

DAWLADA PUNTLAND
EE SOOMAALIYA



PUNTLAND STATE
OF SOMALIA

**Ministry of Interior, Federal Affairs and Democratization
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وزارة الداخلية, شؤون الفدرالية و الديمقراطية.

Local Government Institute (LGI) Training

Induction Module for District Councillors

Participant Book

January 2022





SUPPORT PROVIDED BY UNITED NATIONS

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Abbreviations

DPP&BG	District Participatory Planning and Budget Guide
FGS	Federal Government of Somalia
FMS	Federal Member States
HRM	Human Resource Management
JPLG	Joint Programme for Local Governance
LGI	Local Government Institute
LLM	Local Leadership and Management
M&E	Monitoring and Evaluation
MOIFAD	Ministry of Interior, Federalism and Democratisation
OM&A	Office Management and Administration
PEM	Public Expenditure Management

Foreword & Acknowledgements

It is with great pleasure that I present to you this revised Induction Module for newly elected Councillors. This module and others will be delivered through LGI, with support from the Ministry of Interior.

This module was revised as a result of recent amendments to the 'Administrative Law of the Regions, Districts and the establishment of the District Councils of Puntland State' (Law No.7), which forms the basis for elected officials to understand their roles and responsibilities as members of District Councils. As such, it is a very important part of the groundwork needed to ensure transparent, accountable and responsive local government in Puntland.

I would like to acknowledge the support of the UN Joint Programme for Local Government and Decentralised Service Delivery (JPLG), for their contribution to the development of this module.

Mohamed Abdirahman Dhabancad
Minister, Ministry of Interior

Introduction to the Module

This Induction Module Participant Book is designed to assist you to understand your roles and responsibilities as an elected member of a District Council, particularly in the delivery of public services and the ongoing improvement of development in the districts. This training module is designed for all new Councillors, including Mayors and Deputy Mayors. A similar Induction training has also been prepared for new staff of the district administration.

Local Government Institute (LGI) Curriculum

This Induction Module forms a core part of the 'District Council Induction Course', to be delivered through LGI and which includes in-depth training modules such as Local Leadership and Management (LLM), as well as overview training modules in Human Resource Management (HRM), Office Management (OM&A), and District Participatory Planning and Budgeting Guide (DPP&BG).

Module Objectives

By the end of this Induction Module participants will be able to:

- Understand in detail the newly amended Regions and Districts Law No.7.
- Discuss the concepts of decentralisation and good governance and their relevance for District Councils.
- Explain the system of local government in Puntland, including legislation and relationships with other levels of government.
- Outline the roles and responsibilities of a District Council and Councillors, and the district administration, including Executive Committee, staff and departments.
- Outline the purpose and composition of other district sub-committees and the issues they must address.
- Internalise and abide by the principles that guide the actions of Councillors in their roles, including representation of their constituents.
- Carry out District Council responsibilities in relation to the functions of delivery of public services and local economic development.
- Encourage public participation in the delivery of public services and local economic development.
- Carry out correct procedures and conduct for District Council meetings, in particular the agenda and minutes.
- Carry out their roles as prescribed in legislation relating to District Councillor election, remuneration and grounds for dismissal.

Module Overview and Timings

Module Time: 12 training hours **Delivered Over:** 3 days (4 training hours per day)

Session	Indicative Timing	Content
Introductory Session: Getting Started	1 hour	<ul style="list-style-type: none"> • Pre-test Questions • Introductions and Icebreakers • Aims and Objectives
Session 1: Introducing Law No. 7	2 hours	<ul style="list-style-type: none"> • What is Law No. 7? • Decentralisation and Good Governance • Forms and Dimensions of Decentralisation
Session 2: Local Government in Puntland	2 hours	<ul style="list-style-type: none"> • Local Government Structure • Regions and Districts of Puntland • District Councils and Village Committees
Session 3: Roles and Responsibilities of District Councils	2 hours	<ul style="list-style-type: none"> • Responsibilities of the District Council • Responsibilities of the Executive Committee • Responsibilities of Mayor and Deputy
Session 4: How District Councils Operate	2 hours	<ul style="list-style-type: none"> • Elections and Office Terms of Councils • Quorum and Voting at Council meetings • Women in Local Governance
Session 5: Structure and Functions of the District Administration	2 hours	<ul style="list-style-type: none"> • Administrative structure of the local government • Introduction to the DPP&BG • The budgets of the District Council
Session 6: Conclusion	1 hour	<ul style="list-style-type: none"> • Module Summary • Next Steps • Assessment & Evaluation

Introduction Session: Getting Started

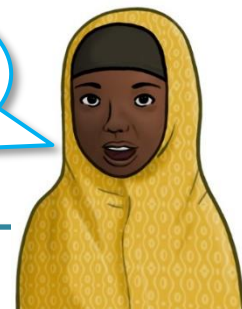
Session Objectives:

- Create a comfortable and encouraging learning environment.
- Provide an overview of the training, including aims and objectives.
- Understand participants' expectations of the training.
- Agree on ground rules for the training.

Here are some topics your trainer is likely to cover in this session:

- Welcome, Introductions and 'Housekeeping'
- Aims and Objectives of the Training
- Expectations and Ground Rules
- Pre-Training Questions

'What do you hope to achieve in your time as a Councillor?'



Icebreaker Question

Congratulations on your election as a Councillor. Read the question above and discuss your ideas with the person next to you.



Glossary

You can find a Glossary of all the Key Terminology used in the Local Government Law No. 7 at the end of this Participant Book.

Session 1: Introducing Law No. 7

Session Objectives:

By the end of this session participants will be able to:

- Outline the guiding principles of Law No.7 and how they relate to decentralisation and good governance.
- Explain the three *forms* and three *dimensions* of decentralisation and how they are linked.

What is Law No. 7?



- The previous Regions and Districts Law was developed and passed in 2003 (Law No. 7/2003). The purpose of Law No.7 was to define the levels and mandates of Puntland's local governments, namely the regions and districts.
- A set of revisions and amendments were made to Law No.7, which were passed in 2020.
- The full title of the amended Law is 'The Administrative Law of the Regions, Districts and the Establishment of the District Councils of Puntland State'. The purpose of the amended law is to administer the regions, districts, and the establishment of District Councils and Local Governments in Puntland.
- This Law governs all regions, District Councils and municipalities of Puntland as a whole, in accordance with Articles 120, 121, 122, 123, 124, 125, 126 and 127 of the Puntland State Constitution.

Local Government Laws are often based around the following principles:

- 1) The political, administrative, and fiscal decentralisation of service delivery by the local government are through the system of **decentralisation**, so that service delivery is closer to the community.
- 2) Decentralisation becomes a basic pillar that is used in different levels of the government to ensure the democratic decision-making **participation** of the people.
- 3) Ensuring **good governance** that enables government employees to become skillful with good performance.
- 4) Government administration and its policies are taken down to the level where services reach the community. That enhances **accountability** and it also increases ownership of the community for the projects being implemented in their districts.

Decentralisation and Good Governance

These two terms are used a lot when talking about local government. But what do they really mean, and why are they important?

What is Decentralisation?

- Decentralisation is a process of transferring authority and responsibility for public functions, such as education and health services, from national level to local levels.
- Decentralisation often involves the establishment of democratically elected bodies who play a key role in governance at the local level and have important roles in planning and decision making, for example, the District Council.
- There are 3 *forms* of Decentralisation: Deconcentration, Delegation, Devolution (see **Diagram 1** below).
- There are also 3 *dimensions* of Decentralisation: Political, Administrative, Fiscal (See **Diagram 2** below).
- Some likely benefits of decentralisation include:
 - Resources are directed to those who most need them.
 - Greater *accountability* and less corruption.
 - Increased local *participation* in governance and decision-making.

What is Good Governance?

- When we talk about 'good governance' we refer to the ability of government bodies to provide the services that citizens need, in an equitable, effective, efficient, responsive and inclusive manner.
- Good governance involves decision-making for and *with* the people, both men and women, children, youth, PWDs and other minorities.
- Some characteristics of good governance include: Participation, Rule of Law, Transparency and Accountability, Responsiveness, Equity and Inclusiveness, Effectiveness and Efficiency. See the **Glossary** at the end of this Participant Book for a description of these terms.
- The benefits of working to achieve good local governance can mean the following things for a district:
 - Peace and stability
 - Law and order
 - Good health care
 - Quality education
 - Job creation
 - Poverty reduction
 - Gender equality

