

LOCAL ECONOMIC DEVELOPMENT PRACTITIONERS' TOOLKIT



Local Economic Development Toolkit: Somaliland, Puntland & South Central, Somalia

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Terms

Community based organizations	CBO
District Development Framework	DDF
Local Economic Development	LED
Local Economic Development Forums	LED Forums
International Labour Organization	ILO
Micro, small, and medium enterprises	MSME
Non-governmental organization	NGO
Public Private Dialogue	PPD
United Nations Capital Development Fund	UNCDF
United Nations Children's Fund	UNICEF
United Nations Development Programme	UNDP
United Nations Local Development Funds	LDF
United Nations Human Settlements Programme	UN-HABITAT
United Nations Joint Programme for Local Governance and Decentralized Service Delivery	JPLG

EXECUTIVE SUMMARY

The Local Economic Development Toolkit is designed for local government to facilitate participatory, consultative social and economic development initiatives. The Local Economic Development Toolkit is a practical guideline for mobilizing stakeholders through to implementation on concrete activities. The three core outcomes of implementing the Local Economic Development Approach are:

- **Outcome 1:** Policy and legal frameworks are improved to enable local governments to deliver equitable services.
- **Outcome 2:** Local government capacity for equitable service delivery is improved.
- **Outcome 3:** Local governments are accountable and responsive to community priorities in providing equitable and sustainable services and promoting local economic development.

Local government, private sector, civil societies are key partners to the design and implementation of sustainable local economic development initiatives. At the local level, the stakeholders are able to develop locally appropriate solutions to the social and economic challenges that are unique to each geographic locality. Local leaders in government, business and the community can utilize *The Local Economic Development Toolkit* for guidance in assessing, planning, and implementing their district-level interventions.

The Local Economic Development Toolkit integrates the best practices and lessons learnt from the JPLG Phase I (2008 - 2012) into a formalized approach for local economic development. The Toolkit evolves the local economic development experiences in the pilot districts of Burao and Berbera in Somaliland and Bosasso and Garowe in Puntland into a standardized set of processes and templates that will aid local leaders and implementers in Somaliland, Puntland and South Central Somalia.

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Module 1: Local Economic Development Knowledge Building

1.1 Introduction to Local Economic Development

LED Overview

Local Economic Development (LED) is a participatory, area-based approach for local government, private sector, and civil society to work together in utilizing local resources and capacities for employment creation and income generation. In LED, local government is the focal point mobilizing stakeholders, and facilitating dialogue between private sector and civil society. When there is coordinated action, scarce resources and labour can best be applied to maximize economic benefits for both the businesses and the greater community. Assessment, planning and implementation is done through a consultative and participatory process to ensure equitable outcomes.

The LED approach recognizes that a community's unique geographic, historic, environmental and economic circumstances have greatly influenced the community's current economic condition, and how that area can best achieve economic growth in the future. Localities specific factors, such as proximity to trading markets, natural resources, and quality of infrastructure provision, along with human resource factors, such as availability of a skilled labour force and the area's entrepreneurial tradition, help determine the types of activities that can be implemented.

The LED approach employs Public Private Dialogue (PPD) and Local Economic Development Forums to bring local business and civic leaders together to enter into discourse on activities that can be implemented for jobs creation and income generation. When government, business and community leaders share a platform for communicating local needs and opportunities, than a shared vision of community development can be developed.

These approaches of local level dialogue are in line with Government's National Development Plans to devolve power from national-level Government to local-level government and stakeholders to empower communities in shaping their future economies.

Public Private Dialogue

Public Private Dialogue (PPD) is an approach for enhancing communication between government and the private sector with the aims of improving social and economic outcomes. There is a misconception that public and private sector interests are in opposition to one another, that is not always the case. Micro, small, and medium enterprises (MSME) are a major driver for local employment creation and income generation. When government champions private sector development, existing businesses grow, new businesses are created, and communities see direct benefits in the form of jobs and income generation.

PPD creates opportunities for representatives of local government and business to address private sector constraints and catalysts. The formation of PPD creates a working environment for public and private sectors to assess, plan, and implement activities that improve businesses and enhance community welfare.

Business people and government officials come from very different perspectives. The government develops a broad set of policies and regulations to manage public resources and economic sectors. The private sector focuses on economic growth and sustainability of individual enterprises. Government and private sector should focus on achieving simple, positive outcomes early in PPD. These early quick wins create a positive environment, which strengthens relationships for the two groups to later address tougher, more sensitive issues.

(Refer to appendices: “Public Private Dialogue Guidelines”)

Objectives of Local Economic Development

In Somaliland, Puntland, and South Central, LED is a mechanism that can be used to accomplish the following objectives:

- **Shifting power to local communities and businesses** - every place is unique and has potential to progress. Localities themselves are best placed to understand the drivers and barriers to local growth and prosperity, and as such localities should lead their own development to release their economic potential. Local authorities, working with local businesses and others can help create the right conditions for investment and

innovation. The LED approach will enable places to tailor their approach to their circumstances and recognizes that places can usefully compete with one another, harnessing self-interest and ambition to grow, increase prosperity and collectively increase the size of the national economy,

- **Promoting efficient and dynamic markets and increasing confidence to invest** - create the right conditions for growth and prosperity and allowing markets to work, and
- **Focused investment** - tackling barriers to growth that the market will not address itself. The Government will support investment that will have a long-term impact on growth, such as infrastructure constraints and inefficient business regulations, and ensuring that the conditions for growth exist, attracting new investment and ensuring that local people have the appropriate skills and incentives to participate.ⁱ

Local Economic Development Components

A locality's economic growth potential is impacted by four components: 1) labour, 2) technology, 3) infrastructure, and 4) capital. The quantity, quality, and degree of interaction of between these four components influence how an economy develops (e.g. types of jobs, equity wealth creation, gender).

- **Labour** – the productivity of the workforce is determined by the quantity (e.g. number of persons) and quality (e.g. depth of skill) of labour available. Investments into education (e.g. primary, secondary, university, technical and vocational education and training centers) can produce a skilled workforce.
- **Technology** – the techniques and processes that can be applied to business to multiply the impact and productivity of labour, infrastructure and capital.
- **Infrastructure** – the physical and organizational structures that support a locality. Hard infrastructure maybe marketplaces, schools, hospitals, roads, irrigation canals, power and utilities. Soft infrastructure can include market systems (e.g. exchanges), school systems, and healthcare systems.
- **Capital** – capital in the form of financial (e.g. funds to acquire economic capital cash, credit,) and economic (e.g. real goods, trucks, machinery) capital are used by businesses in the production of goods and services

Range of Activities

Local-level stakeholders are acutely aware of their community's challenges and opportunities, and are in the best position to mobilize local people and resources to improve their community. LED strengthens local government, private sector, and civil society ability to craft local solutions for local problems. Interventions may include, but are not limited to, the following:

- Upgrade technical and vocational skills through support to local training institutions,
- Building new and refurbishing old physical and financial infrastructure,
- Enhance local enterprise competitiveness through value chain upgrading, and cluster & cooperative development,
- Local regulatory review to improve the investment climate (e.g. simplifying local business regulations, tax structure),
- Formation of business incubators and business development services to foster entrepreneurship,
- Local procurement for enterprises within the community, and
- Community contracting to construct labour intensive public works (e.g. building roads, irrigation canals).

1.2 LED Stakeholders

The LED Approach's stakeholders are local government, the private sector, and civil society organizations. While these stakeholders have varying priorities, a strong local economy is in everyone's best interest. A vibrant economy drives demand for businesses' products and services, and creates employment.

Local government plays the key role of facilitating the private sector and civil society organizations in the LED strategic planning processes. Within local government, the Department of Planning (responsible for all district planning), and Sub-Committee on Economic Development (made of councillors), have the crucial roles of 1) facilitating dialogue between private sector and civil society (e.g. workers' organizations, employers, community based organizations), 2) local economic data collection and analysis, and 3) work in conjunction with the community to develop the LED strategy. Local government should work to ensure that LED strategy and plans are integrated in the district development framework (DDF), and the councils' annual work plans and budgets. As public sector resources are limited, the utilization

of public resources in conjunction with private sector investments will be important to achieving the maximizing social and economic returns for businesses and the community.

The private sector, comprised of micro, small, medium, and large businesses, is the core driver for employment creation and income generation. Department of Planning, and Sub-Committee on Economic Development can enter into dialogue with business leaders to explore and implement concrete actions that support a business-enabling environment. This public private dialogue (PPD) can review areas such as registering a business, construction permits, access to electricity, registering land and property, access to credit, paying taxes, protecting investors, and enforcing contracts. PPD can also be a mechanism to link businesses with skilled labour at technical and vocational education and training centers, universities, and other educational centers. Public private partnerships can coordinate funding and human resources to maximize their effectiveness.

Civil society is an integral part the LED planning and implementation. In the absences of functional government, clan elders, religious leaders, and other traditional community structures have managed natural resources (e.g. pasturelands, water rights), settled disputes, and administer justice. Additionally, workers’ organizations, local NGOs, and CBOs are important in knowledge sharing, consensus building, and legitimizing the LED planning process.

Local Economic Development Stakeholders		
<p>Public Sector</p> <ul style="list-style-type: none"> ▪ Department of Planning ▪ Sub-Committee on Economic Development ▪ Councillors ▪ District government ▪ Sector Boards ▪ Authorities (e.g. health, education, transport) 	<p>Private Sector</p> <ul style="list-style-type: none"> ▪ Micro, small, and medium sized enterprises ▪ Workers’ organizations (e.g. trade unions, cooperatives) ▪ Chamber of Commerce ▪ Investors (e.g. Somalia Diaspora) ▪ Financial services (e.g. Dahabshiil) 	<p>Civil Society</p> <ul style="list-style-type: none"> ▪ Clan elders ▪ Community leaders ▪ Religious leaders ▪ Non-governmental organization ▪ Community Based Organizations ▪ Self help groups ▪ Women and youth
<p><small>Table Adapted from World Bank. 2006. LED Economic Primer. World Bank. Washington, D.C</small></p>		

1.3 LED Stakeholder's Roles and Responsibilities

Local government has the role of facilitator between private sector and civil society. Government will be key in information gathering, knowledge dissemination, identifying the areas of collaboration that are mutually beneficial to private sector and civil society. The responsibilities of local government include:

- Conduct LED orientation workshops with key private sector and civil society leaders to convey the LED approach for the community's economic development,
- Facilitate of the LED Forum to discuss and plan activities,
- Mobilize resources and coordinate public funds, private sector investments, and community resources to maximize their effectiveness in planned activities,
- Carry out evaluations of planned activities, and
- Monitor and analysis of the local economic interventions (e.g. investment climate, labour supply).

Private sector is the community's engine for job creation, and economic growth. Socially responsible businesses can both make profits for their shareholders, and have a positive social impact. Businesses can increase a locality's economic growth by:

- Creating jobs and wealth through identification and capturing of business opportunities,
- Working with local government, civil society, public and private educational to convey labour needs (e.g. what type of skills, number of persons),
- Promoting local procurement opportunities (e.g. hiring labour and acquiring supplies locally), and
- Communicating constraints to businesses through LED Forums (e.g. regulations, labour supply).

Civil society organizations are important in representing the needs and priorities of the community to local government and private sector. Representatives from the community are to help in assessing local needs, planning activities, and mobilization of community to implement activities.

- Mobilize local NGOs, informal sector groups, women, and other community groups to participate in the planning process,
- Collaborate with local government and businesses in the implementation of activities, and
- Participate in monitoring and evaluation of effectiveness of LED activities.

