMS and local development plans.

Both FGS and FMS appreciates that data and records management in Somalia is inadequate, a situation that constrains evidence-based planning, performance monitoring and sound

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decision-making. To address this issue, FGS will develop its data and statistical capacity and disseminate this information to local governments to ensure that FMS are able to use the data. Similarly, it will encourage FMS to develop their statistical capacity and regularly collect, store, analyze, report and share reliable data on all domains in their territories.

The Policy actions include:

- (i) Ensure that, in the recently formed FMS, FMS-level and local planning are results-focused and evidence-based, taking into consideration the locally available resources and capacities;
- (ii) If financially feasible, FGS will establish FMS and local development support funds to assure reliable financing for local development projects;
- (iii) FGS will work with FMS to establish institutional structures and systems to foster bottom-up and top-down coordination of multi-sectoral development planning, monitoring and evaluation, so that all stakeholders' needs, priorities and views are incorporated in the formulation and implementation of local development plans. FGS and FMS will work together to ensure regular joint reviews and evaluations.
- (iv) FGS will work with FMS to develop effective tools for area-based planning to enable FGS, FMS, districts and municipalities to have their own baseline, understand their strengths and weaknesses, and develop their own local vision within the wider national vision;
- (v) FGS and FMS will work together with their development partners to put in place mechanisms to mobilize and ensure community contribution to foster local ownership of development programs.
- (vi) FGS and FMS will conduct regular assessment of statistical information available and support the development of capacity and system to support the collection of reliable and timely information.

4.5 Encourage the establishment of a Framework for exercising local autonomy and inter-governmental relations

Both the FGS and FMS are aware of the sensitivities associated with devolution and will ensure that local autonomy is exercised in ways that promote harmonious inter-governmental relations in all domains from political, administrative, fiscal and financial management.

FGS will take the lead in establishing platforms for regular dialogue within and between Federal and FGS authorities, in order to ensure that all misunderstandings and potential conflicts are identified and proactively addressed before they can cause tensions and other setbacks to political stability and service delivery.

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FGS will ensure that it has established clear lines of communication between itself and FGS. Both FGS and FMS commit to establish clear communication lines between executive, technical/administrative and legislative structures. In this respect, the Governments of the Republic of Somalia must ensure that all persons holding public offices understand and recognize the protocols and hierarchies within Federal and FMS systems and follows established guidelines in dealing with each level of Government, without creating undesired consequences to service delivery.

Even though Local Governments are the sole responsibility of FMS, FGS, if requested, shall support FMS in establishing Associations of Local Authorities as a formal legally recognized institutional mechanism to deepen decentralization and enhance collective voice in inter-governmental relations, intra-governmental cooperation, capacity building, and as a platform for advocacy and leadership development at local and international level.

The Policy actions include:

- (i) Institutionalizing fora dealing with decentralization by giving them terms of reference, statutes and operating procedures.
- (ii) Share international and Somali best practice in terms of inter-governmental cooperation

4.6 Provide an enabling legal framework for devolution

Even though constitutional discussions are still ongoing, FGS and FMS must proceed in developing a legal and regulatory environment to support decentralization. Accordingly, FGS will propose a comprehensive framework which will be used to provide guidance and enforcement in the implementation of decentralization. FGS will also ensure that all actors have knowledge and understanding of the relevant instruments important for their day to day work, including powers and obligations of each level of Government.

FGS will undertake comprehensive and regular review of the decentralization framework, to ensure that it is supportive to effective decentralization. Particular focus will be put on structure and functioning of political and administrative systems and processes; human resources management in the public sector; fiscal relations and public financial management; as well as other areas considered important for effective devolution.

Strategic actions include:

- (i) Review existing laws and regulations relating to or with implications on decentralization and identify gaps

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- (ii) Develop a comprehensive legal framework covering all aspects of decentralization;
- (iii) Train and sensitize all public officials about these laws, with specific focus on political leaders, managers and staff in Federal, FMS line ministries, local governments¹⁴, elders, media, civil society and judiciary;
- (iv) Establish appropriate mechanisms for regular update of decentralization-related laws and regulations, to incorporate new experiences and respond to emerging challenges;

4.7 Developing Sustainable Capacity for effective Decentralization

Both FGS and FMS recognize the significant capacity needs for effective delivery of services at local level. It also understands that capacity building is a long-term process that requires considerable investment and immense commitment of all stakeholders. The lack of human capacity is an endemic problem in our country and decentralization is likely to exacerbate that need.

FGS will ensure that its line ministries and other Central Government entities are committed to and have the requisite capacity to lead, guide and facilitate the decentralization process, and effectively undertake their new roles after devolution.

FGS will additionally commit to make special efforts to staff its deconcentrated institutions with appropriately capacitated staff so as to provide assistance and guidance to FMS as they continue their development process.