Diagram 1: Three forms of decentralisation

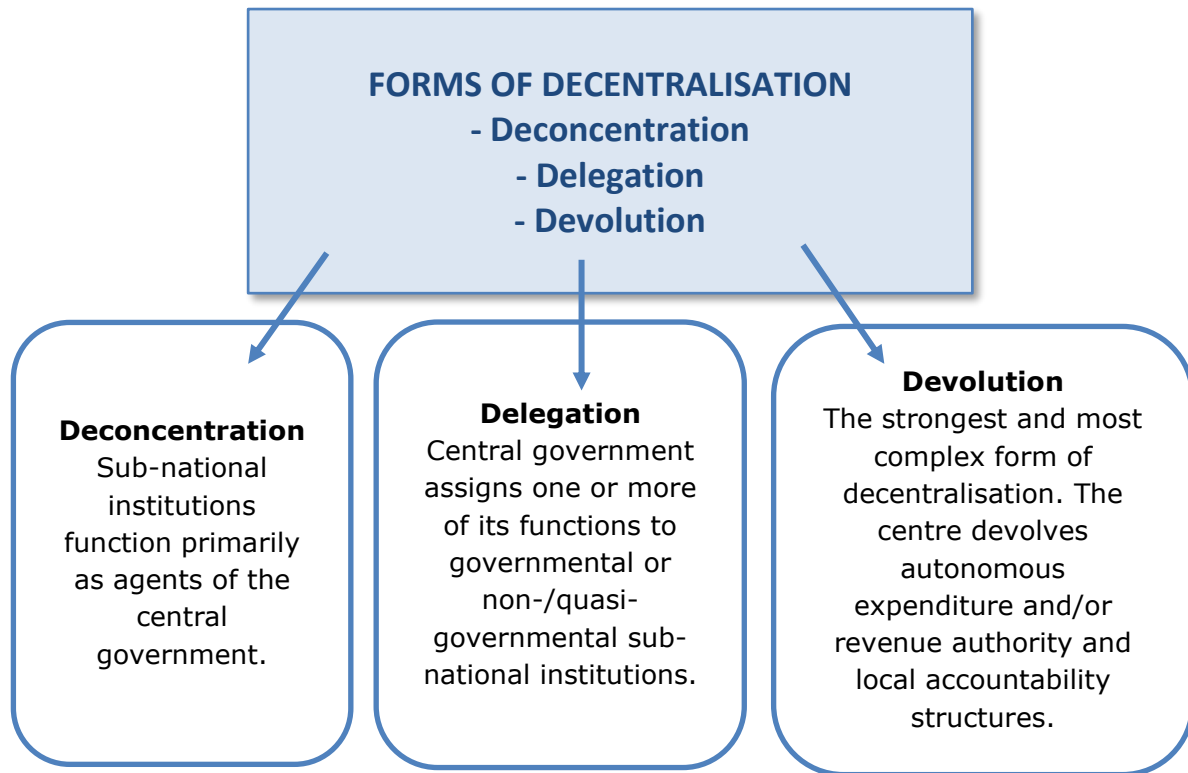
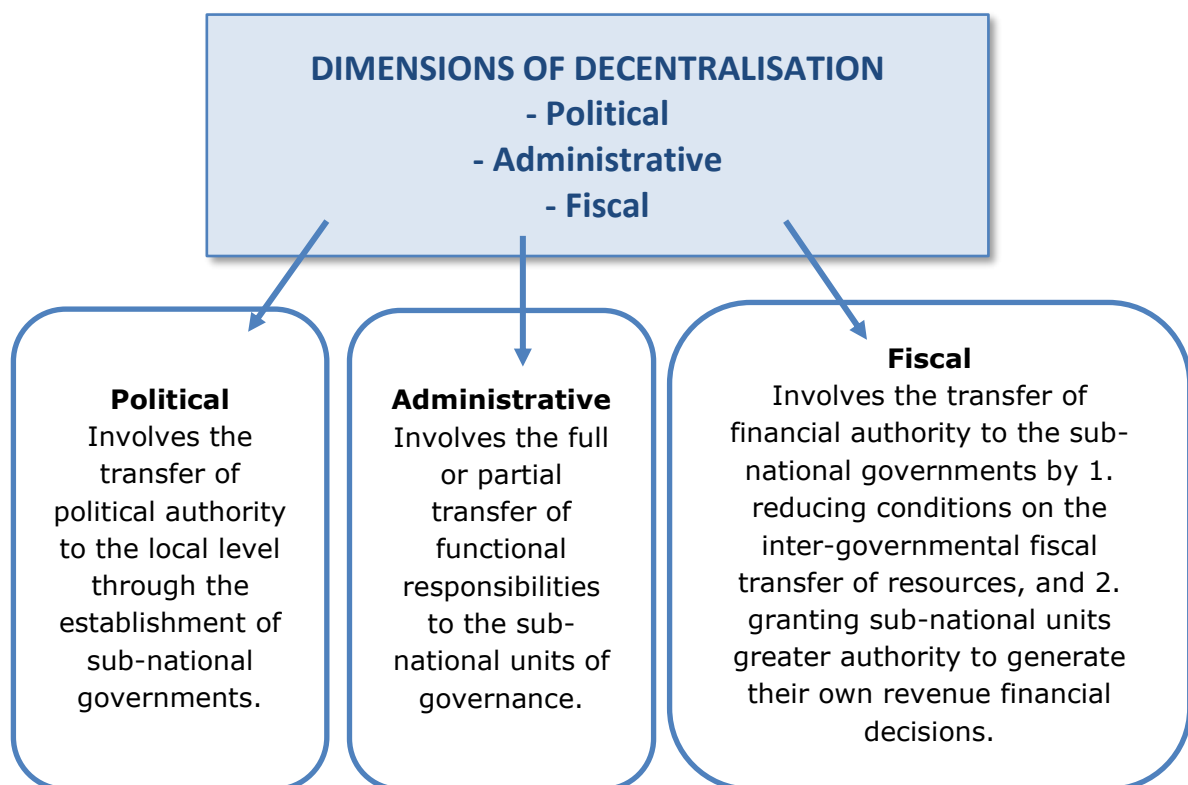
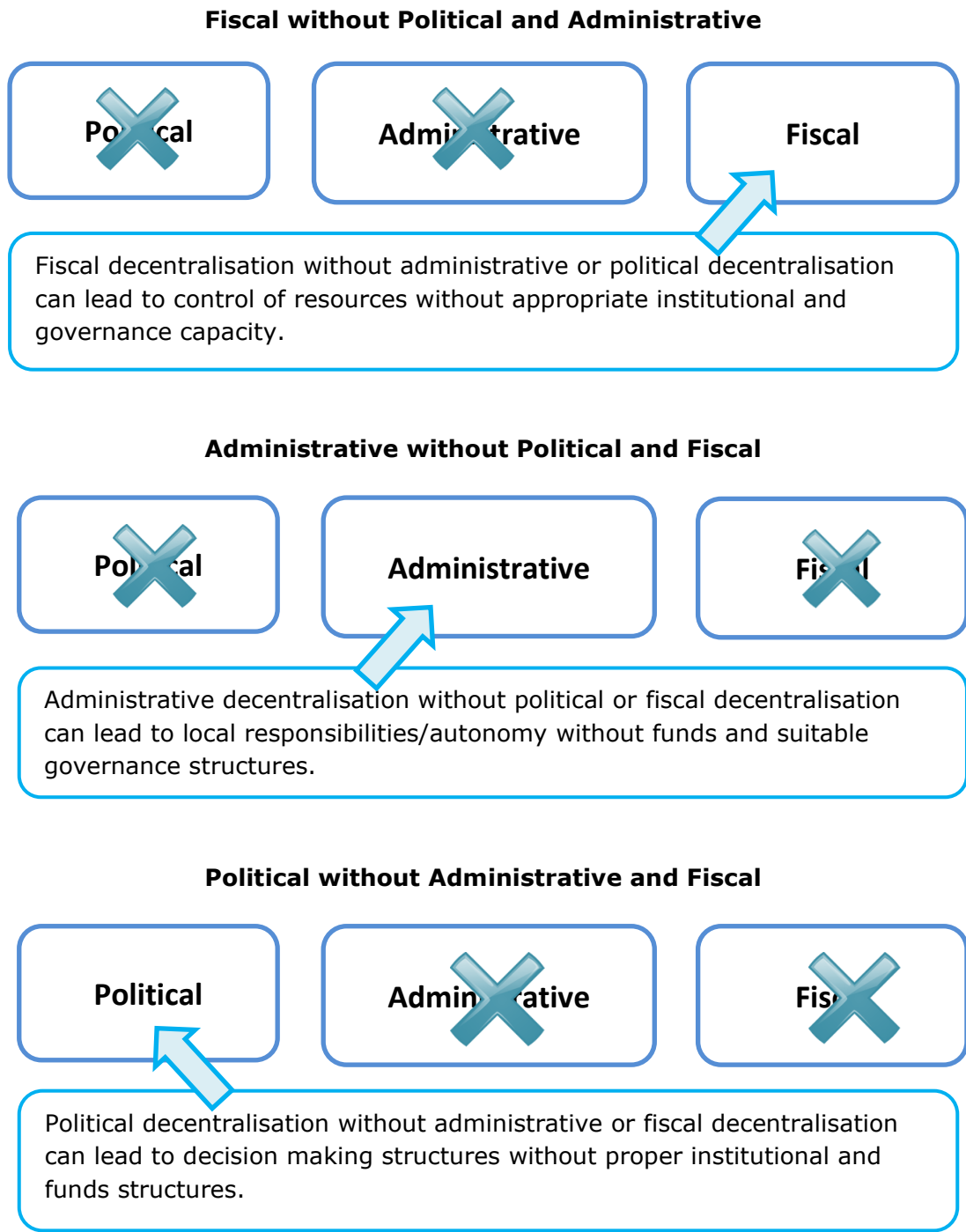


Diagram 2: Three dimensions of decentralisation



For an effective **decentralisation** process, all three dimensions need to be considered. The diagram below shows how they are linked and what can happen if you have one without the other.

Diagram 3: Links between dimensions of Decentralisation



Puntland State Decentralisation Policy

- The Puntland State Decentralisation Policy was developed in 2013, by the Puntland State Government, with the support of the JPLG.
- The Decentralisation Policy provides a vision, guide, and roadmap for pursuing the goal of supporting the implementation of a decentralised system of service delivery in Puntland from 2013 to 2020.
- The policy was approved in 2014, with the establishment of decentralisation pilots in several target districts in different service delivery areas such as health, primary education and solid waste management.
- In 2016 a review of the implementation of the decentralisation policy and road map was conducted, to identify progress achieved, challenges, lessons learnt and provide recommendations on the way forward for a smooth implementation of the decentralisation policy and roadmap.
- In addition, a National Decentralisation Policy has been drafted, which identifies some of the existing allocations of powers and responsibilities between the FGS and the FMS governments, including those areas that are joint responsibility. However, the document does not specify the powers and responsibilities at the local government level.
- The Puntland State Decentralisation Policy is due for a revision in 2022, to further guide the implementation of the decentralisation process in Puntland State into the future.



Exercise 1: Group discussion on Decentralisation

Think about the different *forms* of decentralisation described above in

Diagram 1:

- Deconcentration
- Delegation
- Devolution

And the different *dimensions* of decentralisation described above in

Diagram 2:

- Fiscal
- Political
- Administrative

From what you understand about decentralisation, what forms and dimensions of decentralisation can you see currently taking place across Somalia, and also within Puntland State? Use examples where you can.