1.4 Local Government Mandates & Related Laws on LED

Article 11 of the 2004 Transitional Federal Charter, 1998 Puntland Charter, and 2001 Somaliland Constitution gives a legal mandate for the Government of Somalia to pursue executive decentralization and devolution of power to district level government for local service delivery. In Somaliland and Puntland, the Government’s structure is situated along three tiers; the State Executive (national level), regional governors (regional level), and the district councils (local level). District councils arose from the peace building and reconciliation process, and the intention were for these district level governing bodies to gain more authority in the delivering public services.ⁱⁱ

While national level government may institute policy and national level frameworks on economic growth, district councils must translate broad reaching, national frameworks into locally appropriate, actionable 5-year District Development Framework (DDF). DDF should be a consensus of district stakeholders on how to make national-level frameworks and goals (e.g. MDGs, PRSPs) relevant at the local level. Local government and other implementers should refer to the Public Expenditure Management Cycle and Responsibilities Chart.

As national government increasingly decentralizes 1) executive decision making authority (i.e. planning local development interventions, and 2) fiscal authority (i.e. budgets) to local governments, local stakeholders (i.e. government, private sector, and civil society) must be adequately prepared with the skills and resources to take on the greater responsibility. Highlights of the district responsibilities in delivering LED include:

- Support a business enabling environment to accelerate job creation, income generation and poverty reduction (e.g. local procurement of goods, community contracting for public works, pro-business laws and regulations),

- Provide district-level leadership in LED Forums, public-private partnerships, and other community level engagements to build consensus among stakeholders in the direction of local economic development,
- Competently delivery high quality public services (e.g. infrastructure, education, health), and
- Provide incentives (e.g. tax credits & holidays, land grants & leases) to attract inward investment from the private sector.

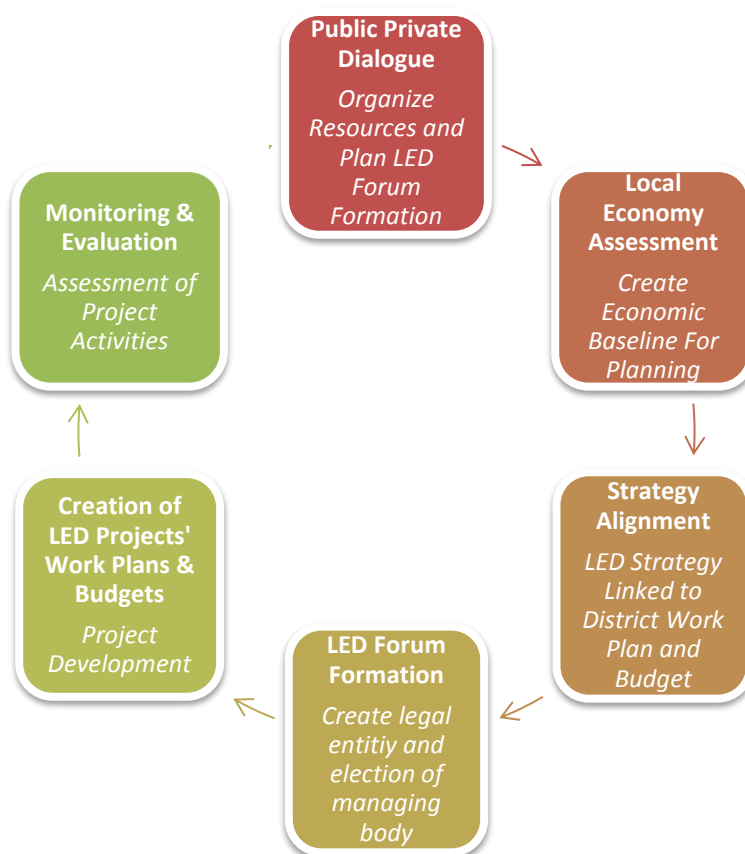
Module 2: Stakeholder Mobilization

2.1 Steps in the LED Approach

The LED Approach involves the following five steps:

- 1) **Public private dialogue** to initiate the LED process,
- 2) **Local economy assessment** to create a baseline for LED strategy plan, project work plan and project budget,
- 3) **Strategy alignment** between LED work plans and budgets with that of the district development framework, and the council's annual work plan and budget,
- 4) **Formation of the LED Forum** through filing the legal paperwork, election of LED Forum's management, and setting up LED Forum office,
- 5) **Creation of LED Projects' work plans and budgets** to create actionable steps community driven economic activities, and
- 6) **Monitoring and evaluation** to assess project performance and integrating best practices and lessons learnt into future activities.

Diagram of LED Approach



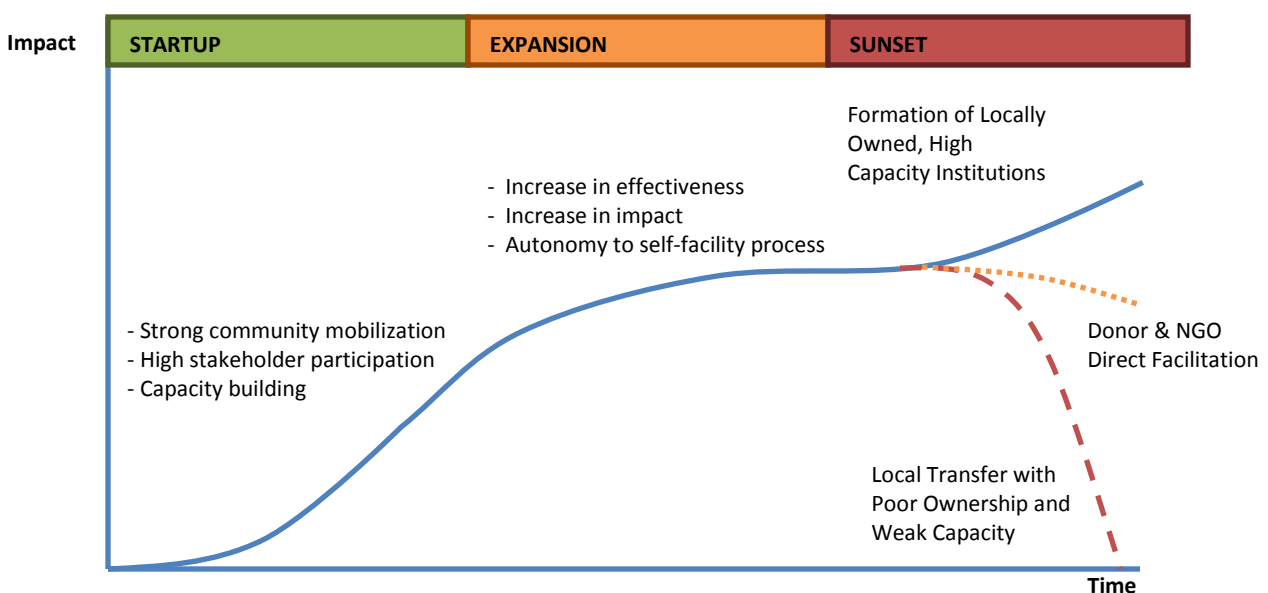
2.1 Public Private Dialogue and LED Forums

Local government is the facilitator of private sector and civil society. Government departments through Local Economic Development Forums (LED Forums) are to coordinate stakeholders, share economic data and forecasts, and provide technical guidance in the planning and implementation of projects.

While stakeholders' interests and priorities differ, LED allows a plan to be developed that serves to benefit all those involved. The LED Approach employs two mechanisms for stakeholder mobilization and consensus building:

- **Public Private Dialogue (PPD)** is a platform for enhancing communication between local government and the private sector. Micro, small, and medium enterprises (MSME) are a major driver for economic growth. Local government seeks to work with business leaders to create a business-enabling environment.
- **Local Economic Development Forum** is a consultative, participatory platform between local government, private sector, and civil society to assess, plan, and implement strategies for job creation and income generation. Local government facilitates dialogue between private sector and civil society through LED Forums, an institutional framework for the implementing the LED approach.

Local Ownership of Public Private Dialogue and LED Forums



The **start-up phase** is the mobilization of a diverse, poorly organized set of stakeholder groups into an LED Forum. LED Forums serve as an entry point for building dialogue between government, businesses, and civil society. In the **expansion phase**, stakeholders continue to experience gains from effective project management and the LED Forum acceptance as a locally owned institution is strengthened. During the **sunset** of the intervention, the donor support is phased out. If there is strong local ownership, the community will continue interventions themselves and the impact will be sustained. If donor or NGO, continues indefinitely the

intervention remains relatively constant. However, on going external support is poor for institutional sustainability and weakens local structures to support themselves. If ownership is transferred with weak ownership and poor capacity, the interventions' impact will cease and the LED Forum will collapse.

Module 3: Local Economic Assessment

An LED Forum's Strategic Plan and Project Plans are guided by a detailed assessment of the local economy. Analysis of the economy and an inventory of the actors (e.g. business, workers' organizations, microfinancing organizations, NGOs in livelihoods) helps the LED Forum in determine community-wide economic strategy, project priorities, and implementing partners.

3.1. Key Information to Collect

In Somaliland, Puntland, and South Central, local capacity has to be built for local government to conduct economic assessments to establish a baseline of their community's economy. Creating a baseline for the local economy will be important inputs for the LED Forum's Strategic Plan and LED Forum's Project Plan and Budgets.

Economic data to be collected includes:

Demographic	<ul style="list-style-type: none"> ▪ Population by size, age, growth rate, projected growth rate, and household size. ▪ Employees by industrial activity (regionally and nationally, and changes over time). ▪ Age structure and occupation breakdown of employed and unemployed. ▪ Average gross weekly earnings by gender and full/part-time employment. ▪ Numbers and other information on people and activities in the informal sector.
Economic	<ul style="list-style-type: none"> ▪ Number and size of firms by sectors; numbers of full-time equivalent employees. ▪ Number and type of recent firm closures by size, sector and date. ▪ Number of inward investments, foreign and domestic by employee size, sector, date. ▪ Number of new business start-ups, by size, sector, activity, export, company size.
Business Environment	<ul style="list-style-type: none"> ▪ Extent of 'red tape' and the ease of getting through red tape. ▪ Existence of supporting business networks, such as Chambers of Commerce. ▪ Local authority economic development support - services offered or subsidized. ▪ Local government capacity to carry out economic development; access to

funding.

Hard Infrastructure

- Condition of water, electricity and wastewater provision in areas of economic activity.
- Assessment of provision of land, real estate, office space for economic activities.
- Availability and quality of road and other transport modalities to nearest major markets.

Regional and National

- What neighboring cities are doing in terms of their local economic development.
- How neighboring towns and cities are competing.
- How they are, or could, collaborate.
- What is happening at the national level.
- Opportunities available through the national government.
- Major international/global trends that may impact on the local area.
- Opportunities and threats presented by regional government.

Source: Local Economic Development: A Primer Developing and Implementing Local Economic Development Strategies

3.2 Assessment Tools

The following are assessment tools that that local stakeholders may employ to gather economic data about their economy.

These assessment tools include:

- Asset mapping,
- Labour force surveys (where available),
- Employer surveys on skills and education (where available),
- Enabling environment surveys,
- Local enterprise surveys,
- Direct observations,
- Interviews with key government officials and business person, and
- Review of secondary reports and data.

1) Consultation and interviews with government, NGOs, CSOs, and other organizations to gather in-depth information on the local economy, business development services and active labour market policies (e.g. public employment services such as job centres, training schemes and employment subsidies) and other interventions.

2) Semi-structure group interviews with LED Forum members and other members of the community will provide a focus group to gather information (e.g. qualitative – local experience , quantitative – employment numbers) that can be used to identify the locally specific opportunities and challenges that can be acted upon by the project.

3) Asset mapping serves as a common point for stakeholders to view their community, and a starting point for discussing the various resources and actors in the environment and how they interact. Asset mapping is the processes that allows a community to visualize the location and interaction:

- Residential areas,
- local businesses and commercial areas,
- public institutions (e.g. schools, health services, police stations),
- natural resources (e.g. forests, water, stone quarries),
- infrastructure (e.g. roads, utilities, canals), and
- other local resources.

The mapping process is a consultative process that engages community members into identifying what and how local resources impact their community.

(Refer to appendices: “Asset Mapping”)

4) Local enterprise surveys can include surveys of a cross section of business can give a profile of businesses in the area, costs of running these businesses, possible comparative advantages, employment modes (e.g. self employed, waged worker), and partnerships with local government (e.g. public private partnerships).