FMS and FGS will work to ensure that there is no capacity overlap between Federal Government and Federal Member States

Policy actions include:

- (i) Formulate a comprehensive capacity building Policy under decentralization, based on clearly identified capacity gaps and needs;
- (ii) Develop a capacity Building Fund to ensure targeted and reliable response to capacity building needs of Deconcentrated line ministries/agencies as well as non-state actors;
- (iii) Establish mechanisms to provide special support to FMS, if requested, that face unique challenges to attract or retain critical skills e.g. accountants, engineers, doctors, etc.;
- (iv) Establish systems for regular functional analysis and organizational audits of the deconcentrated offices of Federal Government line ministries to enable effective utilization of available capacities.

¹⁴ If requested by FMS

4.8 Establish Mechanisms for participation and coordination of non-state actors

The Government acknowledges that non-state actors play a major role in service delivery in Somalia and therefore they must be included in the discussion of decentralization. Additionally, it recognizes that stakeholder coordination is a challenge which reduces effectiveness of development programs and projects.

The Government will establish appropriate consultation and partnership development mechanisms to enhance active participation of all stakeholders, especially non state development actors (NGOs, FBOs, Cooperatives, donors, private sector organizations, etc.) in decentralization processes.

Strategic actions will include:

- i) Put in place mechanisms to ensure that CSOs and private sector representatives are consulted about the impact of the implementation of decentralization on the delivery of the services they provide.
- ii) Establish local platforms and guiding instruments for stakeholder engagement in decentralization.
- iii) Monitor stakeholder delivery to ensure that it is consistent with decentralization principles and modalities

4.9 Develop Civic Education Programs to enhance Citizens' Empowerment and Accountability

The Government considers empowered citizens as one those who are aware of their responsibilities and rights are able to claim their rights and dutifully fulfil their responsibilities, irrespective of socioeconomic status, beliefs or residence.

FGS shall promote holistic civic education to ensure that citizens and other residents of Somalia are aware of, knowledgeable about their roles, responsibilities and rights, and are able and motivated to participate in local and national development activities, and to hold Government and other service providers accountable.

Strategic actions will include:

- (i) Develop and implement a national multi-media program of Information, Education and Communication (IEC) focusing on citizens' rights and responsibilities in development;
- (ii) Compile, publish and disseminate simplified versions of decentralization and related policies in Somali language and in media that all citizens can access;

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- (iii) Working jointly with FMS, organize training and awareness raising workshops for local leaders and organized civic groups to train and disseminate information to citizens.
- (iv) Develop a Policy for collaboration and partnership with non-state institutions in areas of civic education focusing on issues of local accountability, citizens' participation and local development.
- (v) Review the national education curricula at all levels to integrate civic education aspects, with a focus on local governance and community development.

4.10 Establish a Communication Policy to foster inter-governmental relations and Change Management

The Government recognizes the need to improve communication to promote transparency, accountability and harmonious relationship within FGS and with FMS and other stakeholders. It is a critical change management factor during sensitive governance reforms like decentralization.

The Government will ensure that information on all policies, programs, projects and other service delivery activities are communicated in clear, transparent and accessible ways to enhance inter-governmental relations, facilitate change management, and build trust among citizens and other stakeholders. The Government shall ensure that communication from Government Departments at all levels enhances mutual respect and avoid contradictions.

Strategic actions include:

- (i) Formulate a clear communication Policy with appropriate mechanisms for feedback and increased public access to information;
- (ii) Promote coherent information flow, inter alia, by:
 - a. establishing one-stop-centers in MOIFAR both at the central and deconcentrated levels where the citizen can collect information and identify which government agency he/she will need to interact with the Government of Somalia.
 - b. develop communication skills for Senior Government officials and communications officers directly involved in decentralization. Particular focus shall be put on FGS communication with Parliament media and development partners;
- (iii) Develop standard communication guidelines which can be used by FGS and FMS to ensure standardized management of information on decentralization;
- (iv) Establish stakeholder dialogue platforms to facilitate regular free exchange of information and feedback on decentralization activities.

4.11 Develop a Centre of Excellence in Decentralized Governance and Local Development

Local Governance in Somalia, like its democracy, is unique. Important lessons learned during the decentralization process must be documented and shared with current and future generations of local and national leaders, scholars, and development actors in Somalia and beyond. In this respect, the Government will work with stakeholders to establish and maintain a national center of excellence in decentralization and participatory local governance.

5. Policy Implementation Framework

In the section below we discuss the factors likely to affect implementation and sustainability.

5.1 Priority Setting and Time Frames

The strategic priorities of the Federal Republic of Somalia for decentralization, irrespective of the level of government, as stated in this Policy are many and all of them are urgent. International Experience suggests that the process of decentralization is iterative and takes shape over a long period of time. Given Somalia's political, economic and social circumstances, like the rest of its institutional system, it is realistic to expect that not everything can be done at the same time hence priority setting will be a critical aspect of the implementation Policy.