Note that different forms of decentralisation can be occurring in a country in parallel at the same time. For example, in Somalia some functions may be fully 'devolved' to state or district governments, but others are only 'deconcentrated', that is, they are still controlled at national level but with administrative units outside of the centre.

Session 2: Local Government in Puntland

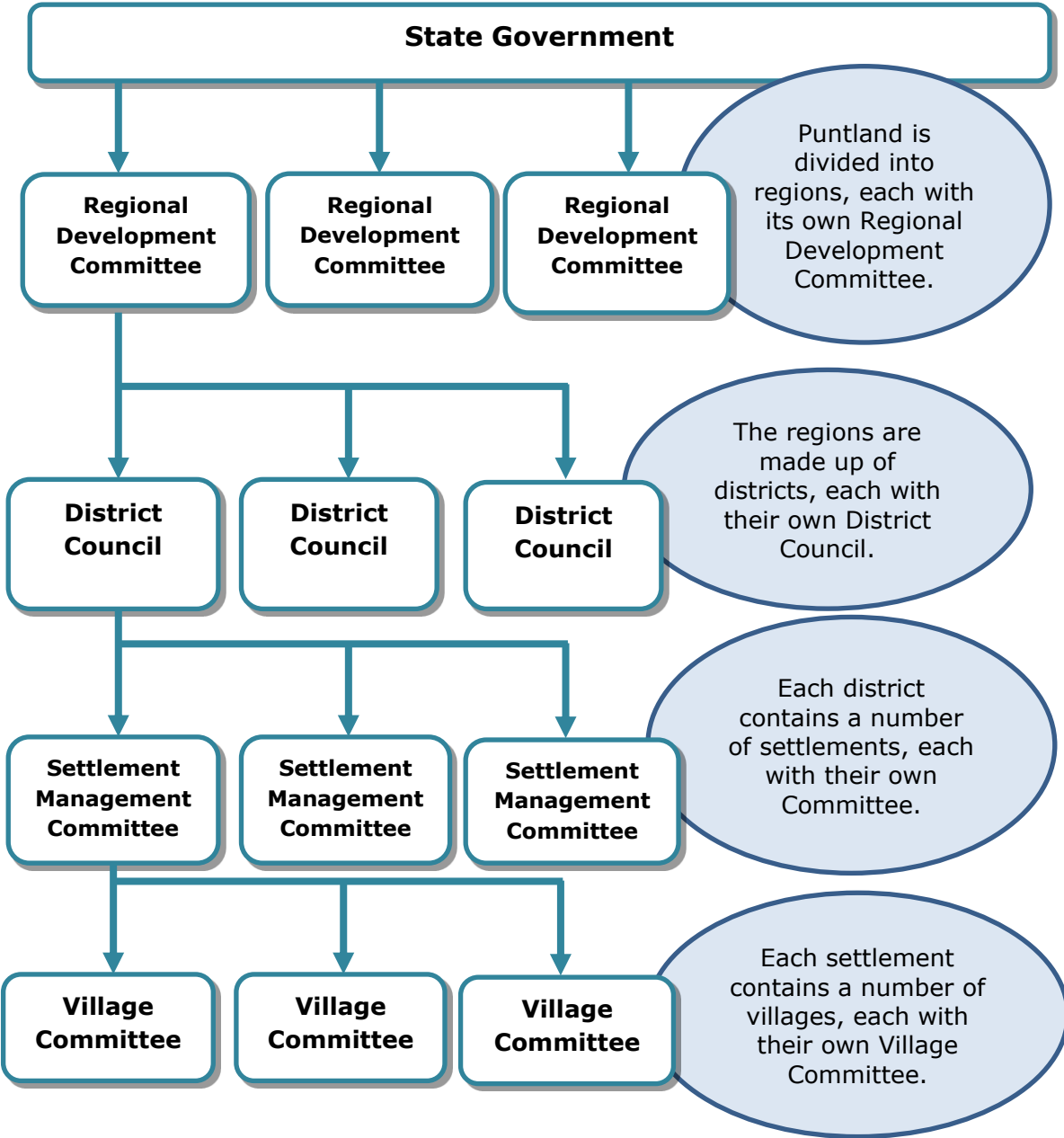
Session Objectives:

By the end of this session participants will be able to:

- Explain the system of local government in Puntland, including the relationship between state government and other levels of government.
- Describe the structure of Regional Development Committees, District Councils, Settlement Management Committees and Village Committees.



Diagram 4: Structure of local government in Puntland



! Settlement Management Committees and Village Committees are an extended arm of the District Council, but they do not have the same autonomy as District Councils.

Regions of Puntland

As part of its adherence to the principles of decentralization, and in order to effectively implement decentralization policy, Puntland is divided into regions and districts.

Puntland State is responsible for the reorganization and delineation of the regions and districts, as stated in Article 120, Paragraph 3 of the Puntland Constitution, and in accordance with the procedure set out in Article 21 of this law.

Source: Law No. 7, Article 6.

Puntland is divided into the following 9 regions, each with a regional capital. All regional capitals are considered to be Grade 'A'. (Article 5, Law. No. 7)

Table 1. Regions of Puntland

Name of Region	Name of Regional Capital	Grade of Regional Capital
Nugaal Region	Garowe	A
Bari Region	Bossaso	A
Sool Region	Las-Anod	A
Sanaag Region	Erigavo	A
Mudug Region	Galkaiyo	A
Haylaan Region	Dhahar	A
Karkaar Region	Qardho	A
Cayn Region	Buhodle	A
Gardafuu Region	Alula	A

! Garowe is also the capital of Puntland and has its own status, according to **Article 4**, Law No. 7.

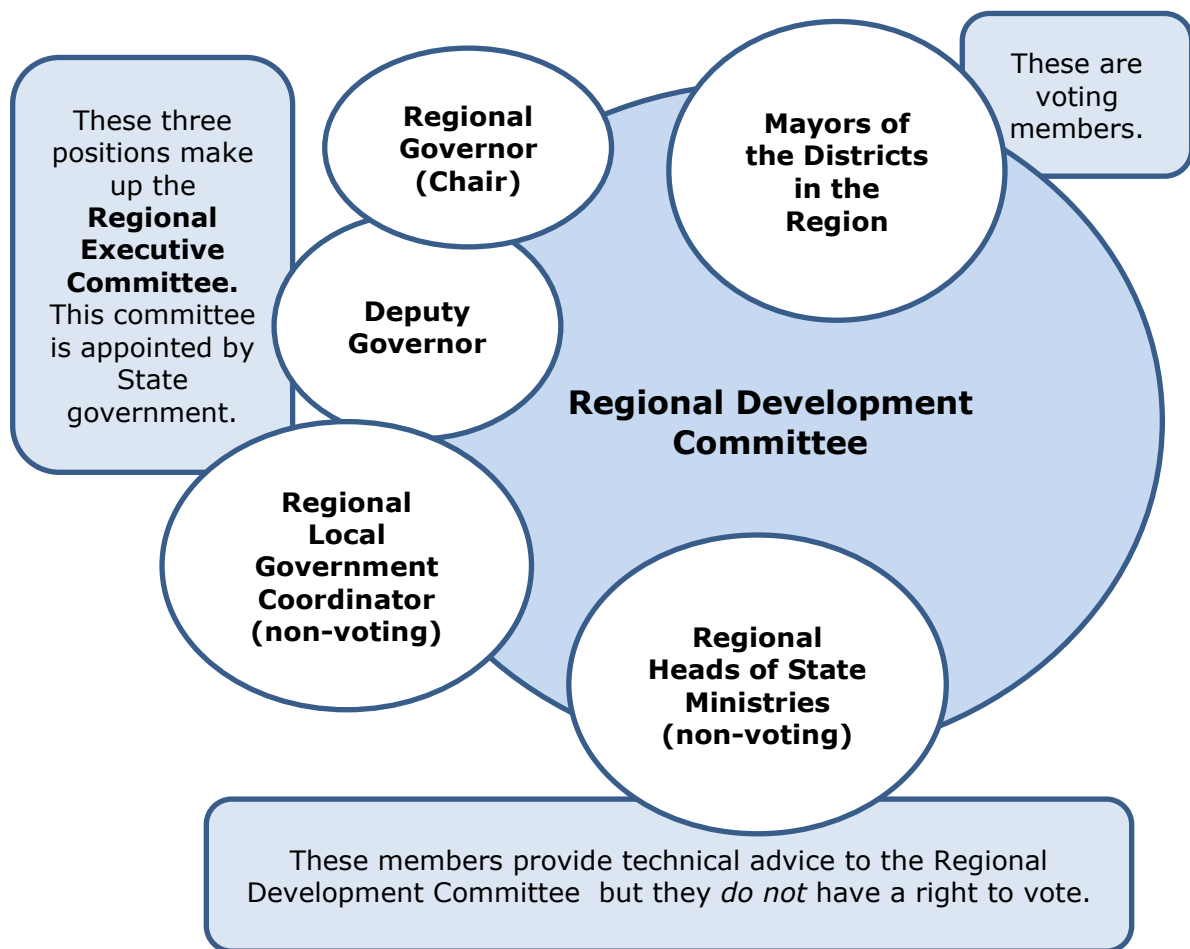
Regional Development Committees

Each region has a Regional Development Committee with the following duties:

1. Coordination of development plans for the districts of the region.
2. Organise the activities of the state branches at the regional level.
3. Supervise the progress of district activities.
4. Recommendations on district development.

Source: Law No. 7, Article 8.

Diagram 5: Membership of Regional Development Committees



! All members of the Regional Development Committee are voting members, except for the Regional Local Government Coordinator, and the Regional Heads of State Ministries.

Source: Articles 7, 14 of Law No. 7

Regional Security Committee

In addition, each region has a Regional Security Committee with the following members:

1. Chairman and Deputies
2. Regional Heads of Security Agencies
3. The Mayors of the Districts of the Region

The Regional Security Committee has the following duties:

1. Maintain security in the region.
2. Prevent potential organised crime in the region.
3. Submit their decisions to the Ministries of Interior and Security, with regular reports to the President.

Source: Law No. 7, Articles 9 & 10.