(Refer to appendices: “Enterprise Survey”)

5) Secondary reports and data produced by Government, Donors (e.g. UN Agencies, World Bank), NGOs, academic institutions, and civil society organizations (e.g. Chambers of Commerce, business associations) should be examined. Review of existing reports and data can avoid duplication of economic research.

3.3. Economic Analysis

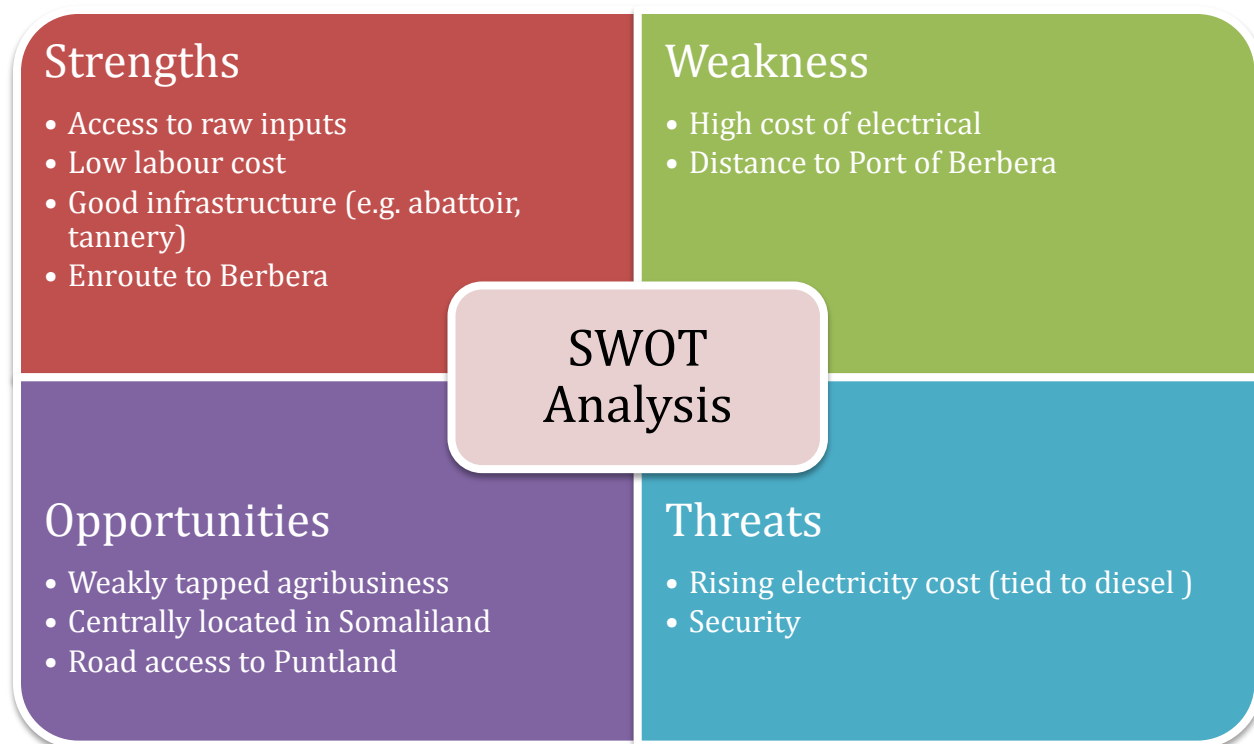
Economic analysis is needed to make raw data meaningful to the LED Forum. The presentation of the analysis needs to be within the context of the local community. The report may include value chain analysis to identify sector constraints (e.g. local fishery sector in Berbera), identifying key economic sectors that have strong employment creation potential, examination of economic issues that have strong social implications (e.g. cross-cutting issues on gender, public health), and local labour trends. The economic analysis should include a section of technical recommendations and specific activities that maybe undertaken by the LED Forum. The analysis and recommendations will feed directly into the LED planning process.

There are many approaches for the opening discussion among the LED Forum members on the state of the local economy. Simple analysis and exercises may include SWOT Analysis and Prioritizing Economic Challenges.

SWOT Analysis

A SWOT analysis can assist the LED Forum explore their community's:

- **Strengths** – attributes that give the local economy an advantage over others,
- **Weaknesses** – attributes that disadvantage the economy,
- **Opportunities** – areas, activities, or projects that the LED Forum can utilize to capture economic growth for stakeholders, and
- **Threats** – challenges that inhibit or block the economy from growing.



(Refer to appendices: “SWOT Analysis”)

Prioritizing of Economic Challenges

This analysis helps stakeholders discuss and prioritize their economic challenges, causes for the challenge, solutions to the challenge, and resources needed for the solution.

Challenge	Causes of this Challenge	How can community Solve the Challenge?	Resources needed for Solution?
1 Tannery receive a low quality hides	Herders do not prepare hides properly	Capacity building for herders to properly preserve, sort, and grade hides	Technical trainer (agriculture trainer available from Burao)
2			
3			

(Refer to appendices: “Prioritizing of Economic Challenges”)

- List the top 10 economic challenges
 - Prioritize the top three challenges to address.

- What are problems inhibiting the beneficiaries from bring the good to market?
- Causes of the challenge
 - What are the root causes for the problem?
 - Do other districts have this problem? Which districts?
- How can the community solve the challenge?
 - What resources can the community devote to solving the problem?
 - What activities are needed? Identify who is responsible for implementing these activities.
 - How have other districts resolved the problem?
- What resources are lacking (e.g. labour, material, financial)?
 - How can we get these resources (e.g. government, loan)?
 - Are there resources that the community needs but lacks? If so, where can they obtain them?

Module 4: LED Strategic Plan

4.1 Purpose of LED Strategic Plan

The local councils Department of Planning with support from LED Forum is responsible for planning a 5-year Strategic Plan and annual implementation plans. The 5-year Strategic Plan gives long-term direction for economic development and guides the priority and types of projects that are implemented. The Strategic Plan sets the goals and the project plans are the means by which those goals will be achieved.

The LED Strategic Plan is designed to set long term, overarching goals. The LED Strategic Plan is closely aligned with government through its integration into the DDF, and the LED Forum's Implementation Plan that prioritizes projects is integrated into the district's annual work plan budget. Through dialogue between government, businesses and civil society, the community's priorities should be revealed. Based on these priorities, the local government will aid the LED Forum in the preparing the LED Strategic Plan. This plan will be shared to the wider LED Forum for comments and revisions. This process may several consultations to complete, because there must be consensus among the members that goals outlined in the plan are inline with the community's actual priorities and interests.

4.2 Contents of LED Strategic Plan

The LED Strategic Plan is a key document that guides the development of the LED Forum’s activities, highlights opportunities for collaboration between the LED Forum and the District Government interventions, and provides information for donors, private sector, and other development partners.

The LED Strategic Plan should include the following:

1. **Background and context** – describe reasons why the LED Forum was established
2. **Duration of the strategic plan** – present the starting and finishing dates. At the end of the 5 years of the first strategic plan, a second plan should be drafted.
3. **Goal** – the overarching reason for the LED strategy (e.g. reduce poverty in Burao).
4. **Objectives** – the tasks that need to be accomplished to reach the goal (e.g. create 100 jobs to reduce unemployment in Burao)
5. **Projects** - the specific set of activities that need to be accomplished to reach the objective (e.g. rebuild the Burao Tannery)
6. **Validation** - process prepared for accountability and transparency

(Refer to appendices: “Local Economic Development Project Site Selection Criteria and Guidelines” and “LED Strategic Plan Guidelines”)

Module 5: Integrating LED Strategic Plan in the District Development Framework

The LED Strategic Plan is the result of a public-private-civil society partnership. For the LED Strategic Plan and LED Projects to have maximum impact, they must be integrated into Government’s District Development Framework (e.g. district investment plans, district annual work plans, district budgets). With time, LED Forums will become durable local institutions that carry out a consultative, participatory process with district level stakeholders. LED Forum’s outputs (e.g. strategic plans, projects) are essential inputs into the local council’s strategy.

Local government should refer to the Public Expenditure Management materials to ensure alignment and integration.

(Refer to appendices: “Project Expenditure Management Cycle”, and “Project Expenditure Management Responsibilities Chart”)

5.1 LED Strategic Plan Approved by LED Forum and District Council

The LED Strategic Plan must be reviewed by and approved by the LED Forum and District Council. The LED Forum’s approval is important to strengthen community linkages through consensus building, and district council approval is necessary to bring local plans inline with regional and national development plans.

The Government is establishing Regional and District Councils to strengthen local governance and enhance local service delivery. The LED Strategic Plan should be approved by the District Council to create legitimacy for both the plan and the LED Forum; as a mechanism for district-level participatory planning. Local District approval is helpful when LED Forum needs to mobilize resources for its projects.

5.2 Integrate LED Strategic Plan in the District Development Framework

National-local policy alignment is important to maintain a cohesive strategy for economic development throughout Somaliland, Puntland, and South Central Somalia. The strengthening of linkages between district, administrative regional and national levels of Government is important element.

Diagram: National Local Policy Alignment



With the local council approving the LED Strategic Plan and its integration into the District Development Framework (DDF), Government plans have been harmonized with LED Forum Strategic Plan; a plan that has been developed through a consultative, participatory process, and approved by the local government and the community. The LED Strategic Plan-DDF integration is important to access UN Local Development Funds (LDF). LDF is based on the premise that there is “one single, integrated development and investment plan for each district regardless of funding source.”ⁱⁱⁱ When DDF and LED Forum Strategic Plans are integrate, local government and LED Forums can coordinate to seek out projects to jointly plan and co-finance.

5.3 Prioritize LED Projects in the District Investment Plans, Annual Work Plans & Budgets

Similarly to LED Strategic Plan, LED projects should be prioritized and integrated into district investment plans, annual work plans, and budgets. District development planning and investment process are being harmonized throughout Somaliland, Puntland and South Central Somalia. Moreover, LDF allocation will be prioritized by the district in the planning process so LED Forum’s Projects integration is necessary to access government and donor funds.

Module 6: LED Forum Formation

6.1 LED Workshop: Sensitization and Awareness Raising

Prior to the formation of a LED Forum, local government will use the LED Workshops to convey to businesses and community leaders how the LED approach will benefit the community, and how to form the LED Forum. Department of Planning and the Sub-Committee on Economic Development should select people who are a fair and accurate representation of economic sectors and community interests to attend the LED Workshops. Business and community group leaders will be formally invited by local government to attend the LED Workshops. A broad cross section of the community's groups (e.g. women, youth, and vulnerable groups) and businesses is needed to ensure an equitable representation.

Local government may also conduct an awareness raising campaign through newspapers, radio, and community meetings to reach a wider audience. The workshops will sensitize local stakeholders on why forming a LED Forum is key in coordinating local responses of the community's economic growth.

6.2 Role of LED Forum

LED Forums have proven to be an effective mechanism to build local consensus and a vehicle for a community's development agenda. LED Forums transfers ownership of the process from the outsiders to the local community, which is the key to real development and growth. Local government should review community's existing formal and informal institutions. Existing institutions may already be in place and have the capacity to champion the LED approach. The role of the LED Forum includes:

- Awareness raising and consensus building of the LED to community development,
- Researching local economic trends, identifying economic opportunities, crafting solutions to local challenges,
- Advocating local and regional government to improve economic policies (e.g. regulation, taxes) to encourage inward investment,
- Planning LED Forum's long term 5-year strategic plans and short term projects and activities, and

- Implementing projects and activities.