The Government will work with stakeholders to ensure that the Policy objectives set in this Policy are realized in the next 20 years, and appropriate measures are put in place to scale-up and sustain the associated benefits during subsequent years. Identifying high level priority issues to be addressed with respective timeframes and resource needs, will be done through medium-term strategies and action plans of 5 years, aligned with the National Development Plans.

These will be regularly reviewed (every 2 years) and continuously updated, to ensure that implementation remains on-course to achieve the Policy objectives. The first such plan, which emanates from this Policy, is a five-Year Somali National Decentralization Implementation Policy and Action Plan (SNDISAP) which will be formulated as soon as the Federal Cabinet adopts the Policy. It is expected that the first NDISAP will run from 2020- 2024. Its first comprehensive review is scheduled for January 2023. The Governments of Somalia will ensure that the strategies and operational plans to implement this Policy are subjected to regular yearly reviews and external evaluation.

5.2 Cost Implications and Financing of the Implementation Process

A key question for the Decentralization Policy is what its full implementation will cost. While it may be rather difficult to accurately cost the full Policy implementation given its broad and long-term nature, it is reasonably manageable when the Policy objectives are translated into specific strategies and actionable tasks. The Governments of Somalia will prepare realistic costed plans that consolidate inputs and interventions of various development actors including line ministries' projects from both the FGS and FMS, relevant donor programs, NGOs and private sector activities linked to decentralization.

The Federal Government will ensure that inter-governmental transfers are provided in adequate and timely manner, consistently with the fiscal decentralization Policy currently under construction. In order to have reliable financing of decentralization, the Governments of Somalia will continue their efforts to mobilize resources for decentralization.

The Governments of Somalia, with assistance from their development partners, will continue its implementation of programs to develop the needed fiscal and public financial management capacity within Federal Member States and Local Governments and Municipalities to ensure that public funds transferred to FMS are properly utilized, and that FMS and local governments/municipalities are able to mobilize additional local financing on their own.

In order to maximize revenue mobilization for Decentralization through budget financing arrangements a sector wide approach (SWAp) coordination mechanism for decentralization will be established, to facilitate mobilization and coordination of development partners. The decentralization SWAp will also serve as a platform for joint results management and mutual accountability for all actors involved in decentralization. The Government will implement institutional and legal reforms to facilitate effective fiscal decentralization with a focus on strengthening PFM performance in Local Governments.

A detailed cost matrix is included in Annex A of this Policy.

5.3 Institutional Arrangements

Existing National technical structures and thematic platforms will be tasked to bring together different actors and stakeholders and integrate them around the principles of and results expected from decentralization¹⁵. The Government will ensure that all actors are enabled to contribute and play their part productively and constructively, so as to ensure effective implementation and full ownership of the process and results. In this respect, multi-sectoral

¹⁵ In the event such platforms do not currently exist, they will be created and tasked with assisting in the implementation of decentralization consistent with their areas of expertise.

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technical teams will be set up at all levels to oversee the implementation process. The Government will exercise due diligence to ensure that the institutional structures put in place to facilitate the Policy implementation are representative of all stakeholders' views, interests and aspirations.

5.3.1 Intra-Governmental Coordination

To facilitate coordinated decision-making in Decentralization implementation, at the federal level and within each member state, Inter-ministerial committees will be formed at the level of cabinet, chaired by the Deputy Prime Minister and at the Technical level, chaired by the Director General of the Ministry responsible for Local Government, MOIFAR in this case.

Targeted capacity building activities will be implemented to ensure that all national and local institutions responsible for implementing Decentralization are adequately capacitated in terms of technical knowledge and skills, institutional resources and political support to effectively execute their mandate. The Government will work with stakeholders in public and private sectors, including academic and research institutions, civil society organizations, and development partners to ensure that best local and international practices are identified and implemented, and ensure that lessons and innovations generated from the implementation process are well documented for use in future activities.

5.3.2 Inter-Governmental Relations

The Intergovernmental Steering Committee (IGRC) will steer the decentralization process and provide guidance to MOIFAR in its leadership role. A secretariat will assist IGRC in ensuring that the activities of the program are carried out on time by the responsible institution.

To make sure there is no ambiguity in the implementation of the NDIP, the IGRC and its Secretariat (NDIS) are primarily responsible for its implementation. They can consult with, work with, facilitate, and support any other entity or organization that has a specific activity or output to deliver in attaining the NDIP objectives. To give this responsibility to NDIS is to place it right where it should be.