Nomination of Regional Governor and Deputies

Criteria for the nomination of the Governor and Deputies are as follows:

1. The Governor and Deputies shall be nominated by Presidential Decree on the recommendation of the Minister.
2. The person who is to be Governor must meet the following requirements:
 - a. Must be a Puntlander, a Muslim, and fulfil his/her religious duties.
 - b. Must not be younger than thirty (30) years old.
 - c. Must not have had his/her citizenship rights revoked for the last 5 years.
 - d. Must have knowledge and management experience.
 - e. Must be familiar with the context and circumstances of the region.

Source: Law No. 7, Article 11.

Powers and Responsibilities of the Regional Governor, Deputy, and Regional Local Government Coordinator

Regional Governor

1. The Governor shall be the head of state at the regional level and shall chair the meetings of the regional development, security, and executive committees.
2. Chair the meetings of the standing committees of the district councils.
3. Oversees the services and operations of the state in his region.
4. Liaison between the central administration of Puntland and the district administrations of his region.
5. Executes government directives on politics, security, and administration.
6. Submits monthly reports to the regional government departments and the Ministry in the areas of politics, security, economy, and social affairs.
7. Implements and monitors the implementation of government regulations at the regional level.
8. Has the power to appoint a Regional Dispute Resolution Committee.

Deputy Regional Governor

1. The Deputy-Governor is the second head of state at the regional level.
2. The Deputy-Governor shall perform all the duties of the Governor in the absence or incapacity of the Governor for any reason.
3. Advises the Governor on security and administrative matters.
4. Performs any task assigned to him/her by the Governor which does not exceed the powers and duties of the Governor.

Regional Local Government Coordinator

1. The Regional Local Government Coordinator is the third official of the regional administration.
2. Coordinates the reports of the various branches of government in the region and reports to the governor.
3. Responsible for the coordination of the budget of the regional municipalities, and presents it to the regional executive committee, and then submits it to the Ministry with a detailed report.
4. Collects and coordinates the accounts of the local government budgets of his/her region and submits them to the Ministry.
5. Responsible for the coordination of the administration and finances at the regional level and the payment of the salaries of the center.
6. Keeps the regional documents and the files of the employees of the municipalities of the districts in the region.

Source: Law No. 7, Articles 12, 13, 15

Districts of Puntland State

- Each of the 9 regions of Puntland is divided into districts, settlements and villages.
- Districts are graded as either 'A', 'B', or 'C' depending on factors such as area, population size and economic activity, for example.
- If a District is recognised as having made economic or social development, the Ministry shall propose a change in the grade of the district, and the change of grade shall be approved by the House of Representatives.
- If a District falls short of the requirements of its original grade, the Ministry, on the basis of a study, shall recommend that the grade for that district be reduced, and this shall be approved by the House of Representatives.

Source: Law No. 7, Article 20.

District Formation Criteria and Boundaries

1. The new municipality must be at least forty (40Km) from the other district.
2. The population of the district should be not less than four thousand (4000).
3. The district must be able to meet 50% of its financial needs.
4. There must be at least two (2) settlements and five (5) villages under the district.
5. Must have roads, hotels, communications, and basic services such as health center and a primary school.

Source: Law No. 7, Article 17.

1. The existing districts, which are not affected by the designation of new districts, shall have their own boundaries, provinces, and names.
2. The boundaries of the new regions and districts and their jurisdictions shall be issued by a Presidential Decree, considering the recommendations of the Ministry based on a study, and then approved by the House of Representatives.

Source: Law No. 7, Article 21.

District Councils and Councillors

- Each district in a region is represented by a District Council, consisting of elected members who are called 'Councillors'.
 - The number of Councillors on a District Council will vary depending on the rank of the district. See **Table 2** below.
 - The District Councils have self-administration powers. This means that they have administrative powers to:
 - Levy and collect taxes
 - Provide services
 - Lead district development undertakings
 - Plan for their economic and social affairs
 - Enact local by-laws
- We will look more closely at the roles, responsibilities and functions of District Councils and Committees in **Session 3**.

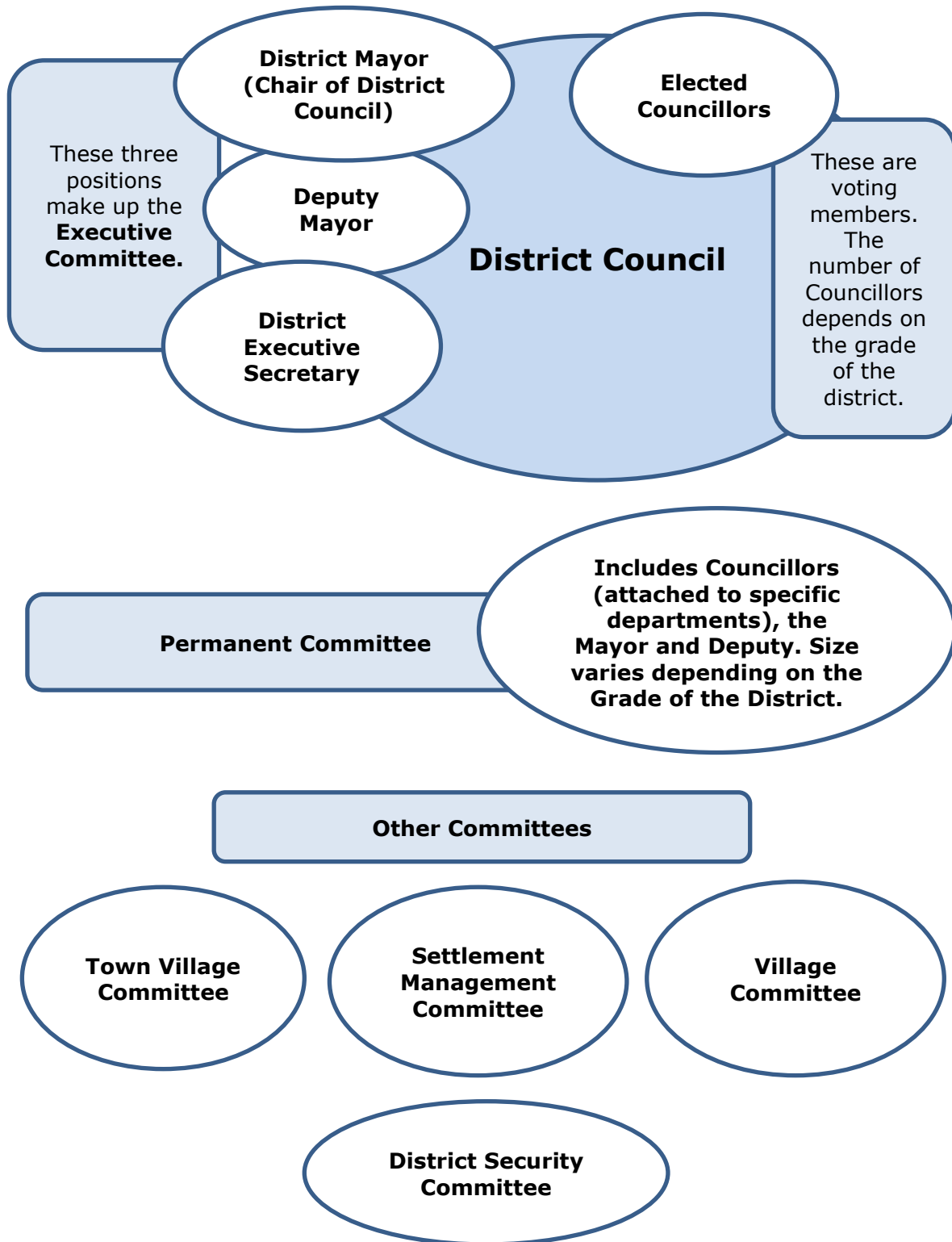
Table 2. Numbers of District Councillors

No	District Grade	Number of Councillors
1	Grade 'A' Districts	33 members
2	Grade 'B' Districts	27 members
3	Grade 'C' Districts	21 members

! The District Council shall be representative of all sections of the local community, especially women and minority clans.

Source: Law No. 7, Article 26

Diagram 6: Membership of District Councils and Committees



! The mandates and responsibilities of the District Council and Committees are presented in **Session 3**.