6.3 Role of LED Forum Members

LED Forum members need to be motivated, committed towards n shaping their own economic future. Everyone should take an active role in the LED Forum to ensure that the responsibility for the running of the forum does not fall on the shoulders of the few, or that the LED Forum does not pursue the interests of only a few. Some of the key areas of responsibility include:

1. **Commitment** – individuals wishing to impact positively on their community must be serious about the task and should be willing to invest time to assessing, planning, and implementing activities.
2. **Knowledge** – the forum members are a broad representation of the community such that each can contribute to the LED Forum’s overall knowledge location, the opportunities and challenges. Members should be willing to learn about project planning and implementation
3. **Decision Making** – it is important to have the inclusion of government and private sector representatives that have the authority to make decisions. LED Forums should be a platform for both discussion and action.
4. **Contribution to the LED Forum** – a LED Forum office needs to be established to out operational (e.g. organization of meetings) and financial functions (e.g. bookkeeping) of the LED Forum and LED Forum’s project management. In-kind contributions from LED Forum member’s in the form office space, equipment, labour, and other resources is needed.

6.4 LED Forum Registration: Creating a Legal Entity

LED Forum Committee should register the entity as an NGO or association. As a formal institutional, the LED Forum would be able to access government and donor funding. Requirement for registering the LED Forum are:

- A Constitution which provides a legal framework for the LED Forum, and

- A Forum Profile clearly describes the role, goals, and objectives of the LED Forum. The profile is useful to ensuring that all the members have a common set of goals and understand the approaches that the LED Forum will use to reach achieve those goal.

(See Appendices for LED Burao Constitution, LED Burao Profile, and LED Forum Profile Template)

6.5 LED Forum Committee Elections: LED members Vote for Management

The LED Forum is lead by a 7 – 9 member committee responsible for planning assessments and projects for review by the LED Forum. LED Forum’s members elect committee members for fix-term appointments. The committee members should be representative of the community (e.g. local government, business, and civil society groups), and have the decision-making authority or be a key influencer of the government, business or civil society organization.

In the Somali context, the LED Forum Committee should comprise of a minimum of 30% women. This is to ensure that there is a fairer and more balance representation of interests. A LED Forum Committee is led by a chairperson elected by LED Forum. The chair position should rotate among the committee members every 12 months.

Committee members may include representatives of:

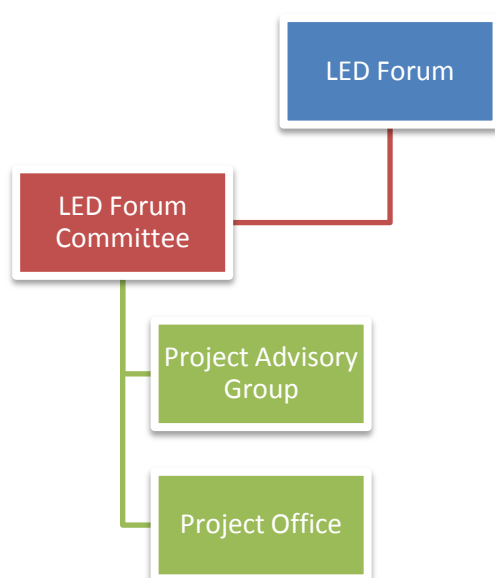
- Local government (e.g. Department of Planning, Sub-Committee on Economic Development)
- Local business leaders,
- Community leaders,
- Religious and cultural leaders,
- NGOs and CBOs,
- Worker organizations (e.g. trade unions, cooperatives), and
- Chamber of commerce.

Module 7: Project Planning and Budgets

The LED Forum implements projects through the LED Forum’s Project Office with technical guidance from the Project Advisory Group. The Project Office provides operational support in

the implementation of projects through the 1) assisting the formation of the advisory group of private sector and civil society organizations stakeholders, 2) mobilization of financial and in-kind resources, and 3) building linkages between stakeholders.

Diagram: Project Implementation Organizational Structure



The Project Office manages the day-to-day implementation of the projects, and provides operational support to the LED Forum and the LED Forum Committee. Additionally, the Project Office assists the Project Advisory Group in the design of the project work plan, cost estimations, procurement and contracting, and execution of project work plan.

7.1 Create Project Advisory Group

The Project Advisory Group is composed of 3-5 members of the LED Forum that have a technical background in that project or activity (i.e. tannery project will have business leader the sector) or a key influencer in that sector. The Project Advisory Group provides guidance in:

- drafting of project's proposal,
- identifying key activities, targets, and indicators,
- mobilizing key stakeholders (e.g. businesses, government units) towards achieving the project's objectives, and

- reviewing progress reports and evaluations to advise project office staff on any mid-course changes to the project that may enhance outcome and streamline implementation.

7.2 LED Annual Project Plan and Budget

To achieve the set of goals set in the 5-year Strategic Plan, the LED Forum will need to plan and budget projects. Unlike complex donor projects with many activities and outputs, LED Forum projects should be greatly simplified. LED Forums, especially early in the forum's formation, need time to develop project management capacity. The projects need to be simple to plan and implement to achieve good outcome. During the startup phase, LED Forum projects should have these characteristics:

- Short in duration (6 months or less),
- Simple set of activities (3-5 activities), and
- Clear outcomes.

Positive project outcomes enhance stakeholder enthusiasm for the LED Forum, and will support further mobilization of people and resources. As the LED Forum's capacity increases, more complex projects can be implemented. The benefits of the LED Forum Projects include:

- Directly improve the local economy (e.g. build irrigation canals to enhance agriculture),
- Improve the project management capacity of the LED Forum, and
- Enhance cohesion between the LED Forum members.

Identifying individuals on the LED Forum with existing stakeholder interest can be involved in developing project proposals. In Burao, Somaliland, there were suggestions to rehabilitate the tannery. The LED Forum, supported the Board of the Tannery, developed a proposal to rehabilitate the facilities.

(Refer to appendices: "Project Proposal Template" and "Project Selection Criteria")

7.3 Project Financing and Resource Mobilization

The LED Forum will be supported by a project office. This team will have financial experts who can advise, guide or directly be involved with budget preparation, accounting and financial reporting. Budgets will be required to run the LED Forum. LED Forum facilitators, office space, office equipment and other costs are needed.

The Project Office will utilize the project work plan and accompanying budget to identify what resources are needed, and the contributions of private sector, the community, local government and donors (through the LDF). Given the limited resources in Somaliland, Puntland, and South Central, pooling financial and in-kind contributions will be needed if projects are to have enough resources to deliver on all planned activities.

When necessary, LED Forums will receive support, such as hiring a LED Forum Facilitator for an agreed period of time and assist with equipping and operationalization of the LED Forum office. However, there are minimum sets of requirements a LED Forum must have to facilitate the provision of funds from potential donors. These requirements include:

- Have a forum in place with representation from various relevant sectors and illustrating a structure with the appropriate members,
- Produce support letters from senior local authority figures illustrating their support for the LED Forum and its agenda,
- Register with the relevant authorities as an NGO or association and possessing the certificate,
- Have a constitution, memorandum, and articles in place,
- Produce regular meeting minutes from LED Forum,
- Produce proof of actions taken or proposals prepared with appropriate budgets to enable legitimate requests for funds,
- Possess a bank account and indicate the account signatories with a minimum of two signatures per transaction, and
- Indicate the Forum's treasurer is in place and ensure they have the appropriate level of experience.

In addition to government and donor financial support of LED Forum and LED Forum's projects, the LED Forum will need to draw upon members to contribute to their own resources. When the community contributes to projects, either in financial resources and in-kind contributions (e.g. labour, office space), there is greater ownership for the LED Forum, the project, and the outcome.

Reference the District Public Expenditure Management Chart in the appendices for a list of possible district level financial and in-kind resources contributors.

7.4 Building Linkages

LED Forums defining factor is bring together stakeholders across government, private sector, and civil society. LED projects do the same through building businesses-business and business-civil society linkages. The creation of dense networks of businesses and civil society organizations can enhance private sector's ability to find markets. These linkages improve the efficiency of product supply chains, which enhance the amount of value captured by the businesses.

The LED Forum is an important vehicle for linking the community's activities to neighboring districts' projects and higher tiers of government (e.g. regional and national) to align development activities.

Module 8: Monitoring & Evaluation

Rigorous monitoring and evaluations is necessary to keep the projects' activities on target to achieving their planned deliverables. Each activity has a corresponding set of indicators (e.g. number of persons trained, number of jobs created, value of income generated). The comparison of actual versus planned results can help the project management see which activities are performing poorly or strongly to enable a shifting of resources and adjustments in the project's approach. As such, monitoring and evaluation should be seen as a continual process rather than a one-time event.

8.1 Monitoring & Evaluation

Local government, private sector and civil society organizations will conduct joint monitoring missions to periodically assess the implementation of the project. Community feedback will provide a crucial check in determining the quality of project implementation. Progress reports should be reported to forum members on a regular basis to ensure transparency of the organization, performance in implementing activities, and monitoring of organization's funds. Delays in project implementation, shortages in resources and other concerns can be conveyed to project managers to enable adjustments in the project's implementation. LED Forum projects contribute to DDF goals and project outcomes should be noted.

At the project's conclusion, evaluations are used to measure the project's actual performance to planned indicators. The World Bank LED Primer suggests indicators should include the following attributes:

- **valid** – accurate measure (e.g. employment creation measure not simply by number of “jobs created”, but detailed notation of employment and compensation type; full-time jobs, part-jobs, seasonal jobs, waged or piece rate compensation)
- **reliable** - indicators are consistent even if measured by different evaluators
- **gender** – denote beneficiary gender; male and female
- **cost-effective and timely** - the data capture should be reasonable in cost and time
- **in-line with local capabilities and resources** – indicators should be direct enough so that local implementers can capture and analysis them.

The lessons learnt and best practices can be used to improve upon future projects. Local government or donors can conduct evaluations in conjunction with LED Forum members to build local capacity. Overtime, the LED Forum can conduct evaluations by itself.

(Refer to appendices: “Progress Report Guideline”)

8.2 Revise LED Strategic Plan with Monitoring & Evaluation Input

LED Form Strategic Plan should be annually reviewed to update the document based on current economic conditions and feedback from monitoring and evaluation missions. Somaliland, Puntland and South Central's economy is dynamic and LED Strategic Plan and DDF should be flexible to adapt to changing conditions.

The following table is a breakdown of roles of the LED Forum, the LED Forum Committee, and the LED Forum Project Office Team in assessing and improving LED Forum’s goals, objectives, and projects. LED strategic and annual work plans must adapt to the changing priorities of the communities and conditions of the local economy changes.

	Goal <i>Ultimate Target of LED Forum (e.g. reducing unemployment, increasing income)</i>	Objectives Steps to Reach Goal (e.g. support employment in agribusiness)	Projects Activities to Reach Objectives (e.g. rebuilding of Burao tannery and support infrastructure)
LED Forum <i>Full set of stakeholders local government, private sector, and civil society</i>	Yearly Review of LED Strategic Plan. Based on conditions of local economy and evaluations from past projects make appropriate adjustments to the strategic plan.		
LED Forum Committee <i>5-7 Member Board that Steers the LED Forum</i>	Yearly Considers updates to LED Strategic Plan based on new economic data, and project evaluations.	Quarterly Considers economic and project data for prioritization and rebalancing of funding to existing projects and upcoming projects.	
LED Forum Project Office Team <i>Project Staff Implements LED Forum Projects</i>	Yearly Draft updated LED Strategic Plan based on local economic data and project progress reports.	Quarterly Collect and analyze local government and project progress report for review by LED Forum Committee.	Weekly Internal review of progress reports to make mid-course corrections on project implementation.

Consideration should be made for:

- Have the LED Strategy’s goals, objectives, and priorities changed?
- What social and economic conditions, globally or locally, have changed that might impact the LED strategic plan?
- Are there new economic actors in the district?
- Are the projects’ actual performance meeting the targets indicated in the plan? If not, why and what can be done about it?

8.3 Financial Reporting

Financial reporting on a quarterly and yearly basis is essential to ensure transparency and accountability of funds. Financial accounting and bookkeeping processes should be used by the LED Forum to keep track of cash in (e.g. donor funds) and outflows (e.g. operation costs of LED

Forum, project specific costs). When necessary LED Forum may receive capacity building in basic bookkeeping, presenting and reporting of financial statements.