The Decentralization Inter-governmental Steering Committee(IGRC) acting as policy implementation Steering Committee

The Decentralization Inter-governmental Steering Committee (IGRC), chaired by the Minister of MOIFAR, steers, oversees and supervises the implementation of the National

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Decentralization Implementation Plan. It provides guidance to the NDIP on priorities and strategic decisions that shall be implemented for the smooth implementation of the National Decentralization Implementation Plan (NDIP). The main mission of the Program Steering Committee is to provide strategic advice and support for coordination and harmonization of all stakeholders' contributions to NDIP execution. The IGRC will serve as the decision-making body for NDIP implementation.

The role of the National Decentralization Implementation Secretariat (NDIS)

The NDIS shall report to the IGRC and provide secretariat services to the IGRC. NDIS is exclusively responsible for day-to-day management and coordination of NDIP implementation in close collaboration with central Government ministries and local government authorities.

The NDIS, being statutorily part of MOIFAR, will work in close collaboration with the Directorates of the Ministry. NDIS will focus on supporting local governments, in order to organize, implement and monitor the attainment of NDIP objectives. The mission of NDIS is to:

- Identify, coordinate, harmonize and support all stakeholders contributing to the NDIP implementation, especially local governments, sectoral ministries and decentralization Focal Points in FGS and FMS Ministries, local governments (where appropriate), but also private sector actors, civil society organizations and development partners as observers and feedback providers..
- Implement and monitor, in close collaboration with MOIFAR, the national level activities under the responsibility of MOIFAR as described in the activity plan of the NDIP.
- Draft annual work plans for the NDIP to be submitted to the IGRC;
- Liaise with and support FGS and FMS institutions to fully integrate decentralization principles in their areas of responsibility.
- Facilitate effective engagement of the civil society and the private sector in NDIP implementation through, among others, information sharing, promoting transparency in decision-making processes and reinforcing their capacities.
- Implement decisions taken by the IGRC.
- Monitor NDIP implementation according to the defined M&E framework, prepare reviews and submit progress reports (narrative and financial) to MOIFAR, and the IGRC.
- Share and disseminate information related to the implementation of the decentralization process with all stakeholders at central and local level.

5.4 Monitoring and Evaluation

The Government is committed to managing the Decentralization implementation process in a transparent and participatory way. A comprehensive yet simple monitoring and evaluation (M&E) framework will be developed, recognizing the various actors working in or with interests in Decentralization. From sophisticated stakeholders like the Ministry of Finance, to nongovernmental actors at the lowest level, and to development partners, Parliament and media, it is clear that different stakeholders will require different amounts and types of information. The M&E framework will be designed to accommodate different systems to enable all stakeholders to access information on a timely basis without jeopardizing the implementation process. Proper documentation of processes, results and lessons learned during the implementation process will be a critical component of the M&E framework.

5.5 Communication and Stakeholder Engagement

The Government appreciates the sensitivities and stakeholder interests in Decentralization. To ensure effective involvement of stakeholders, the implementation process will emphasize the following:

5.5.1 Communication:

Transparent information flow will be emphasized through regular reporting and feedback on the implementation progress. The Government will establish appropriate mechanisms to ensure that all stakeholders have access to up-to-date information on the implementation process as deemed necessary. Such initiatives will include reporting to Parliament, stakeholder dialogue platforms and multi-media communications programs to facilitate active engagement of citizens, development partners and other interested parties with the Decentralization process. The Ministry responsible for Local Government in partnership with line Ministries will develop appropriate communication strategies and facilitate alignment of sectoral policies, programs and budgets with the Decentralization Policy.

5.5.2 Partnerships:

To effectively communicate and educate all citizens about the Policy and its implementation process, the GoS will partner with Research and Academic Institutions, NGOs, religious institutions, cooperatives, organized groups (such as Associations of Lawyers, Engineers, Teachers, Accountants, Entrepreneurs, Trade Unions) and other development partners to assist in disseminating information about the Policy. These partners will be encouraged and, where

feasible, assisted to implement programs on civic education and awareness raising, training and capacity building, and to integrate Decentralization issues into their programs and projects.

6. CONCLUSION

The formulation of this comprehensive National Decentralization Policy Framework in a participatory process represents the Government's firm commitment to deepening and widening participatory democracy, fast-tracking poverty reduction, equitable growth and sustainable development.

The Government considers the Policy as a tool for consistent efforts to fully devolve powers, responsibilities and resources to local authorities, as the main mechanism for socioeconomic transformation in Somalia.

The Government will ensure that there is all inclusive participation, sufficient momentum and sustained financing, as well as stakeholder motivation to drive the Policy implementation process. The Government will undertake regular reviews to take stock of the progress and achievements made, assess whether the Policy strategies are still relevant and put in place sufficient safeguards to overcome bottlenecks and keep the Policy implementation on track.