Example Harmonised Structure for Abyan District Local Government

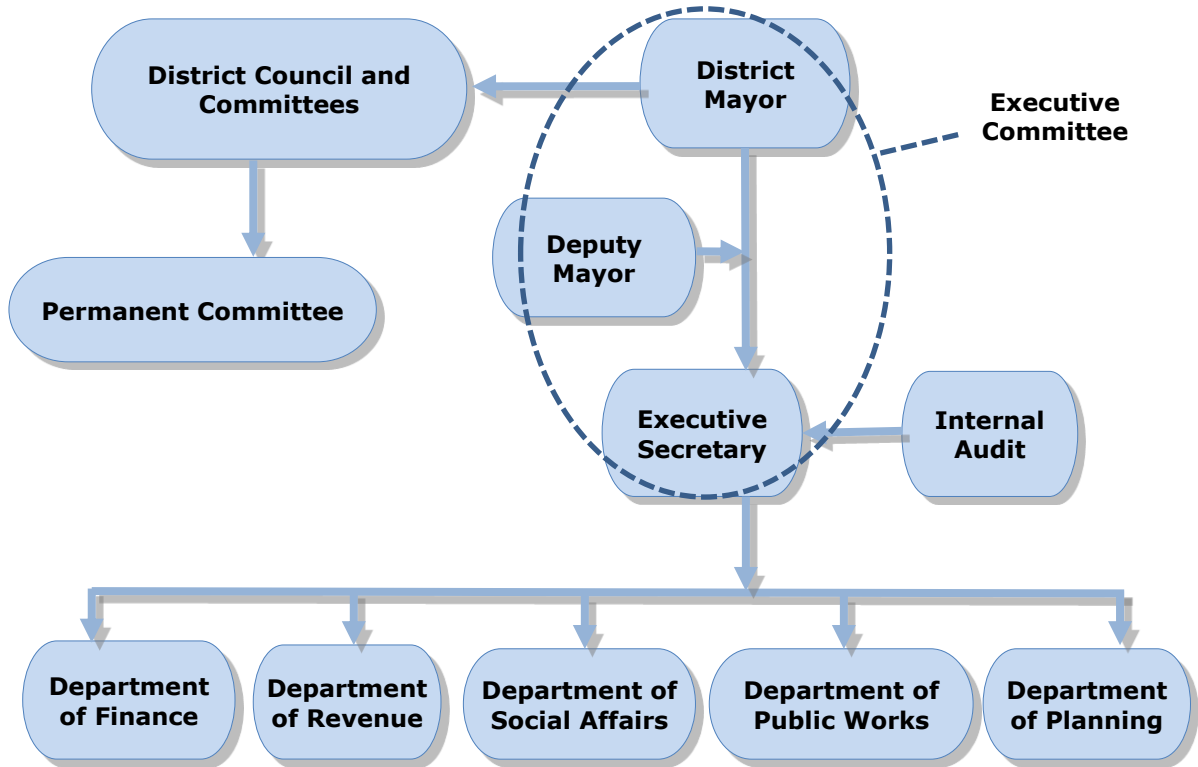


Diagram 7: Town Village Committees

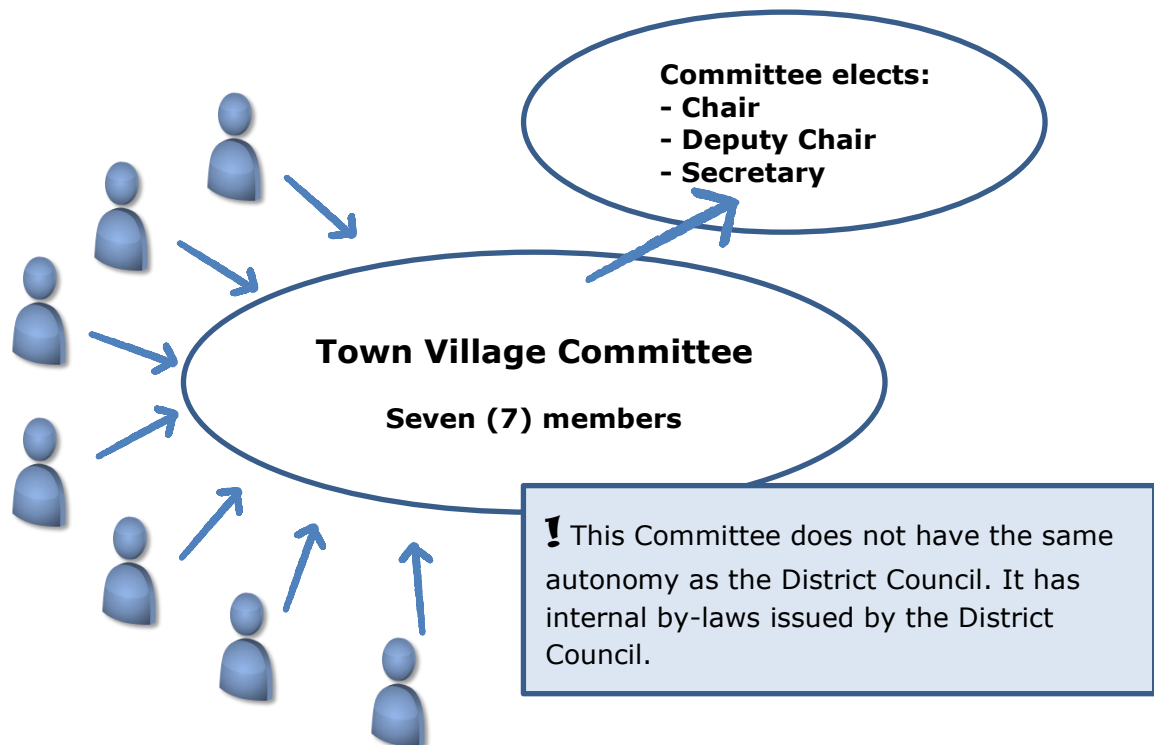


Diagram 8: Settlement Management Committees

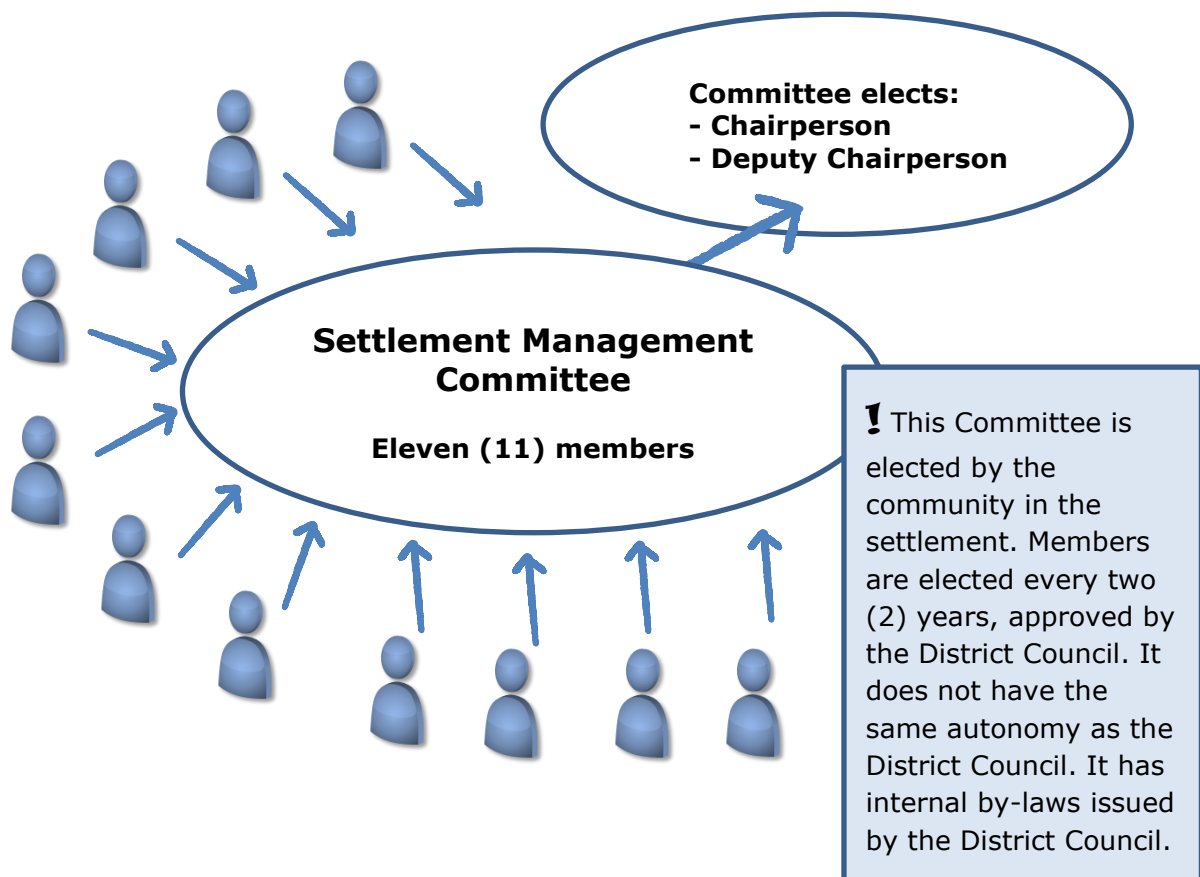
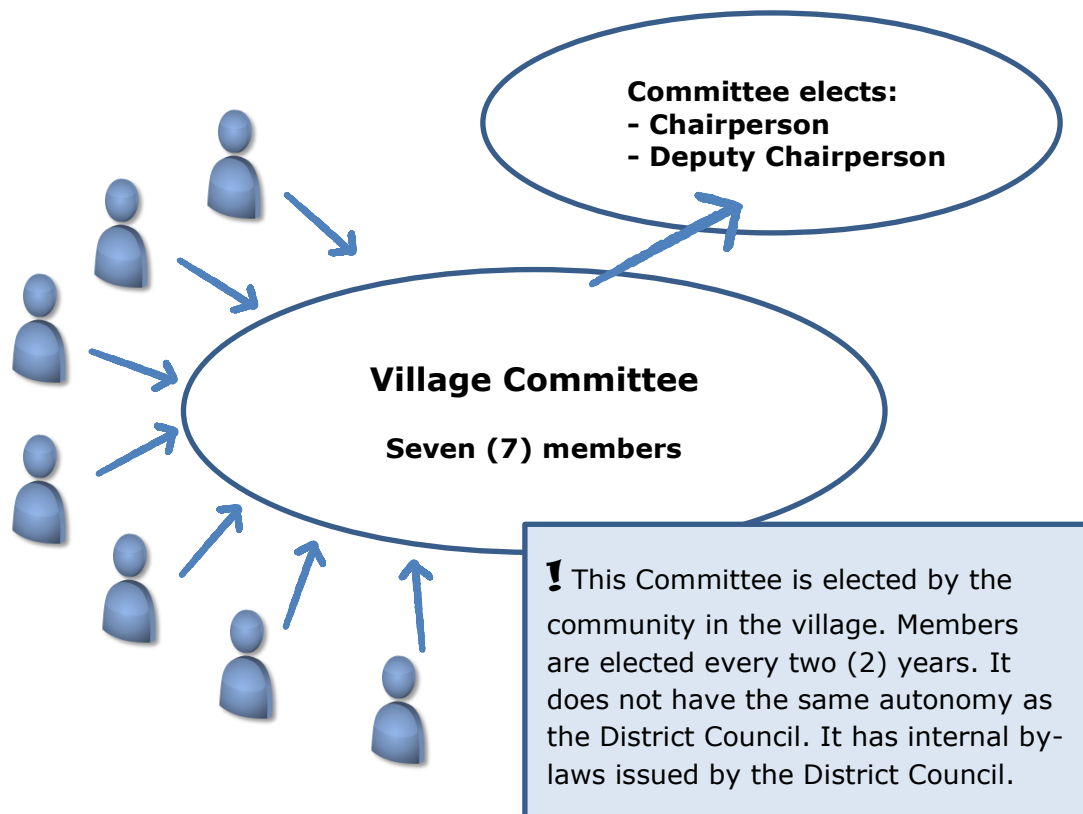


Diagram 9: Village Committees



Recognition of Settlements and Villages

Settlements

1. The settlement must be not less than twenty (20) kilometers from the district.
2. The population of the settlement must be not less than one thousand (1,000) families.
3. The settlement must have resources of taxpayers.
4. Must have some of the basic services.