(Refer to appendices: "LED Budget Template")

References

ILO. 2005. Local Economic Development Sensitizing Package. ILO. Geneva.

ILO. 2010. Local Economic Recovery in Post-Conflict. ILO. Geneva.

World Bank. 2006. Local Economic Development: A Primer Developing and Implementing Local Economic Development Strategies. World Bank. Washington.

World Bank and Southeast Europe Enterprise Development. Entrepreneurship and SME Development Strategy in Prijedor Municipality 2003-2008.

USAID. 2009. Handbook on How to Manage Local Economic Development: Decentralization and Local Government Program in the Kyrgyz Republic.

Appendices

Public Private Dialogue Guidelines

Refer to PPD Handbook:

<http://www.publicprivatedialogue.org/papers/PPD%20handbook.pdf>

Asset Mapping

With a group of between 6 – 8 persons, ask the group to draw a map of their community, village, or district on a large sheet of paper. In this map, they are to draw out the:

- Residential areas,
- local businesses and commercial areas,
- public institutions (e.g. schools, health services, police stations),
- natural resources (e.g. forests, water, stone quarries),
- infrastructure (e.g. roads, utilities, canals), and
- other local resources.

The asset map serves as a common point for stakeholders to view their community, and a starting point for discussing the various resources and actors in the environment and how they interact.

Enterprise Survey

Enterprise Survey Under the ILO component of the UN's Joint Programme for Local Governance (JPLG)

For each area the following information is required in brief:

- Location
- Demography – population; demographic breakdown of ages 0-16, 15-25; 26-50; over 50
- Governance – local administration structure
- Main economic drivers
- Other relevant information

Name:

Position in company:

Gender:

Age:

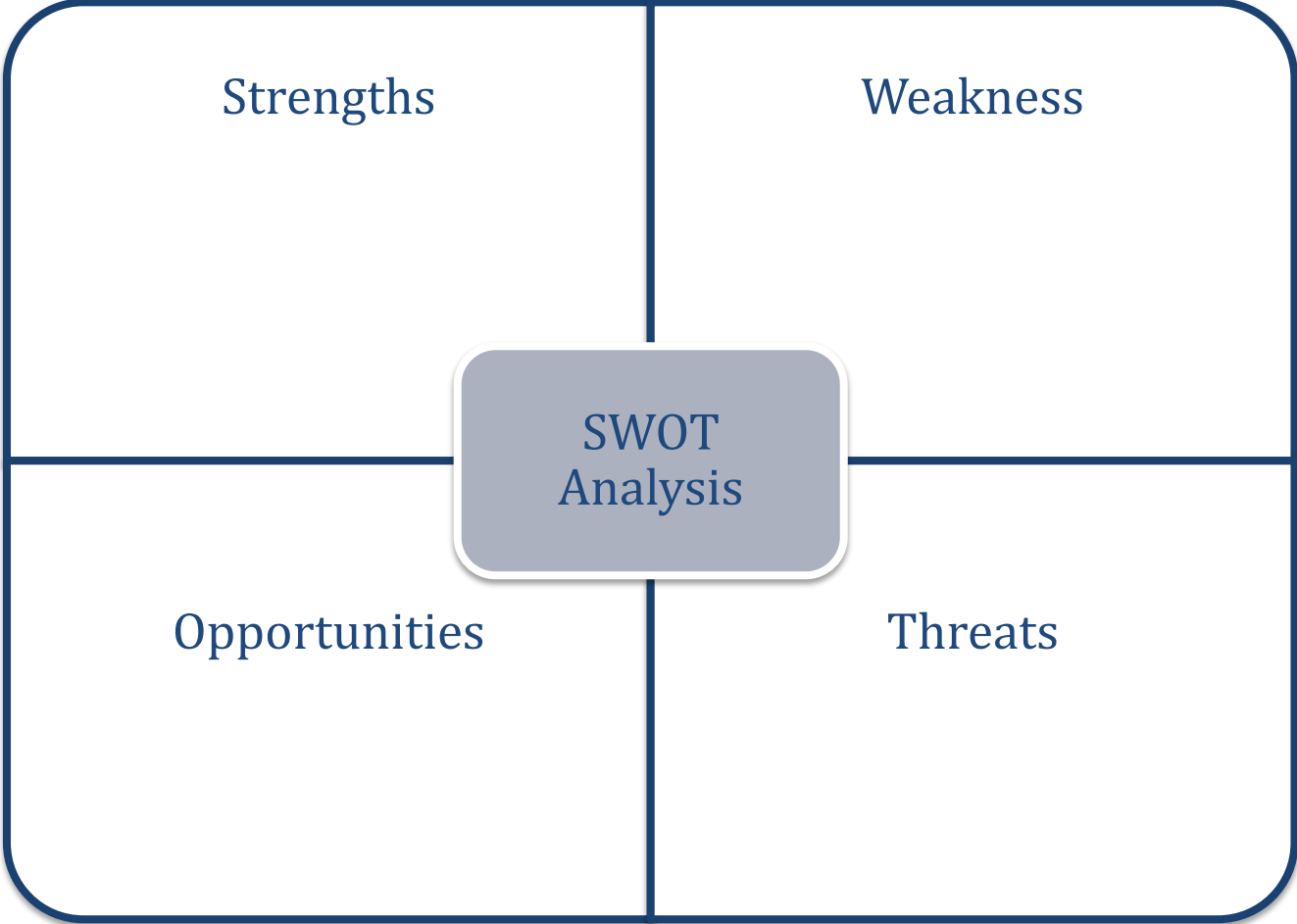
Note: This is not a comprehensive survey but an initial indicator of the status of the local economy. Further, more rigorous research may be required depending on the available data and gaps which may come through.

	Question	Categories	Response
1.	What type of business do you operate?	<input type="checkbox"/> Manufacturing <input type="checkbox"/> Retail <input type="checkbox"/> Wholesale <input type="checkbox"/> Construction <input type="checkbox"/> Agriculture <input type="checkbox"/> Services <input type="checkbox"/> Other	
2.	What form of business is it?	<input type="checkbox"/> Sole Proprietorship <input type="checkbox"/> Corporation <input type="checkbox"/> Limited Liability Partnership <input type="checkbox"/> Other	
3.	When was your business established?	<input type="checkbox"/> Less than 1 year <input type="checkbox"/> Between 1-5 years <input type="checkbox"/> Between 6-10 years <input type="checkbox"/> More than 10 years	
4.	What approximately did it cost to establish your business?	<input type="checkbox"/> Less than \$999 <input type="checkbox"/> \$1,000-\$2,000	

		<input type="checkbox"/> \$2,001-\$5,000 <input type="checkbox"/> More than \$5,001	
5.	Where did this money come from?	<input type="checkbox"/> Loan Family (domestic/international) <input type="checkbox"/> Friends (domestic/international) <input type="checkbox"/> Loan (bank, microcredit) <input type="checkbox"/> Own savings	
6.	What are the major costs of running your business? What are the estimate costs?	<input type="checkbox"/> Labor <input type="checkbox"/> Transport <input type="checkbox"/> Raw materials <input type="checkbox"/> Rent <input type="checkbox"/> Utilities <input type="checkbox"/> Other	
7.	Approximately how much profit did you make in the last year?		
8.	Are you planning to expand your business? What are the main reason for the expansion?		
9.	Does your business have any competitive advantage over other geographical locations in Somaliland, Puntland or South Central? If so how would you explain this?		
10.	How many people do you employ?	<input type="checkbox"/> 1 person <input type="checkbox"/> 1-5 persons <input type="checkbox"/> 6-10 persons <input type="checkbox"/> 11-20 persons <input type="checkbox"/> More than 20 persons	
11.	What is the gender breakdown of employees?	% of women %of men	
12.	What is the age structure of your employees?	#___ 16-25 #___ 27-35 #___ 36-45 #___ 46-55 #___ Over 55	
13.	What skills do people require for your company? What skills does your company require but are unable to hire?		
14.	How would you rate the level of available skills locally for your company?	<input type="checkbox"/> Readily available <input type="checkbox"/> Adequate <input type="checkbox"/> Rarely available <input type="checkbox"/> Completely unavailable	

15.	What skills training would need to be available in your area?		
16.	Does your company train employees?	<input type="checkbox"/> Yes <input type="checkbox"/> No	
17.	Would you be prepared to take on unskilled people for on-the-job training? If yes would you need any form of assistance with this? If so what?	<input type="checkbox"/> Yes <input type="checkbox"/> No	
18.	Do you employ apprentices? If not why?	<input type="checkbox"/> Yes <input type="checkbox"/> No	
19.	Is your business licensed?	<input type="checkbox"/> Yes <input type="checkbox"/> No	
20.	How long does it take to get a license or permits from the local authority?	<input type="checkbox"/> Less than 2 weeks <input type="checkbox"/> Between 2-4 weeks <input type="checkbox"/> Between 5-8 weeks <input type="checkbox"/> More than 9 weeks	
21.	Are you a member of any of the following? If the answer is "none", why?	<input type="checkbox"/> Chamber of Commerce <input type="checkbox"/> Business Association <input type="checkbox"/> Cooperative <input type="checkbox"/> None of the above	
22.	Do you ever seek assistance or advice from the local authority or municipality? If so what kind? If not Why?		
23.	What can the Municipality do to make doing business in your area better?		
24.	Would you be prepared to participate in a forum or workshop to improve relations with the municipality?	<input type="checkbox"/> Yes <input type="checkbox"/> No	
25.	What economic opportunities do you see for your area?		
26.	What needs to improve to take advantage of these opportunities?		

SWOT Analysis



Prioritizing of Economic Challenges

Challenge	Causes of this Challenge	How can community Solve the Challenge?	Resources needed for Solution?
1			
2			
3			
4			
5			
6			
7			
8			
9			
10			

Local Economic Development Project Site Selection Criteria and Guidelines

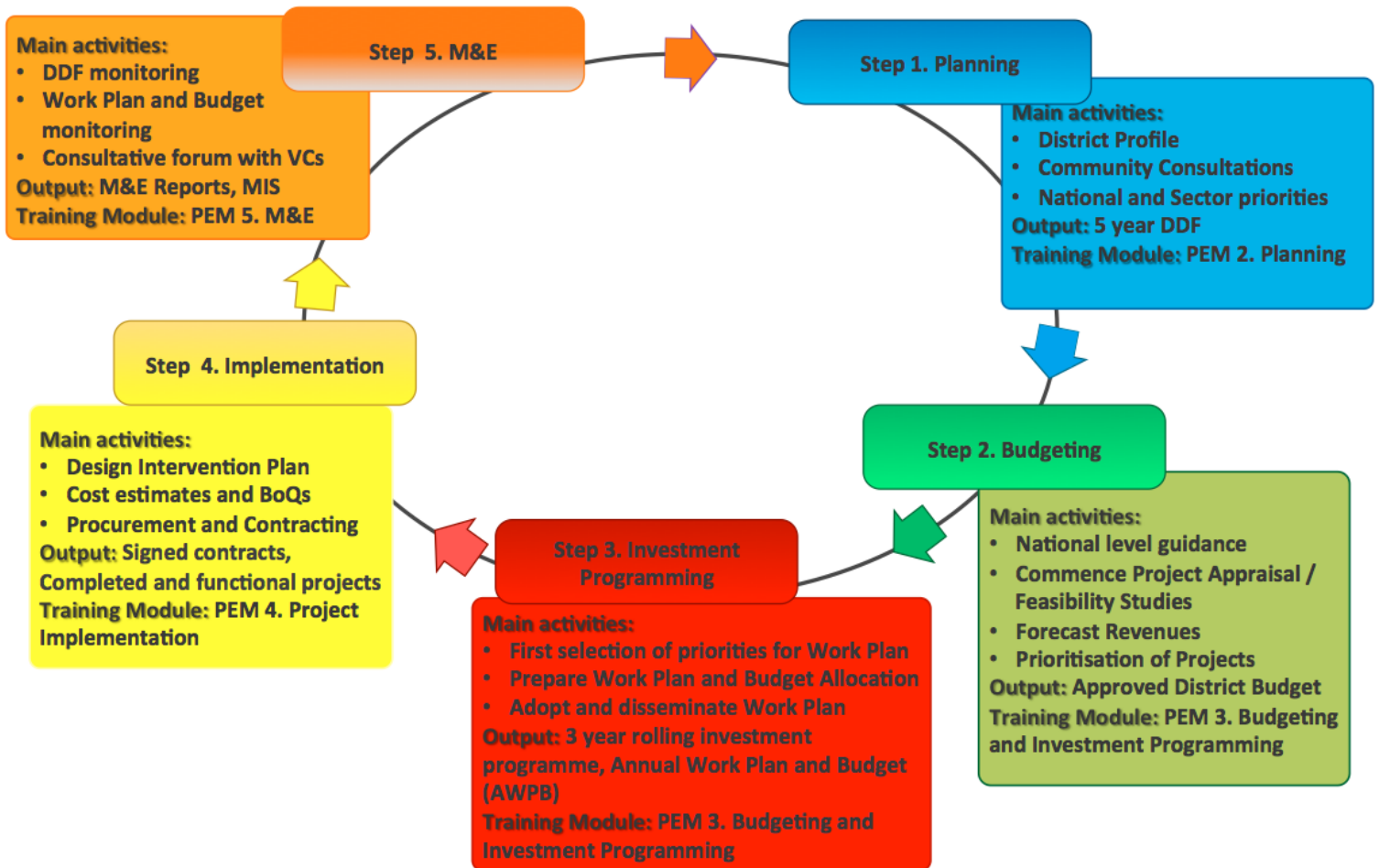
In order to select appropriate locations for LED the following can be used as a guideline:

1. **Access** – It is important to have good access through at least secondary roads. The presence of an airport should also be a consideration as a means towards growth and development through outside investment. In the Somali context given its vast coastline and key ports the selection of coastal towns is advantageous. Market towns are another consideration.
2. **Population size** – It is suggested that the location and its environs should have a population of at least 10,000 – 50,000 people. This presents opportunities to address various sectors and involve a range of people from women’s groups, to youth and the business sector as well as government departments. It is important to also recognize that population size, of the number recommended, presents opportunities for meaningful local contributions in terms of finance or other resources.
3. **Viable resources** – It is essential to determine what resources presently exist in terms of natural assets, skills, water and electricity services, infrastructure and such like.
4. **Employment** – ILO has conducted employment statistics in some locations, but where accurate statistics do not exist, a number of unemployed (especially youth) should be estimated to guide as to what kind of employment initiative could be undertaken – both short and long term.
5. **Autonomy/Independence** – A very useful guide as to how committed the community or population may be is to research what local initiatives have been undertaken and achieved without reliance on outside factors. This illustrates that local capacity and interest exists and has a high potential for sustainability.
6. **Local structures** – Another positive indicator is the level of interaction and co-operation between the community, private and public sectors. This can be assessed through the presence of existing committees or forums and what work they have undertaken.
7. **Security** – Unfortunately security has to be a determining factor in most parts of Somalia, although Somaliland is relatively peaceful and has been for some time. The location needs to be selected based on what can realistically be organized. Areas which suffer regular interruptions, have an atmosphere of fear, or are threatened with potential displacements either should not be considered as LED locations (at least until stability is established) or, if selected, processes and inputs should be at a level that is controlled and monitored on a month by month basis, before serious actions are undertaken

LED Strategic Plan Guideline

- **Background and context** – describe reasons why the LED Forum was established.
- **Management Structure** – In terms of a LED Forum this should describe the structure, the members and who they represent as well as the executive committee or officers.
- **Duration of the strategic plan** – present the starting and finishing dates strategic plan. At the end of the 5 years of the first strategic plan, a second plan should be drafted.
- **Goal** – this is the overarching reason for the LED Forum (e.g. reduce poverty in Burao).
- **Partnership Strategy** – describe how the LED Forum work with district government, private sector, and civil society organizations.
- **Objectives** – the tasks that need to be accomplished to reach the goal (e.g. create 100 jobs to reduce unemployment in Burao).
- **Projects** - the specific set of activities that need to be accomplished to reach the objective (e.g. rebuild the Burao Tannery). Carry out an asset mapping exercise to ascertain what already exists in the area. When you know what you have it is easier to determine what you need to fill what is missing.
- **Schedule projects** – It is not possible to implement too many activities at one time, so they should be planned in accordance with local priorities. So outline what will be undertaken during each year of the programme.
- **Programme description** – this details how you will implement the programme and will describe the different tools and methodologies used.
- **Outcomes and indicators** – list of measurable outputs coming from projects.
- **Monitoring & Evaluation** – a monitoring and evaluation plan and methodology should be outlined, including written report schedules, workshops, meetings with communities, lobbying of government, and private sector.
 - External evaluations should take place say each year.
 - External auditing of finances should be conducted in accordance with the fiscal year or as per donor requirements.
- **Finances** – An annual budget should be prepared 2-3 months in advance of the upcoming year to ensure that sufficient funds will be available and to seek funding sources.

District Public Expenditure Management Cycle



District Public Expenditure Management Chart

Stakeholder	PEM Responsibilities				
	Step 1. Planning	Step 2. Budgeting	Step 3. Investment Programming	Step 4. Implementation	Step 5. M&E
District Level Stakeholders					
District Council	●	●	●	●	●
Executive/Permanent Committee	●	●	●	●	●
Economic & Development Sub-Committee	●	●	●	●	●
Mayor	●	●	●	●	●
Executive Secretary	●	●	●	●	●
Village Council (VC)	●	●	●	●	●
Department of Administration & Finance	●	●	●	●	●
District Department Directors	●	●	●	●	●
Department of Planning	●	●	●	●	●
Department of Public Works	●	●	●	●	●
Department of Social Services/Affairs	●	●	●	●	●
Community Monitoring Groups	●	●	●	●	●
Local Civil Society Organizations	●	●	●	●	●
Private Sector/NGOs	●	●	●	●	●
The public	●	●	●	●	●
National and Regional Stakeholders					
MOI	●	●	●	●	●
Ministry of Planning	●	●	●	●	●
Sectoral Ministries	●	●	●	●	●
Regional Council**	●	●	●	●	●
Ministry of Finance	●	●	●	●	●
Auditor-General	●	●	●	●	●
Accountant-General	●	●	●	●	●
Donors	●	●	●	●	●

** Has responsibility in law for approving district budgets, although in practice this is carried out by MOI.

Sample Registration for the LED Burao in Somaliland

		Registration Number: L. 43.13. 1201.12/3/G/TOGDHEER
REPUBLIC OF SOMALILAND MINISTRY OF NATIONAL PLANNING AND DEVELOPMENT CERTIFICATE OF REGISTRATION		
<p>This is to certify that (LOCAL Economic DEVELOPMENT LED_ BURCO) is registered with the Ministry of National Planning & Development, and in accordance with Somaliland NGO Law No 43/2010, as a non-political, non-profit making, non-governmental organization engaged in the rehabilitation, reconstruction, and development of Somaliland. This Certificate shall be valid for one year from the date of issue.</p>		
Date of Issue: 20.March.2012		
Date of Expire: 19.March.2013		
 MOHAMED ADHIKARI TOGDHEER Regional Coordinator Signature Ministry of National Planning and Development		
Date: <u>19/03/2012</u>		

LED Burao Forum Constitution

CONSTITUTION OF LED-BURAO

LED-BURAO is a non-governmental organization formed under the Laws of Somaliland

ARTICLE ONE ORGANIZATION

Section 1.1. Registered Office. The registered office of the organization shall be located in Burao, Somaliland as stated within the Articles of Profile and may, at a later date, be moved to such other location as the board of directors may from time to time designate

Section 1.2. Other Offices. The organization may maintain such other offices within Somaliland as the board of directors may authorize, or circumstances necessitate.

Section 1.3. Purpose. The organization has been organized for the purposes set forth in the Articles of Profile.

Section 1.4. Corporate Seal. The seal of the organization shall be of such design as shall be approved and adopted from time to time by the board of directors, and the seal or a facsimile thereof may be affixed by any person authorized by the Board of Directors or the Constitution by impression, by printing, by rubber stamp, or otherwise. The foregoing notwithstanding, however, unless otherwise required by the laws of the Government of Somaliland, the board of directors may opt not to utilize a corporate seal.

ARTICLE TWO BOARD OF DIRECTORS / STEERING COMMITTEE

Section 2.1. Initial Directors. The initial board of directors shall consist of 3 persons / 7 members. The initial board of directors/ steering committee members shall serve a term of 2 years and be eligible for re-election to two-year terms thereafter; however, in all cases, directors shall serve until their successors have been elected and qualified.

Section 2.2. Number, Election and Term. The number of directors to serve on the board of directors may be amended by a duly adopted resolution of the board of directors; however, this number shall not be less than the minimum number required by the Government of Somaliland Law. All directors elected after the initial board shall serve two-year terms and shall be eligible for re-election to further terms by the board of directors; however, in all cases, current directors shall serve until their successors have been elected and qualified. When a seat becomes vacant on the board, the current board of directors shall fill it by majority vote; however, a director shall abstain from voting upon his or her own nomination for re-election to the board.

Section 2.3. Powers.

The activities and assets of the organization shall be managed and controlled by the board of directors which shall exercise all the powers of the Corporation.

Section 2.4. Meetings; Quorum.

Regular meetings of the board of directors shall be held at such places, within or without the Government of Somaliland, and on such days and at such times as shall be fixed from time to time by the board of directors. Rules of procedure for the conduct of such meetings shall be adopted by resolution of the board of directors. Notice of such regular meetings need not be given. A majority of the board of directors shall constitute a quorum for the transaction of business, but a lesser number may adjourn to another day if a quorum is not present. The act of the majority of the directors present at a meeting at which a quorum is present shall be the act of the board of directors, unless the act of a greater number is required by the Articles of Profile or the Constitution.

Special meetings of the board may be held at any time and place, within or without the laws of the Government of Somaliland, upon the call of the chairman of the board, the president or secretary of the organization by written notice delivered to each director not less than three (3) days before such meeting; provided, however, that any director may, at any time, in writing, waive notice of any meeting. Attendance of a director at any meeting shall constitute a waiver of notice of the meeting except where a director attends a meeting for the express purpose of objecting to the transaction of any business because the meeting is not lawfully called or convened. For purposed of this section, "delivery" of notice of a board of director's meeting may be accomplished through a private messenger, or electronically by email or facsimile transmission. "Delivery" is completed upon receipt by the director through any of the aforementioned means.

Section 2.5. Director meeting via telephone conference.

Directors may appear at a meeting of the board by means of telephone conference or similar communication system whereby all persons participating in the meeting can hear each other, and participation in a meeting in this manner shall constitute presence in person at the meeting. Furthermore, a director appearing at board meeting via telephone conference shall also be allowed to vote by this medium. Furthermore, it is permissible for all directors to appear at a meeting of the board of directors via telephone conference or similar communication system.

Section 2.6. Action by Consent.

Any action which is required to be or may be taken at a meeting of the directors may be taken without a meeting if consents in writing, setting forth the action so taken, are signed by all the directors. The written consent may be executed in several identical counterparts by the directors with the effect as if the directors had executed a single document.

Section 2.7. Resignation and Filling of Vacancies of Directors

Any director of the LED-BURAO may resign at any time by giving written notice of such resignation to the board of directors, the chairman of the board, or the Foundation. Any such resignation shall take effect at the time specified therein or, if no time be specified, upon receipt thereof by the board of directors or one of the above-named officers. Vacancies on the board and newly created directorships resulting from any increase in the number of directors to constitute the board of directors may be filled by a duly approved resolution of a majority of the directors then in office. If the directors remaining in office constitute fewer than a quorum of the board, they may fill the vacancy by the affirmative vote of a majority of all the directors remaining in office. The death of any director shall be treated as a voluntary resignation by the organization.