The Government will count on the goodwill and sustained motivation of all leaders at national and local level, citizens and the country's development partners to implement the Policy and keep the process focused despite any challenges. In addition to Policy-based performance targets to be stipulated in the Implementation plans, the Government will use 3 broad performance measures, as indicators of overall progress i.e.:

- i) the extent to which local authorities are able to deliver services to citizens with limited direct involvement of central government;
- ii) the degree to which citizens feel satisfied with the services provided by local authorities;
- iii) the extent of citizens' ability to hold their leaders and service providers accountable.

Finally, phased implementation guided by clearly stipulated and realistic strategies and action plans will assist the Government to manage the complex reform process including addressing stakeholder expectations.

ANNEX 1: PLAN AND COSTING

Decentralization Policy

| Policy Direction | Actions | Estimated Budget ('000 USD) | | | | | |
|--|--|-----------------------------|-------|------|------|------|--------------|
| | | 2020 | 2021 | 2022 | 2023 | 2024 | TOTAL |
| Empower Federal Member States and Local Governments with autonomy and executive authority to carry out its development plans; ○ | Strengthen FGS and FMS budgeting and expenditure management system by, inter alia, continuing to effectively deploy the SFMIS currently under deployment. | 500 | 600 | 600 | 600 | 600 | 2,900 |
| | Assist FMS in developing capacity for careful financial management by sharing experience and mentoring FMS staff | 1,000 | 1,500 | 750 | 500 | 250 | 4,000 |
| | Establish an equalization system where local governments with special needs or challenges are specifically supported over and above uniform fiscal transfers; | 250 | 125 | 125 | 75 | 75 | 650 |
| | Establish strong safeguards that involve multiple oversight activities from public accountability institutions, by ensuring that public anti-corruption and accountability institutions are sufficiently capacitated to enforce best practices in local government financial accountability and reporting; | 350 | 250 | 250 | 250 | 250 | 1,350 |
| | Develop systems to enable citizens to access information on approved budgets, transfers made and expenditure reports from Local Governments. | 100 | 100 | 75 | 75 | 75 | 425 |
| Encourage Devolution as the Mode of Decentralized Governance and Service Delivery | Completing sectoral action plans and determine which activities will benefit from being devolved. | 2000 | 1500 | 1000 | 750 | 500 | 5,750 |
| | Establish devolution pilots to test modalities for devolution | 350 | 350 | 350 | 350 | 350 | 1,750 |
| | Evaluate the experience and establish modalities for expansion of pilot. | 175 | 175 | 175 | 175 | 175 | 875 |
| Work to establish a Strategic Framework for participatory and | Ensure that, in the recently formed FMS, FMS-level and local planning are results-focused and evidence-based, taking into consideration the locally available resources and capacities; | 100 | 75 | 50 | 50 | 50 | 325 |

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| | | | | | | | |
|---------------------|--|-----|------|------|------|------|--------------|
| integrated planning | If financially feasible, FGS will establish FMS and local development support funds to assure reliable financing for local development projects; | 500 | 1000 | 1500 | 2000 | 2500 | 7,500 |
| | FGS will work with FMS to establish institutional structures and systems to foster bottom-up and top-down coordination of multi-sectoral development planning, monitoring and evaluation, so that all stakeholders' needs, priorities and views are incorporated in the formulation and implementation of local development plans. | 175 | 175 | 175 | 175 | 175 | 875 |
| | FGS and FMS will work together to ensure regular joint reviews and evaluations. | 175 | 175 | 175 | 175 | 175 | 875 |
| | FGS will work with FMS to develop effective tools for area-based planning to enable FGS, FMS, districts and municipalities to have their own baseline, understand their strengths and weaknesses, and develop their own local vision within the wider national vision; | 175 | 175 | 175 | 175 | 175 | 875 |
| | FGS and FMS will work together with their development partners to put in place mechanisms to mobilize and ensure community contribution to foster local ownership of development programs. | 250 | 200 | 175 | 125 | 75 | 825 |

Decentralization Policy

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|---|--|------|------|------|------|------|---------------|
| | FGS and FMS will conduct regular assessment of statistical information available and support the development of capacity and system to support the collection of reliable and timely information. | 150 | 100 | 100 | 100 | 100 | 550 |
| Encourage the establishment of a Framework for exercising local autonomy and inter-governmental relations | Institutionalizing fora dealing with decentralization by giving them terms of reference, statutes and operating procedures. | 250 | 200 | 150 | 100 | 50 | 750 |
| | Share international and Somali best practice in terms of inter-governmental cooperation | 75 | 75 | 75 | 75 | 75 | 375 |
| Provide an enabling legal framework for devolution | Review existing laws and regulations relating to or with implications on decentralization and identify gaps | 50 | 50 | 50 | 50 | 50 | 250 |
| | Develop a comprehensive legal framework covering all aspects of decentralization; | 350 | 300 | 250 | 200 | 150 | 1,250 |
| | Train and sensitize all public officials about these laws, with specific focus on political leaders, managers and staff in Federal, FMS line ministries, local governments ¹⁶ . elders, media, civil society and judiciary; | 175 | 175 | 175 | 175 | 175 | 875 |
| | Establish appropriate mechanisms for regular update of decentralization-related laws and regulations, to incorporate new experiences and respond to emerging challenges; | 25 | 25 | 25 | 25 | 25 | 125 |
| Develop Sustainable Capacity for effective Decentralization | Formulate a comprehensive capacity building Policy under decentralization, based on clearly identified capacity gaps and needs; | 450 | 350 | 250 | 150 | 50 | 1,350 |
| | Develop a capacity Building Fund to ensure targeted and reliable response to capacity building needs of | 1000 | 1500 | 2000 | 2500 | 3000 | 10,000 |