Villages

1. The village must be at least ten (10) kilometers from the district.
2. The population of the village must not be less than one hundred (100) families.

Source: Law No. 7, Articles 18 & 19

Administrative Procedure of the Municipality

1. The establishment of the Municipality is part of the central government, with the Ministry being politically responsible.
2. The administration of the municipality shall be based on decentralization in accordance with Article 120 of the Puntland State Constitution.
3. Local government administration consists of:
 - a. District.
 - b. Settlement.
 - c. Village.
4. The municipality is a public body established for the development of the district administration and has legal existence and an independent management to carry out its functions in accordance with this law.

Source: Law No. 7, Article 16

District Security Committee

1. According to the Puntland Public Safety Act (Law No. 1 of 2000), the district security committee consists of: -
 1. The Mayor and Deputy Mayor.
 2. The Commander of the Police Station.
 3. Other heads of district police force.
2. The responsibilities of the district security committee shall be:
 - a) Maintaining the stability and security of the district.
 - b) Prevention and Control of Crimes.
 - c) Any other threat to the safety and security of the district.
 - d) They report to the Region and the Ministry.

Source: Law No. 7, Article 47



Exercise 2: True or False Questions

Work in pairs to discuss the following questions, based on what you have learned in this session.

Circle the correct answer for each question.

1. Puntland State is made up of regions, districts, settlements and villages.
.....**True / False**

2. According to Law No. 7, Districts in Puntland can be graded as either A, B, or C.
.....**True / False**

3. Grade 'B' District Councils can have 21 Councillors.
.....**True / False**

4. Puntland is divided into 9 regions, each with a regional capital.
.....**True / False**

5. Settlement Committees have the same autonomy as the District Council.
.....**True / False**

6. Village Committees can only have a maximum of 7 members.
.....**True / False**

7. The age of a nominated Regional Governor must be no less than 25 years.
.....**True / False**

8. The Regional Governor and Deputies are appointed by Presidential decree, after proposal by the Minister.**True / False**

Session 3: Roles and Responsibilities of District Councils, Councillors and Committees

Session Objectives:

By the end of this session participants will be able to:

- Describe the responsibilities of the District Council, Councillors and Committees as mandated in Law No.7.
- Explain the importance of the role of citizens, public participation and communication flow in Council activities.
- Identify what it means to represent a constituency as a Councillor.



Questions for Discussion

Read the question and then discuss in pairs and in plenary:

- What do you think the people in your district expect of their District Council and its Councillors?

Responsibilities of Elected Councillors



Below are some of the important responsibilities of Councillors. The elected members of the District Council are representatives of their district. They play the following roles:

- Councillors must be aware of the needs of the community they are representing.
- They must raise awareness within the community by making clear to them, their role in the development of the district.
- They must play an exemplary role in mobilising the welfare and development of service delivery in their communities.
- They must follow the law of the country and faithfully execute their responsibilities regarding their membership of the District Council.

In addition, Councillors have the following two important responsibilities:

- To encourage all citizens (men, women, youth and other minorities) to **participate** in decision making processes at the district level and ensure the District Council is **accountable** to its citizens.
- To improve the **relationship and trust** between the district authority and citizens by improving the **transparency** in public administration and **efficiency** in public expenditure.

Powers of the District Council

The District Council has the following powers, as outlined in **Article 28**:

1. They hold accountable the executive committee of the municipality.
2. Ensure the collection of taxes, fees and any other rights granted by law to the municipality and any revenue from the activities of the municipality.
3. Recommend the confiscation of property belonging to others in the public interest and pay compensation commensurate with that property in accordance with Article 53 of the Puntland State Constitution.
4. They may remove the chairman of the district council, who is also the mayor, and his/her deputy if they do not fulfill their duties.
5. Dissolve the administration of settlements, neighborhoods and villages when it becomes clear that they have abandoned the purposes for which they were created, or they do not serve the interests of the residents.
6. Participates in the implementation of government plans at the district level for social services such as: basic education, health, animal husbandry, agriculture, security, water, electricity, telecommunications, environment protection, and utilization of marine resource, sanitation, infrastructure development and district development projects in general.
7. Decide on the amendment and termination of public fees for services rendered by the council and sanctioning of special contributions from the public to be used for funding public interest projects.
8. Approves the staff of the monitoring unit and special committees and can impose staff reductions and staff additions.
9. Approves the district's annual budget which is balanced in terms of expected revenue and actual expenditure.
10. Make by-laws and directives for the implementation of the functions this Law assigns the municipality.
11. They may appoint special committees to work on specific tasks as part of the functions of this Law.
12. Proposes and approves tax amendments in accordance with the procedures of the Ministry, while notifying the Ministry.
13. To formulate and approve the district development plan which will be implemented in collaboration with the central government of Puntland.
14. Manages assets and all revenues they receive and submits detailed accounting reports to the Ministry and the Auditor General.
15. They may cooperate with other districts and their counterpart councils at the international and local levels and notify the Ministry.
16. Hold annual meetings to hear expenditure of the Budget, attended by the various sections of the local community.
17. Preparation of district taxation and submission to the relevant Ministry for approval by the House of Representatives.
18. To assist in the development projects being implemented in the district by national, Puntland and regional institutions.
19. They exercise all the powers conferred on them by the Constitution and other laws of the country.

Duties of the Executive Committee

District Mayor

Deputy Mayor

District Executive Secretary

According to **Article 34** of Law No.7, the duties of the Executive Committee are the following:

1. Carrying out the day-to-day activities of the district administration.
2. Monitoring and supervision of the smooth running of the district activities.
3. To implement the decisions of the Council.
4. Implementation of the laws, regulations, decisions, and orders issued by the standing committee of the district council and the government.
5. Preparation and implementation of the budget.
6. Implementation and supervision of development projects.
7. Preparation of executive reports on the activities that took place in-between sessions, those that did not take place and presentation to the Standing Committee.
8. To present to the Standing Committee urgent orders from the Government which cannot wait for the council sessions.
9. Budget expenditure in accordance with the Municipal Budget.
10. The possession and distribution of land and other property in the public interest after approval from the Standing Committee.
11. Proposing taxation, increase, reduction, evaluation and leasing of licenses and other services.
12. They may enter into agreements with any interested party at district level.
13. They can contact and deal with a company, person or more in respect to their responsibilities.
14. They can represent any person and any part of the municipality.
15. Provide staff, equipment, services and accommodation whenever the need arises for the common good.

Duties and Responsibilities of the Mayor

The Mayor is also the Chairperson of the District Council, and according to **Article 30** of Law No.7, has the following duties and responsibilities:

1. The chairperson of the council/Mayor shall be the head of the government departments of the district and shall chair the development and security committees of the district.
2. Oversees all government activities in the district.
3. Chairs the meetings of the District Council, the settlement administrations, the village and neighborhood committees.
4. Chief executive of the local government and shall liaise with the district administration and the central government of Puntland.
5. Implementation of the decisions of the District Council and the daily functions of the municipality.
6. Convene the council to regular and extraordinary sessions and may convene upon call by a third (1/3) of the total number of members of the District Council.
7. Has the signature of the official decisions of the District Council and the standing committee.
8. Presents debates to the council for approval by the members of the standing committee, whose members shall not exceed one-third (1/3) of the total number of councilors.
9. Budget preparation and municipal planning.

Powers and Responsibilities of the Deputy Mayor

According to **Article 31** of Law No.7, the responsibilities of the Deputy Mayor are the following:

1. The Deputy Chairperson, as the Deputy Mayor, shall assume all the responsibilities of the Mayor in his/her absence or in case of temporary incapacity, resignation, or illness.
2. The Mayor may not transfer parts of his powers to anyone other than his/her deputy, in the circumstances provided for in paragraph 1 of this article.
3. Advises the Chairperson / Mayor on all matters of the local government.
4. Carry out the functions delegated to him/her by the Chairperson/Mayor which are not outside the duties and responsibilities of the Chairperson.

Responsibilities of the District Executive Secretary

According to **Article 36** of Law No.7, the responsibilities of the Secretary are the following:

1. The Executive Secretary and the staff of the Municipality are accountable to the Mayor.
2. The Executive Secretary and other staff shall be responsible for carrying out the instructions/orders of the Mayor in accordance with this law and other laws of the country.
3. He/she is the manager of the municipality's finances.
4. He/she is the chief of staff of the municipality.
5. He/she is responsible for the expenses and revenues of the municipality, and maintains the smooth running of the day-to-day operations and service system of the municipality

Mandate of the Permanent Committee

Includes Councillors (attached to specific departments), the Mayor and Deputy. Size varies depending on the Grade of the District.

The number of Councillors on the Permanent Committee varies depending on the Grade of the District as follows:

- Grade 'A' Districts: 9 Council Members, Mayor and Deputy. Council members are attached to departments to oversee departmental activities.
- Grade 'B' Districts: 7 Council Members, Mayor and Deputy. Council members are attached to departments to oversee departmental activities.
- Grade 'C' Districts: 4-5 Council Members, Mayor and Deputy. Council members are attached to departments to oversee departmental activities.

The Permanent Committee meets weekly, to approve and allow the decisions made by the Executive Committee, and to follow up the work of the Executive Committee. This Committee represents the full Council.

According to **Article 38** of Law No.7, the mandate of the Permanent Committee is as follows.

1. Carries out the functions of the District Council during the period between two sessions.
2. Present its activities to the District Council for approval.
3. Has the proposal for the formation of the Committees of the Settlements, Neighborhoods and Villages.