Section 2.8. Compensation of Directors.

Directors, as such, may receive such compensation and be reimbursed for expenses of attendance at any meeting of the board as shall be determined by resolution of the board of directors. Nothing herein

contained shall be construed to preclude any director from serving the organization in any other capacity and receiving compensation therefore.

Section 2.9. Committees.

The board of directors, by resolution adopted by a majority of the whole board, may designate two or more individuals to constitute an executive committee. Each such committee, to the extent provided in such resolution, shall have and may exercise the authority of the board of directors, as so delegated in the resolution, in the management of the organization; but the designation of such committee and the delegation thereto of authority shall not operate to relieve the board of directors, or any member thereof, of any responsibility imposed upon it or such member by law.

Section 2.10. Power and duties of the board of directors.

The property and business of the organization shall be controlled and managed by a board of directors; however, the board may delegate duties to the officers of the organization to the full extent allowed by law.

Section 2.11. Removal of directors or executive committee

The board of directors may, by resolution adopted by the affirmative vote of 66% or more of the directors, remove a fellow board member. Sixty-six percent of all directors, not 66% of those directors in attendance at the meeting, must vote in favor of removal for the resolution to pass.

**ARTICLE THREE
OFFICERS**

Section 3.1. Number, Election and Term.

The officers of the organization shall be a president, treasurer, and secretary who shall be chosen by the board of directors at its first meeting. The same individual may not hold all three offices. The board of directors may elect such other officers with such titles and duties as it may determine are appropriate. Any three or more offices may not be held by the same person. All officers, unless sooner removed, shall hold their respective offices until the first meeting of the board of directors after the next succeeding election of the board of directors and until their successors have been duly elected and qualified. Even though, the organization LED-BURAO is a voluntary and charitable organization, in the future if there are any major funding, the salaries of the officers of the organization shall be fixed from time to time by the board of directors. No officer shall be prevented from receiving such salary by reason of the fact that such officer is also a director of the organization.

Section 3.2. Removal.

Any officer or agent elected or appointed by the board of directors may be removed by the board of directors whenever in its judgment the best interests of the organization will be served thereby, but such removal shall not affect the contract rights, if any, of the officer or agent so removed.

Section 3.3. Chairman of the Board.

The chairman of the board, if any, shall preside at all meetings of the directors at which he or she is present and shall perform such other duties as the board of directors or the Constitution may prescribe.

Section 3.4. Vice Chair.

In the absence of the chairman of the board, the vice chair shall preside at all meetings of the directors at which he or she is present. The vice chair shall perform such duties as the board of directors may

prescribe and shall see that all orders and resolutions of the board are carried into effect. The vice chair shall execute all contracts requiring a seal, under the seal of the organization, except where permitted by law to be otherwise signed and executed and except where the signing and execution thereof shall be expressly delegated by the board of directors to some other officer or agent of the organization.

Section 3.5. Vice Chair.

The vice presidents, in the order of their seniority shall, in the absence or disability of the president and any executive vice president, perform the duties and exercise the powers of the president, and shall perform such other duties as the board of directors or the president may prescribe.

Section 3.6. Secretary and assistant secretaries.

The secretary shall keep or cause to be kept a record of all meetings of the board of directors and record all votes and the minutes of all proceedings in a book to be kept for that purpose. The secretary shall give, or cause to be given, notice of all meetings of special meetings of the board of directors, and shall perform such other duties as may be prescribed by the board of directors or chair, under whose supervision the secretary shall be. The secretary shall keep in safe custody the seal of the organization and shall affix the same to any instrument requiring it. The assistant secretaries, if any, in order of their seniority shall, in the absence or disability of the secretary, perform the duties and exercise the powers of the secretary and shall perform such other duties as the board of directors may prescribe.

Section 3.7. Treasurer and Assistant Treasurers.

The treasurer shall have the custody of the organization funds and securities, shall keep full and accurate accounts of receipts and disbursements in books belonging to the corporation, shall deposit all moneys and other valuable effects in the name and to the credit of the organization in such depositories as may be designated by the board of directors and shall perform such other duties as the board of directors may prescribe. The treasurer shall disburse the funds of the organization as may be ordered by the board, taking proper vouchers for such disbursements, and shall render to the president and directors, at the regular meetings of the board, or whenever they may require it, an account of all his transactions as treasurer and of the financial condition of the corporation.

If required by the board of directors, the treasurer shall give the organizational bond in such sum and with such surety or sureties as shall be satisfactory to the board for the faithful performance of the duties of his office and for the restoration to the corporation, in case of his death, resignation, retirement or removal from office, of all books, papers, vouchers, money and other property of whatever kind in his possession or under his control belonging to the corporation. The assistant treasurers, if any, in the order of their seniority shall, in the absence or disability of the treasurer, perform the duties and exercise the powers of the treasurer and shall perform such other duties as the board of directors may prescribe.

ARTICLE FOUR INDEMNIFICATION OF DIRECTORS, OFFICERS, EMPLOYEES AND AGENTS

Section 4.1. Indemnification of Directors and Officers.

To the fullest extent permitted by the laws of Somaliland, including future amendments of those laws, the organization shall indemnify and hold harmless each director and officer of the organization against any and all claims, liabilities, and expenses (including attorneys' fees, judgments, fines, and amounts paid in settlement) actually and reasonably incurred and arising from any threatened, pending, or

completed action, suit or proceeding, whether civil, criminal, administrative, or investigative, to which any such person shall have become subject by reason of having held such a position or having allegedly taken or omitted to take any action in connection with any such position. However, the foregoing shall not apply to:

- any breach of such person's duty of loyalty to the organization;
- any act or omission by such person not in good faith or which involves intentional misconduct or where such person had reasonable cause to believe his conduct was unlawful; or
- any transaction from which such person derived any improper personal benefit.

Section 4.2. Determination of Entitlement of Directors and Officers to indemnification.

The decision concerning whether a director or officer seeking indemnification has satisfied the provisions of Section 5.1 shall be made by (i) the board of directors by a majority vote of a quorum consisting of directors who are not parties to the action, suit, or proceeding giving rise to the claim for indemnity ("Disinterested Directors"), whether or not such majority constitutes a quorum; (ii) if there are no Disinterested Directors, or if the Disinterested Directors so direct, by independent legal counsel in a written opinion.

Section 4.3. Indemnification of employees and agents.

The board of directors may, in such cases as, in its complete discretion, it deems appropriate, indemnify and hold harmless employees and agents of the corporation, and persons who formerly held such positions against any or all claims and liabilities (including reasonable legal fees and other expenses incurred in connection with such claims or liabilities) to which any such person shall have become subject by reason of having held such a position or having allegedly taken or omitted to take any action in connection with such position.

**ARTICLE FIVE
DISSOLUTION OF THE LED-BURAO ORGANIZATION**

In the event the organization is dissolved, the board of directors must liquidate all the assets of the organization and disburse the proceeds on projects that are consistent with the objectives of the organization such as the existing programs that were funded by the organization before its dissolution.

**ARTICLE SIX
MISCELLANEOUS**

Section 6.1. Amendment of Constitution.

The Constitution may be amended by a majority vote of the board of directors present in person or by proxy at the annual meeting, at a special meeting called for that purpose, or by written consent.

Section 6.2. Fiscal year of the organization.

Unless the board of directors shall select another date through a duly adopt resolution, the fiscal year of the organization shall begin on the first day of January of each year and end on the 31st day of December.

LED Burao Forum Profile

LOCAL ECONOMIC DEVELOPMENT – BURAO (L E D – B)

A local non-governmental organization founded and based in Burao, Somaliland.

ORGANIZATION ARTICLE PROFILE

1. NAME AND LOCATION OF ORGANIZATION

NAME: LOCAL ECONOMIC DEVELOPMENT – BURAO (L E D – B)

HEADQUARTERS: BURAO, TOGDHEER SOMALILAND

2. LEGAL STATUS OF ORGANIZATION

Local Economic Development –Burao (LED-B) is a 100% volunteer based non-governmental, non-political and non-profit making organization committed to provide Burao District and its environs a dynamic, business-oriented culture that can foster economic growth, nourish a thriving employment market and be generally characterized by an attractive entrepreneurial outlook that enables the local community to have an improved lifestyle and enjoy a strong feel good factor and be proud of themselves as a cohesive force fully integrated and mobilized to usher a new era of making fundamental changes in a wide range of its socio economic affairs.

3. INTRODUCTION

Somaliland is still emerging from a prolonged war that affected the lives of the population in acute and diverse ways. The infrastructure and the basic social services have suffered immensely during these years of civil strife. Particularly, education and health care services, employment rate and economic growth are all at a dismissal level. In nomadic villages, only 13% of children have attended secondary school and 59% adults have never attended any school. Disturbingly 92% of the families do not use toilets, 54% of people observed had noticeable eye infections. A main source of income is livestock. However, Togdheer Region – Burao has all the economic sources to be a full-fledged developed region, if and only if, these resources are utilized in a creative manner. Burao, as a district and the regional capital of Togdheer, has a vast agricultural land, rich in water (both surface water and underground water), the highest per-capita of livestock in Somaliland and one of the highest entrepreneurship in the country.

LED-B, a 100% volunteer based non-profit organization, is established to do its part in addressing some of these human and resource conditions to improve the lives of the citizens of Burao. LED – B is led by a group of diverse experts who are determined to be pioneers in bringing together all of the stakeholders in the community and donors to shape the future generations. That means we are building and operating local economic systems that could be a

role model for this war ravaged country. We intend to mobilize public officials, the business sector and civic community leaders so as to create an alliance for change that can provide an economic stewardship and guidance. We shall foster policies that encourage women's participation in the Local economic Development. *The defining goal of LED – B would be the strengthening of a exciting local job market through a series of measures that would ease access of the Burao labour force to locally available jobs.*

In many countries, economic growth is determined not only by the formal economy (the economic sectors that are legally registered and pay taxes) but also by the informal economy (those activities that are not legally registered i.e. Diaspora remittances etc). In some cases the size of the informal economy is greater than the formal economy, and it interacts with the formal economy by supplying certain goods and services. The linkages between the formal and informal sectors of the economy need to be understood and considered in the devising of a local economic development strategy. LED-B will endeavour to bring this informal sector of the economy in the forefront to best utilize it to the maximum in generating larger proportion of employment in the region.

4. OUR VISION:

By 2016, Burao will have a dynamic, business-oriented environment led by a Partnership Forum (including local councilors, central gov't regional officers, private sector representatives and civic society leaders) and be characterized by an attractive business-enabling environment that provides the basis for a wide range of entrepreneurial and employment opportunities.

5. OUR MISSION:

LED-B is established at the end of 2011, as a District based non-governmental agency with a mission to unify efforts from public and private institutions to promote sustainable economic development. The LED-B Agency enjoys a wide representation and includes various industries, both public and private institutions within the Burao DC. Particularly, LED – B has the full support of the Burao Local Authority, as well as the Regional Governor of Togdheer Region.

6. GOALS AND OBJECTIVES:

LED-Burao Goals and Objectives

Goals:

1. To diversify and strengthen the economic base of the Burao local community.
2. To improve the built environment of the LED – B as a legal organization.
3. To encourage both local and foreign direct investment, particularly the Diaspora.
4. To become a more equal society through improved access to work for all members of the community.

Objective : To improve the built environment of the LED – B.

Objective 1: To adopt, within the next six months, the organisational structure, governing document and planning of policy guidelines to ensure that LED - B becomes a full-fledged functioning organization.

Objective 2: To ensure that participatory project proposals are in place; that the strategic plan of 5 years is well prepared; and the office and structure is in place. This milestone need to be completed between July – Dec 2012

To prioritize projects according to those that can have profound impact on economic regeneration and employment growth within Burao DC

Immediate Actions: LED-B

- To develop enlist the membership and support of distinguished business and civic leaders within Burao DC and establish early ownership of the overall effort by the whole community
- To adopt a STRENGTH-BASED APPROACH n tackling priority needs, and making emphasis on what the Burao DC community can mobilise from its own resources, and then initiate a lobbying effort and campaign to fundraise for what it can not afford from external agencies.