¹⁶ If requested by FMS

Decentralization Policy

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|--|---|-----|-----|-----|-----|-----|-------|
| | Deconcentrated line ministries/agencies as well as non-state actors; | | | | | | |
| | Establish mechanisms to provide special support to FMS, if requested, that face unique challenges to attract or retain critical skills e.g. accountants, engineers, doctors, etc.; | 350 | 350 | 350 | 350 | 350 | 1,750 |
| | Establish systems for regular functional analysis and organizational audits of the deconcentrated offices of Federal Government line ministries to enable effective utilization of available capacities | 600 | 600 | 600 | 600 | 600 | 3,000 |
| Establish Mechanisms for participation and coordination of non-state actors | Put in place mechanisms to ensure that CSOs and private sector representatives are consulted about the impact of the implementation of decentralization on the delivery of the services they provide. | 120 | 120 | 120 | 120 | 120 | 600 |
| | Establish local platforms and guiding instruments for stakeholder engagement in decentralization. | 120 | 120 | 120 | 120 | 120 | 600 |
| | Monitor stakeholder delivery to ensure that it is consistent with decentralization principles and modalities | 120 | 120 | 120 | 120 | 120 | 600 |
| Develop Civic Education Programs to enhance Citizens' Empowerment and Accountability | Develop and implement a national multi-media program of Information, Education and Communication (IEC) focusing on citizens' rights and responsibilities in development; | 120 | 120 | 120 | 120 | 120 | 600 |

Decentralization Policy

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|---|---|-----|-----|-----|-----|-----|-------|
| | Compile, publish and disseminate simplified versions of decentralization and related policies in Somali language and in media that all citizens can access; | 60 | 120 | 60 | 60 | 60 | 360 |
| | Working jointly with FMS, organize training and awareness raising workshops for local leaders and organized civic groups to train and disseminate information to citizens. | 240 | 240 | 180 | 180 | 120 | 1,020 |
| | Develop a Policy for collaboration and partnership with non-state institutions in areas of civic education focusing on issues of local accountability, citizens' participation and local development. | | 75 | 25 | | | 100 |
| | Review the national education curricula at all levels to integrate civic education aspects, with a focus on local governance and community development. | | 75 | 25 | 25 | | 125 |
| Establish a Communication Policy to foster inter-governmental relations and Change Management | Formulate a clear communication Policy with appropriate mechanisms for feedback and increased public access to information; | | 125 | | | | 125 |

Decentralization Policy

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|--|--|---------------|---------------|---------------|---------------|---------------|---------------|
| | establish one-stop-centers in MOIFAR both at the central and deconcentrated levels where the citizen can collect information and identify which government agency he/she will need to interact with the Government of Somalia. | | 425 | 175 | 175 | 175 | 950 |
| | develop communication skills for Senior Government officials and communications officers directly involved in decentralization. Particular focus shall be put on FGS communication with Parliament media and development partners; | | 425 | 175 | 175 | 175 | 950 |
| | Develop standard communication guidelines which can be used by FGS and FMS to ensure standardized management of information on decentralization; | | 50 | | | | 50 |
| | Establish stakeholder dialogue platforms to facilitate regular free exchange of information and feedback on decentralization activities. | | 100 | 100 | 100 | 75 | 375 |
| Develop a Centre of Excellence in Decentralized Governance and Local Development | Strengthen existing Governance center to include trainings for local administration | | 225 | 225 | 225 | 225 | 900 |
| | Build new dedicated centers for governance and Local Development | | 1250 | 1000 | 750 | 500 | 3,500 |
| | TOTAL | 10,355 | 13,715 | 12,045 | 11,970 | 11,860 | 59,945 |