Powers of Settlement Management Committees, Village Committees and Town Village Committees

According to **Article 42** of Law No.7, the responsibilities of Settlement Management and Village Committees are the following:

- a) Implement decisions, plans and regulations issued by the District Council.
- b) Collects and submits special needs to the district planning department of the district they represent.
- c) Carries out the functions delegated to them by the municipality and the central government.
- d) They resolve disputes among the local communities.
- e) They participate in upholding security.
- f) They prevent erosion and environmental degradation.
- g) Participate in voluntary projects and revenue generation.
- h) They also carry out other functions delegated by the municipality.

According to **Article 40** of Law No.7, the responsibilities of the Town Village Committee are the following:

- a) Connecting the District Council and the neighborhood community
- b) Ensuring that the basic services reach the neighborhood.
- c) Implement decisions, plans and regulations issued by the municipality.
- d) Contribute to district revenue generation and voluntary activities.
- e) Strengthening security and stability in the neighborhood.
- f) Participate in other activities delegated by the municipality.

The Role of Citizens

Citizens also have an important role to play in ensuring that they are represented by their Councillors in an appropriate way. They can fulfil their roles in the following ways:

- Participate in the election of District Councils.
- Participate in community development activities of self-help nature.
- Contribute labour or money towards implementation of community projects.
- Funding of development activities in the district through payment of taxes.
- Take part in participatory monitoring of community projects.
- Participate in the budget preparation process.
- Become involved in the Village Committee.
- Ensure that Councillors report to the community on the progress of their work at the District Council.

Public Participation

Public participation will be an important aspect of your role as a Councillor. You will need to seek the views of the community in many instances, for example, when planning a by-law, or identifying needs and priorities as part of the district planning processes.

Some of the core values of public participation are listed below:

1. Public participation is based on the belief that those who are affected by a decision have a right to be involved in the decision-making process.
2. Public participation includes the promise that the public's contribution will influence the final decision, and the public is informed of the final decision.
3. Public participation promotes sustainable decisions by recognising and communicating the needs and interests of all participants, including decision makers.
4. Public participation seeks out and facilitates the involvement of those potentially affected by, or interested in, a decision.
5. Public participation seeks input from participants in designing how they participate, and ensures the public have the necessary information to participate fully.

Source: International Association for Public Participation www.iap2.org

Public Participation Success Story

A fishing village called a series of community meetings involving the local administration, private sector and civil society to deliberate on the key challenges and opportunities for reviving their local economy. Following intensive discussions, a range of priorities were highlighted. However, due to limited resources within the village, the community decided to choose the intervention that would have the most direct impact across the community.

The choice was to build a road linking the coastal village to the main market towns. As a result, fishing activity expanded due to increased demand for fresh fish. This in turn stimulated business activity, for example, boat makers, nets providers and fish processor. Furthermore, the local administration revenue base increased due to a more buoyant tax base.

Source: ILO

Questions for Discussion

Read the above success story and discuss the following questions in pairs and then in plenary.

- Why do you think there was a successful outcome from this public participation process?
- Can you think of an example from your own district where there has been a similar positive outcome? What groups were involved?

The Importance of Communication for Councillors

Good communication is essential for Councillors to successfully carry out the responsibilities outlined above.

Good communication can:

- Create awareness in people
- Facilitate greater participation in development activities
- Promote unity and cooperation
- Foster transparency and accountability

Poor communication can lead to:

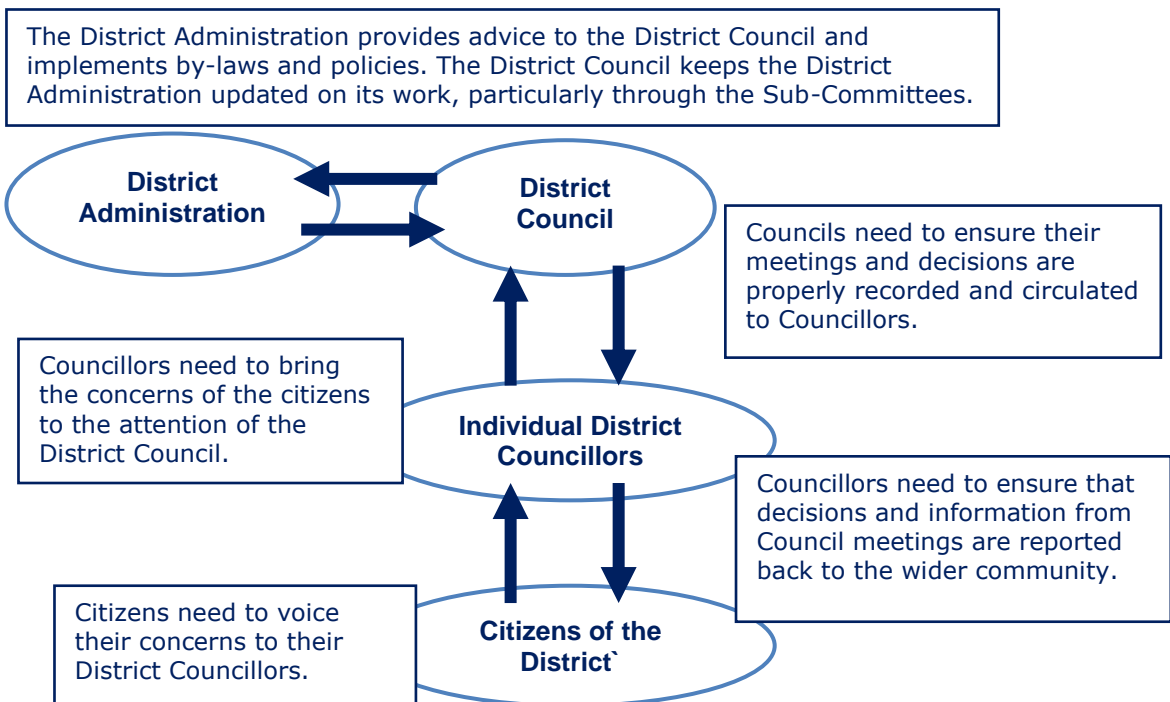
- The failure of development programs
- Confusion and misunderstanding
- Conflict

Communication mechanisms include the following:

- Letters and Email communication
- Attending meetings
- Notices on public noticeboards
- Phone calls, SMS and what's app
- Reports
- Sharing information

Diagram 10: Communication Flow

Good communication should flow two-ways between the District Council and Councillors, the district administration and citizens as shown below.



Representation as a Councillor

Councillors have a number of responsibilities relating to how they represent the people who elected them, as follows:

- As a Councillor, you have been elected to represent **all** people in your district, even those people who did not vote for your party.
- Councillors also need to ensure that they listen to and voice the concerns of **all** citizens in the district. This includes women and children, youth, people from other clan groups and other marginalised groups.
- Councillors also have a responsibility to make decisions relating to the development of the district and allocation of public resources (for example, tax revenue). It is important to exercise this responsibility in a transparent and accountable way.
- We will explore the idea of representation in more detail, in **Exercise 3** below.



Exercise 3: Taking your 'Representation Temperature'

1. Your trainer will guide you in this activity, which aims to help you reflect and explore your ideas and perceptions of what it means to be an elected representative, working for the people of your district.
2. You can work in pairs for this activity, or as an individual.
3. Read the seven (7) Representation Statements below, and for each one, put an **X** on the scale where you feel your views currently sit. Think about the reasons *why* you have put yourself where you have on the scale for each statement.
4. When finished, your trainer will lead a discussion where people can share their responses if they wish. Possible questions include:
 - What do you think about the exercise you have just completed?
 - What was easy/difficult about it?
 - Have any of the statements helped you to think differently about your role as an elected representative? Which ones and why?
 - Why is it important to discuss these kinds of statements about representation?

Representation Statements

For each statement, mark with an **X** where you feel you are on the scale.

1. Some people in my district deserve more representation than others, for example, the wealthy and powerful.

Strongly Disagree Strongly Agree



2. Good communication with my community is one of my most important roles as a Councillor.

Strongly Disagree Strongly Agree



3. How I behave in my private life has no relevance to my role as a Councillor.

Strongly Disagree Strongly Agree




4. It is a good idea to build development projects close to my village, so people will see that I am a good Councillor.

Strongly Disagree Strongly Agree



5. I have been elected to represent *only* the people from my own clan group or political party.

Strongly Disagree Strongly Agree



6. It is OK to claim for the full sitting allowance for a Council meeting, even if I only attend for one day.

Strongly Disagree Strongly Agree



7. It is more important to listen to the elders, rather than the women and youth in my district.

Strongly Disagree Strongly Agree



Session 4: How District Councils Operate

Session Objectives:

By the end of this session participants will be able to:

- Describe the workings of the District Council, including its Sessions, as well as Council membership, dissolution of the Council, and election of the Mayor and Deputy.
- Identify ways to ensure greater involvement of women in local governance, both as Councillors and as local government staff.

Elections, Office Term and Oaths of District Councils

1. The District Council shall be elected by the citizens of each district, in accordance with Article 123, Paragraph 3 of the Puntland State Constitution.
2. The term of office of the Council shall be five (5) years from the date of the announcement of the election results, and they may be re-elected.
3. The elected members of the District Council shall take the oath of office, in accordance with Article 132 of the Constitution.

Source: Article 22, Law No.7

The person to be elected to the Council must meet the following requirements:

1. Every Muslim citizen, faithful to his/her religious obligations, responsible, Puntlander, and not less than twenty-five (25) years of age may be elected as a member of the District Council, in accordance with Article 126 of the Puntland State Constitution.
2. Must have at least an intermediate school diploma or its equivalent.
3. He/she must not have had his citizenship rights revoked for the last five (5) years.
4. Must not be a government employee.
5. Must be familiar in the context and circumstances of the local community
6. Must have good manners and ethics.