7. ORGANIZATION PRINCIPLE AND POLICIES

7.1. Principles

7.1.1. Volunteerism--in serving and giving something back to the community though a series of concerted actions during the first five years of the LED – B project life

7.1.2. Transparency and accountability—every dollar received in the name of LED-B will be recorded and spent on programs to improve lives in Burao.

7.1.3. Participation and self-reliance--most effective way to bring positive changes to a distressed community is through investment and ownership. Encourage the local people to contribute to the betterment of their lives and environment.

7.2. Local Community Engagement

LED-B efforts will be futile without a complete engagement and participation of the local government, the business and community leaders as well as central government and international NGOs. In order to ensure full exposure to widest sections of the local community, LED – B will reach out to those at the fringes and hard to reach sections such as minority groups etc. The aim is to attract people who can not only inspire others but who can lead the envisaged change. LED – B needs to capture the a holistic snapshot of the yearning and ambition of the Burao wider community.

8. ORGANIZATIONAL STRUCTURE

8.1. Board of Directors / Steering Committee

8.1.1.Executive Director

8.1.1.1. Program Manager

8.1.1.1.1. Administrative Officer

8.1.1.1.2. Finance Manager

8.1.1.1.3. Sub Committee, Access to Employment

8.1.1.1.4. Sub Committee, Fundraising

LED Forum Profile Template

LOCAL ECONOMIC DEVELOPMENT A local non-governmental organization

ORGANIZATION ARTICLE PROFILE

- **ORGANIZATION**

Name:

Offices:

- **LEGAL STATUS OF ORGANIZATION**

This Local Economic Development – is a 100% volunteer based non-governmental, non-political and non-profit making organization committed to provide the District and its environs a dynamic, business-oriented culture that can foster economic growth, nourish a thriving employment market and be generally characterized by an attractive entrepreneurial outlook that enables the local community to have an improved lifestyle and enjoy a strong feel good factor and be proud of themselves as a cohesive force fully integrated and mobilized to usher a new era of making fundamental changes in a wide range of its socio economic affairs.

- **VISION:**

- **MISSION:**

- **GOALS AND OBJECTIVES:**

Goal:

Objective:

Objective 1.

Objective 2.

Objective 3.

▪ **Immediate Actions:**

Action 1. _____

Action 2.

Action 3.

▪ **ORGANIZATION PRINCIPLE AND POLICIES**

▪ **ORGANIZATIONAL STRUCTURE**

Project Proposal Template

Project Title: Name of the Project		
Duration of Project: How long will this project last?		
Goal: What do we want to accomplish?		
Partnership Strategy: How can we work with 1) government, 2) private sector, and 3) civil society groups so that we can reach this goal?		
Activities: What specific do we need to accomplish reach this goal?	Resources: What labour or financial resources do we need to accomplish each activities?	Results: What indicators do we use to determine how well the activity is running?
Activity 1:	Resources 1:	Results 1:
Activity 2:	Resources 2:	Results 2:
Activity 3:	Resources 3:	Results 3:
Activity 4:	Resources 4:	Results 4:
Activity 5:	Resources 5:	Results 5:

LOCAL ECONOMIC DEVELOPMENT PROGRAMME

PUNTLAND AND SOMALILAND

Project Selection Criteria

The following is a guideline for LED Forums, being established in Puntland and Somaliland through the JPLG Programme and under the direction of ILO, to assist in selecting appropriate economic projects which will have a positive impact on business development, employment and the local economy in general. They are presented in no specific order of preference.

1. Inclusiveness

Members of established forums who represent various sectors and organisations, will often have their own preferences to accommodate their constituency, but in so doing may often exclude the greater part of the population. It is important to assess the potential impact a project may have on people both directly and indirectly in terms of coverage, employment creation, investment, growth potential and profile.

2. Work within the Forum's Capacity

Over the first 6-9 months of the forum's existence it is going to go through certain difficulties as it gets established. Members will change, finances have to be accessed, registration needs to take place, bank accounts will be set up, office space may need to be found etc. However, at the same time the forum is identifying economic areas it will be active in and the identification of projects is just one of these. So until it is organized as an operational entity, it should work within its capacity and not bite off more than it can chew. Therefore, over the first year it should identify projects it believes are very worthwhile, have high potential to attract financial resources and can be implemented within a 6 month period. The reason for the last point is to establish a positive reputation and be recognized as a viable entity.

3. Offer no threat to existing businesses

It is essential that project selection ensures they do not adversely affect existing businesses. Proper planning, market assessments and open dialogue will mitigate against such threats.

4. Employment Creation

One of the essential indicators of success of the LED programme is the level of employment created through its support. Therefore, any project selected must have this aim in mind. This can be in the form of short or long term employment (preferably the latter of course); assisting businesses to grow thereby employing more people; creating new businesses and such like.

5. Interests of the wider community

Project selection must take into consideration the interests of and benefits to the wider community. For instance, the successful rehabilitation of a tannery will generate employment, but the livestock owners will benefit directly through having a central point to which to sell their hides and skins.

6. Ownership

The Forum can take on the responsibility of organizing projects if it so chooses. However, it is more advisable to be a facilitator rather than an implementer as it gives it more scope and time to focus on all of the aspects of local economic development. Therefore, while it will assist groups and companies to pursue their goals, it needs to stay sufficiently distant so as not to be identified as the owner of the project. This is the role of the entity that will eventually run the business or project and they need to accept this role from the start.

7. Sustainability

Linked to point 6, when assessing potential projects for selection, it is crucial to also assess the likelihood of sustainability. This requires consideration of when it will operate on its own; how viable the project is; how realistic it is to expect it to access financial support and later generate sufficient income to support itself.

8. Economic Impact

From the Forum's perspective it needs to look at, not only individual projects, but a combination of projects to enable it assess the potential impact they will have together on the overall economy of the area. This is done through feasibility studies; monitoring economic trends; evaluation the rates of unemployment; monitoring the level of involvement of women and young people in economic activities.

Progress Report Guideline

1. Progress Report Summary (1-2 pages)

- 1.1 Objectives of the period – Give an overview on the objectives of this reporting period.
- 1.2 Achieved results of the period – Summarise the achievements for the reporting period in bullet points, such as work performed and the main results of the period.
- 1.3 Identified problems and corrective actions taken in the period – If any, comment on the most important problems during the period explaining also their impact and the corrective actions undertaken.
- 1.4 Main activities in the next period – Give an overview on the main activities for the next reporting period.

2. Forum management in the period (1-2 pages)

- 2.1 Report on the consortium management tasks and co-ordination activities in the period, such as communication between partners, quality control, project meetings, possible co-operation with other projects/ programmes.

3. Progress of work plan in the period (2-3 pages)

- 3.1 Progress on work packages against initial objectives – Compare the activities planned to the progress made, project component by project component as per the original proposal; identify partners involved, including their roles, especially if they have different project roles; describe major subcontractors, advisory committee, market players, etc. involved.
- 3.2 Deviations from the project work plan – If any, identify the nature and the reason for the deviation, clarify impacts on the activities and deliverables planned, present the strategy to get back on the track; in case of deviations described in the previous report describe how you have managed to get back on the track; up-date the time schedule.
- 3.3 Progress regarding deliverables – Assess deliverables indicated in the grant agreement against results achieved so far; give reference to appendix table 1 of the technical progress report.
- 3.4 Progress regarding performance indicators – Assess performance indicators listed in Annex I of the grant agreement against impacts of the action achieved so far.

4. Work plan for the next period (1-2 pages)

- 4.1 Planned activities in the next period – Give an outlook on planned activities for the period until the next report.

LED Budget Template

LED Budget Template

Date:

Expenses

Salaries	Description	Quantity	Cost	Total
Sub - total Salaries				

Transport	Description	Quantity	Cost	Total
Sub-total Travel				

LED Forum Office Supplies	Description	Quantity	Cost	Total
Sub-total Supplies				

Total Expenses				
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Income

Program Income	Description	Quantity	Cost	Total

Net Income	Income-Expenses			
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Somaliland, Puntland, and South Central Somalia Administrative Regions and Districts

Awdal Region

Dilla District
Baki District
Borama District
Lughaya District
Saylac District
Wadajir District
Boon District
Garbadadar District
Geerisa District
Magala-Cad District

Bakool Region

Xuddur District
Rabdhuure District
Tiyeegloow District
Waaqid District
Yed District
Ceelbare District

Banaadir Region

Abdiiaziz District
Bondhere District
Daynile District
Dharkenley District
Hamar-Jajab District
Hamar-Weyne District
Hodan District
Howl-Wadag District
Huriwaa District
Kaaraan District
Shibis District
Shangaani District
Waabari District
Wadajir District
Wardhiigley District
Yaaqshiid District

Bari Region

Bender Bayla District
Bosaso District
Caluula District
Iskushuban District
Qandala District
Qardho District
Baargaal District
Xaabo District
Bareeda District
Taageer District
Qodax District
Balidhidin District
Xiriiro District
Carmo District

Wa'ye District
Muudiye District

Bay Region

Baidoa District
Buurhakaba District
Diinsoor District
Qasahdhere District

Galguduud Region

Caabudwaq District
Cadaado District
Baxdo District
Ceelbuur District
Ceeldheer District
Dhusa Mareb District
Guriceel District
Galcad District
Herale District
Ja'ar District
Bergan District
Galhareri District
Oasweyne District
Darri District

Gedo Region

Baardheere District
Beled Hawo District
Buurdhuubo District
Ceelwaaq District
Doolow District
Garbahaarreey District
Luuq District

Hiiraan Region

Beledweyne District
Buuloburde District
Jalalaqsi District
Mahaas District
Matabaan District
Wabho District
Buq aqable
Ceel Cali

Middle Juba Region

Bu'aale District
Jilib District
Sakow District

Lower Juba Region

Afmadow District
Badhaadhe District
Jamaame District
Kismaayo District

Mudug Region

Afbarwaaqo District
Gaalkacyo District
Galdogob District
Bacadwayn District
Xarfo District
Bursalax District
Gambarrey District
Garacad District
Ballibusle District
Cagaaran District
Harardheere District
Hobyoo District
Jariiban District

Nugaal Region

Burtinle District
Jalam District
Kalabayr District
Birta Dheer District
Rabbaable District
Garooowe District
Sinujif District
Libaxo District
Dangoroyo District
Budunbuto District
Qarxis District
Awrculus District
Yoombays District
Xasbahalle District
War Guduudo District
Godob Jiran District
Mayle District
Gabbac District
Eyl District

Sanaag Region

Badhan District
Ceelbuh District
Ceel-Afweyn District
Ceerigaabo District
Dhahar District
Laasqoray District
Hadaaftimo District
Hingalol District
Yubbe District

Midgale District
Dur'duri District
Laaso-Surad District
Fiqfuliye District

Middle Shabele Region

Aadan Yabaaal District
Balcad District
Cadale District
Jowhar District
Ruunirgood District
Warsheikh District
Mahadaay District
Gumarooow District
Jilyaale

Lower Shabele Region

Afgoi District
Baraawe District
Kurtunwarey District
Marka District
Qoriyoleey District
Sablale District
Walaweyn District
Leego
Awdheegle

Sool Region

Caynaba District
Laascaanood District
Taleex District
Xudun District
Boocame District
Yagoori District
Kalabaydh District
Widhwidh District

Togdheer Region

Burao District
Buuhoodle District
Oodwayne District
Sheikh District

Woqooyi Galbeed Region

Hargeisa District
Gabiley District
Salahlay District
Berbera District

End Notes

- ⁱ JPLG II Project Document
- ⁱⁱ JPLG II Project Document
- ⁱⁱⁱ JPLG II Project Document