Decentralization Policy

ANNEX 2: CURRENT UNDERSTANDING OF ALLOCATION OF POWERS AND RESPONSIBILITIES

Decentralization Policy

| | Sub-Functions | Exclusive Federal | Joint Responsibility | Exclusive Federal Member States | |
|--------------------------------------|------------------------------|--|--|---|---|
| Finance, Economy and Planning | Finance and Economic Affairs | Borrowing | Taxation | Housing | |
| | | Aid Management | Aid Implementation | | |
| | | Currency and Money Coinage | | | |
| | | Weights and Measurements and determination of standards of time | | | |
| | | Customs | | | |
| | | Setting regulations protecting Industrial Property Rights, copyrights and publishing | Enforcing Regulations on Industrial Property Rights, copyrights and publishing | | |
| | | Industrial Property Rights | | | |
| | | Regulation of Inter-FMS Commerce | | Regulation of Commerce within FMS | |
| | | Planning | National Planning | Statistics | Territorial Planning within FMS |
| | Land Management | | | | |
| | Labor | Laws and Policies regarding labor relations and enforcement of international standards | | Carry out labor inspection | |
| | | | | Labor Migration | Employment related activities |
| | | | | Management Federal Workforce | State Workforce |
| | | | | | Municipal Workforce |
| | | | | Setting Vocational Training Institutions | Oversee the work of vocational training centers |
| | | | | Setting up minimum wage | Enforce national minimum wage |
| | | | | Set social protection laws, policies and regulation and management of funds allocated for social protection | Deliver social protection services, including carrying out selection of beneficiaries, identify target areas, and undertake social mobilization of social protection programs |
| | | | | Labor statistics and labor market analysis | |
| | Foreign Affairs | Foreign Affairs | International Treaties and Conventions | | |

Decentralization Policy

| | | | | | |
|--|--------------------------------|---|--|--------------------------------|--|
| | External Commerce | | International Commercial treaties | | |
| | | Free Movement of Goods | | | |
| | | | Exchange of Goods and services with foreign countries | | |
| | | Air Transport | | | |
| | | Sea Transport | | | |
| | Relationship with the Diaspora | | | | |
| Information, Communication and Infrastructure | Infrastructure | Mapping, Land and Zoning | Urban Land | | |
| | | Quality Control Construction Material and Engineering | Property | | |
| | | Development of Urban Planning and Cadastral System | Housing | | |
| | Transport | Construction, Operation and Maintenance of Federal Railways, Highways and Roads | | | Construction and Operation of secondary railways, roads and highways |
| | | Air Transport | | | |
| | | Construction, Operation and Maintenance of National Highways | | | |
| | ICT | Regulation of Post and Telecomm Services | Enforcement of regulations on Post and Telecomm Services | | |
| Interior | Police and Internal Security | Management of Federal Police | Criminal Police Investigations | Management of FMS police | |
| | | | | Management of Local Police | |
| | | | | Firefighting | |
| | | International Cooperation to combat organized crime | Enforcement of Federal laws to combat organized crime | Establishing Local Governments | |
| | | Laws and regulations regarding weapons and explosives | | | |
| | Elections | Federal Elections | Election oversight | State Elections | |

Decentralization Policy

| | | | | |
|-------------------|----------------------------------|---|--|--|
| | | | | Local Elections |
| | Internal Affairs | Citizenship | Registration of birth, death and marriages | |
| | | Freedom of Movement within the Federation | Law relating to residence and establishment of foreign nationals | |
| | | Passports, National ID Cards | | FMS ID Cards |
| | Disaster Management/Humanitarian | Disaster Prevention Policy | Disaster Response | |
| Law and Justice | | Land Management – National Cadaster | Civil Law, criminal law and procedures, the legal profession, notaries and the provision of legal advice | Urban real estate transactions |
| | | Commercial Law | Land law | |
| Human Development | Education | Education Policy | | |
| | | | Early Childhood Education | Recruitment and Management of Education staff (teacher and administration), except for FGS central ministry staff. |
| | | | Basic Education (Class 1 to 8) | Construction, operation and Maintenance of Early childhood centers, basic and secondary schools |
| | | | Secondary Education | |
| | | | Tertiary Education | |
| | | | Vocational Training | |
| | | | Open and Distance Learning | |
| | | Monitoring and Evaluation of Educational Outcomes | | |
| | | Public Libraries | | Construction, operation and Maintenance of public libraries |
| | | Youth and Sports | Policy | Youth Employment Sports as leisure |
| | Research, Science and Technology | Medical Education and Research | Livestock sector Research and Development | |

Decentralization Policy

| | | | | |
|------------------------------|------------|--|--|--|
| | | Water Research and Capacity Development | Research and Development for Fisheries | |
| | Culture | | Safeguard of Country's cultural assets | |
| Health and Population | Health | Definition of National Health Policy, service delivery minimum standards and norms | Immunization | |
| | | Environmental Health Policy | | |
| | | Medicine Policy, essential drug lists, procurement | | |
| | | | Monitoring and Evaluation of health quality outcomes | |
| | | | | Primary Care |
| | | | | Secondary Care |
| | | | | Tertiary Care |
| | | | | Child Health Care |
| | | | Traditional Medical Services | |
| | | | Mental Health | |
| | | | Vaccination | |
| | | | Reproductive health services | |
| | | | Communicable diseases control | |
| | | | | Emergency Services |
| | | | Epidemic Control | |
| | | | | Preventive care community mobilization, Information education and communication (IEC), Behavior Change Communication (BCC) |
| | | | | Infrastructure Development |
| | | | | Emergency Transport |
| | | | | Medical ICT |
| | | | Food Policy and Nutrition | |
| | Population | | | |
| Industry and Commerce | Industry | Formation, development and implementation of policies | SME Development | |
| | | Economic and Industrial Zone | Innovation Development | |

Decentralization Policy

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|--|----------|--|-------------------------------------|--|
| | Commerce | Formation, development and implementation of policies | Business Registration and Licensing | Commerce Within FMS |
| | | International Commerce | | Development and implementation of domestic investment programs |
| | | Inter-State Commerce | | |
| | | Investment Promotion, including marketing of national products | | |
| | | Export/Import Quality Control | | |

Decentralization Policy

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|--|----------------------------|-------------------------------|-------------------------------|--|
| | Ports and Marine Transport | Policy, Regulations and Plans | Governing and operating ports | |
|--|----------------------------|-------------------------------|-------------------------------|--|

Decentralization Policy

| | | | | |
|--|---------------------------------|--|--|--|
| | | International Maritime Treaties and Conventions | Coastal Shipping | |
| | | | Registration, Licenses and Permits | |
| | | | Maritime Safety and Security | |
| | | | Aid to navigation | |
| | | Inter-FMS Commerce | | |
| Labor, Social Protection | Welfare and Social Affairs | Refugees and asylum seekers. | Care for persons disabled by war and for dependents of deceased victims, | Welfare and Social Affairs |
| | | Assistance and reintegration of former members of Al Shabab | | |
| | Labor | Drafting of Federal Laws regarding labor and social protection | Organization of enterprises Occupational Health, safety and employment services | Drafting FMS regarding labor and social protection |
| | Oversight of welfare mechanisms | Social Security Unemployment Insurance | | |
| Natural Resources Management and Infrastructure | Fisheries | | Policy and Legal Framework | |
| | | | Monitoring and Controlling of EEZ | |
| | | | Regulatory Services | |
| | | | Deep Sea Coastal fishing | |
| | | | Fisheries Management | |
| | | | Statistics | |
| | | | Education | |
| | | | Infrastructure | |
| | Water | International Cooperation | | |
| | | | Policy Formulation and legislation | |
| | | Setting WASH and drinking water standards | | |

Decentralization Policy

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|-------------------------------------|--|--|--|-----------------------------|
| | | Set water quality standards in inner-state water bodies, set pollution discharge standards in interstate water bodies, set pollution and water quality standards | | |
| | | Water Management | | |
| | | | Water Planning and Coordination | |
| | | | Data collection, analysis, benchmarking and dissemination | |
| Energy | | International, Trans-boundary Issues | Planning, Policy Formulation, Coordination and Guidance | |
| | | | Legislative and Regulatory Functions | |
| | | | | |
| | | Setting quality standards for energy infrastructure | | |
| | | | | Setting tariffs and charges |
| Agriculture and Irrigation | | Monitoring and Evaluation | Policies, Regulations and Formulation | |
| | | | Product Services and Standards Development | |
| | | | Land Irrigation and Water Management | |
| | | | Agricultural Education and Training | |
| | | | Agricultural Credit | |
| | | | Rural Infrastructure | |
| | | | Project and Program | |
| Livestock Forestry and Range | | Formulation, Implementation and monitoring of sectoral laws, regulations and management | Program development, implementation and coordination of programs | |

Decentralization Policy

| | | | | |
|-----------------------|---|---|---|--|
| | | Food Security | Livestock Insurance Policy | |
| | | Development, Marketing and branding of Livestock Industry | Veterinary Services and Disease Control | |
| | | Central Veterinary Laboratory Diagnosis (CVL) | Rangeland and wildlife management | |
| | | Input Regulation and Quality Control | Bee Keeping and Poultry Production | |
| | | Licensing | Tannery Industry | |
| | | | Improvement and Development of Natural Resource | |
| | Environment | Transboundary Natural Resource and Management | Critical Natural Resources | |
| | | Federal Land Management, Lease and Utilization | Policies, Legislations and Standards. | |
| | | | Resource Mobilization | |
| | | | coastal lands management and preservation | |
| | | | Marine Pollution, protection and International Waters | |
| | Environmental Impact assessments and Environmental Protection | | | |
| Infrastructure | Production and utilization of petroleum resources | | | |
| Defense | Defense Policy and Policy | | | |
| | Border Protection | | | |