Source: Article 23, Law No.7

Loss of District Council Membership

1. Membership of the District Council may be lost for one or more of the following reasons:

- a) Death.
- b) The member submits his/her resignation to the council and is accepted.
- c) The member receives a final sentence from a court of justice having jurisdiction for which he or she is subject to penalty.
- d) Absence of the member from two consecutive regular sessions without valid justification.
- e) The member participates in anti-government activities, treason, and violation against the constitution.

2. If a member of the District Council loses his/her membership, the electoral law shall specify the procedure for the election of a new member, and he/she must be sworn in within thirty (30) days from the date the predecessor member loses his/her membership.

Source: Article 24, Law No.7

Immunity of the District Council

1. No member of the council may be arrested, searched physically, his/her residence or transport, or subjected to arbitrary interference unless the council approves an immunity petition filed by the public prosecutor's office or is caught in the act of committing a serious crime, in accordance with Article 131, Paragraph 7 of the Constitution.
2. If the member is caught in the act of committing a crime, the board of the council must be immediately notified to waive the immunity.
3. If a member is convicted of a crime, the legal procedure must be applied to waive immunity
4. The immunity of the member shall be limited to the term of office.

Source: Article 25, Law No.7

Dissolution of the District Council

1. The Council may be dissolved in the event of one or all the following:
 - a) When 2/3 of the Council members resign.
 - b) When the Council fails to sit for two consecutive sessions for no reason.
 - c) When the electorate of the district's "A" grade three thousand (3,000), grade "B" two thousand (2000), grade "C" one thousand five hundred (1500) people register and sign before the District Court and propose the dissolution of the Council.
 - d) Whenever it is proven that the Council has deliberately violated Islamic Sharia, the constitution, and other laws of the country.
2. If all or any of the issues referred to in paragraph 1 (a, b, c and d) of this article occur simultaneously, the Ministry shall conduct an investigation into the allegations and submit the findings to the President.
3. Upon receipt of proof that one or all the matters referred to in paragraph 1, letters a, b, c and d of this Article have occurred, the President shall submit to the Constitutional Court a petition seeking affirmation of the matters referred to in paragraph 1.
4. When it becomes clear to the Constitutional Court the occurrence of the matters referred to in paragraphs 1, letters a, b, c and d of this Article, it shall inform the President of the affirmation of the allegations made against the District Council.
5. The President, upon receipt of the ruling of the Constitutional Court, shall issue a decree dissolving the District Council, instructing in the same document the new District Council to be elected within forty-five (45) days.
6. Until a new Council is elected, an interim chairperson shall hold office selected by the majority political party of the District Council, and implements existing plans, but cannot create a new plan.

Source: Article 27, Law No.7

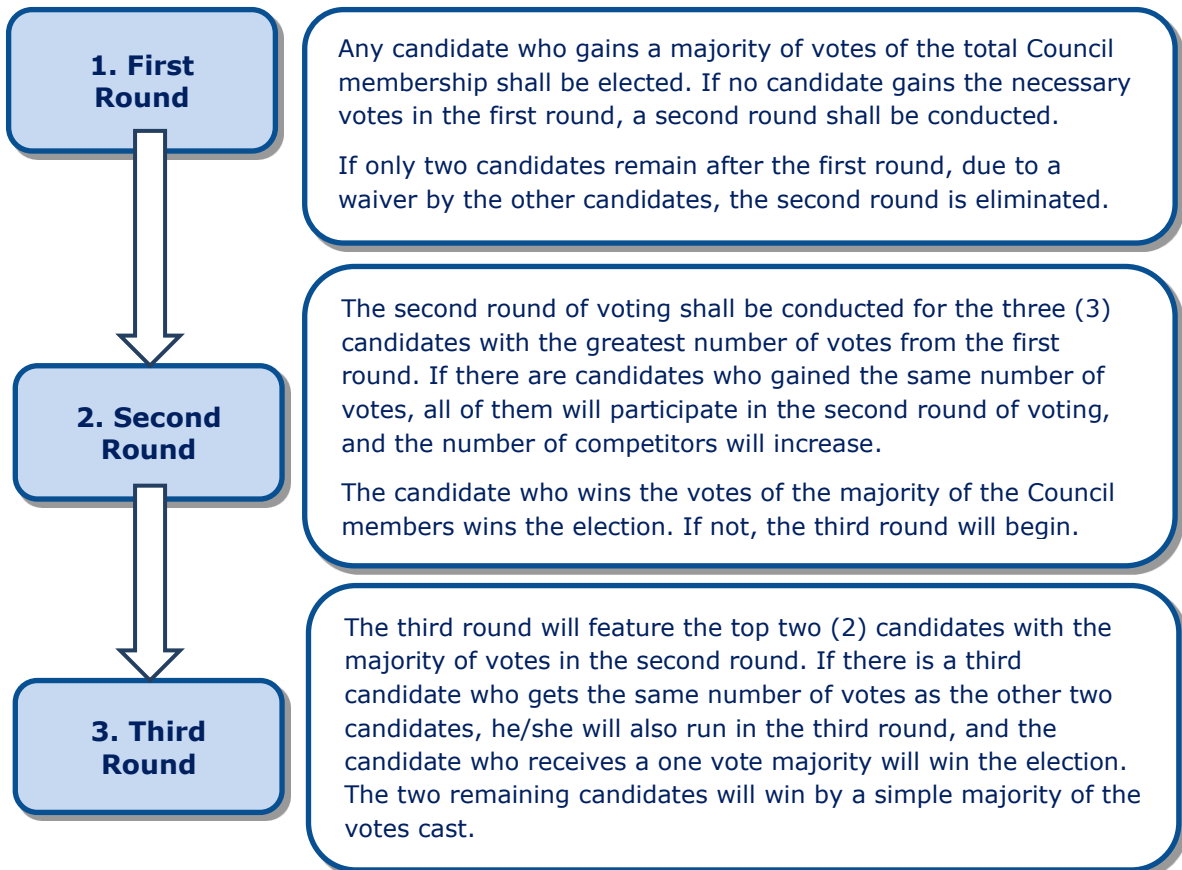
Election of the Mayor and Deputy



According to **Article 29** of Law No.7, the following process is followed to elect a Mayor and Deputy.

1. The first meeting of the District Council, before election of the Mayor and Deputy Mayor, is temporarily chaired by the oldest Council member.
2. The interim chairperson referred to in paragraph 1 of this Article shall preside over the election of the Mayor and Deputy Mayor and shall convene an election committee of no more than seven (7) members and not less than three (3) members.
3. The Mayor and Deputy shall be elected through secret ballot by a majority of the members of the District Council. This time as political parties will contest in the elections, the political party with the highest number of Councillors will select the interim Mayor.
4. Candidates for the post of Mayor and Deputy Mayor must be members of the District Council.
5. Each candidate must submit a written statement of intent, accompanied by two photographs and his/her CV.
6. Each candidate shall state in his or her application the position for which he/she is running, whether that of the Mayor / Deputy Mayor.
7. Voting takes place in 3 rounds, as shown below.

Diagram 11: Election Process for Mayor and Deputy



8. If the two remaining candidates in the third round receive an equal number of votes (draw), the voting will be repeated two (2) more times.
9. If after two (2) repetitions the two candidates still stand, in the third round, the interim speaker will have one more vote.
10. If one candidate remains and there is no other candidate, the candidate shall be elected by show of hands.
11. At the end of the voting, the interim chairman shall open the ballot boxes, count the votes, and then announce the results of the election to the winner of the post of mayor / deputy mayor and his / her deputy.

Dismissal of the Chair/Mayor or Deputy

According to **Article 32** of Law No.7, the following process is followed for the dismissal of a Mayor or Deputy:

1. The Chair of the District Council, who is also the Mayor, and his/her Deputy may lose their office in the following cases:
 1. Death.
 2. Written resignation accepted by the Council.
 3. Failure to comply for any reason.
 4. Violation of the Islamic Sharia, constitution, and other laws of the country.
 5. Whenever the term of office expires.
 6. Loss of public property.
 7. A final sentence handed down by a competent court of law and liable to penalty.
2. In the event of the occurrence of the matters referred to in letters c, d, f and g of paragraph 1 of this Article for any reason and proposed by one third (1/3) of the members of the District Council, he/she shall be dismissed through a vote of two-thirds (2/3) of the total number of Councilors.
3. In the event of dismissal of the Mayor as described the provisions of this Article, the new Mayor shall be elected within thirty (30) days. If the dismissal affects both the Chair and his/her Deputy, the oldest member of the Council shall temporarily hold the position.

When do District Councils meet?

According to **Article 43** of Law No. 7, the first Session of the District Council will take place within 30 days from the announcement of the election results, and shall be valid by a quorum of 2/3 of the total number of Council members.

Other meetings of the Council shall be convened by the Chair, or when proposed by 1/3 (one-third) of the total number of Council members.

District Council

Must meet once every 6 months, and each session will take (20) calendar days.

Permanent Committee

Must meet at least once a month or once a week.

The Council may convene regular and extraordinary sessions. District Council meetings will be open public, unless it is a closed-door meeting.

Permanent Committee

According to **Article 39** of Law No. 7, the following applies to Permanent Committee meetings:

1. The Permanent Committee shall hold regular and extraordinary sittings.
2. The Permanent Committee shall meet at least once a month or once a week.
3. The meetings of the Permanent Committee shall be valid with a two-thirds (2/3) quorum of the members of the Standing Committee.
4. All decisions of the committee shall be approved by a simple majority, but if the result of the voting is equal in two rounds, the Chair of the committee shall have an extra vote in the third round.

Quorum at District Council Meetings

A quorum is the minimum number of voting members required for voting to be able to take place at a meeting. According to **Article 44** of Law No. 7, for District Council meetings, the quorum is a simple majority of members (half plus one).

Grade 'A' Council – 33 members
Quorum = 17 members



A majority of members in this case is 17. Therefore, a minimum of 17 Councillors need to be present in order to have a quorum for the meeting.

Decision Making at Council Meetings

Voting is carried out at District Council meetings according to **Article 44** of Law No. 7, which states:

- Decisions of the District Council shall be valid by a simple majority of the votes cast (half the members plus 1). But if the result of the voting is drawn two times, the Chair/Mayor will have one extra vote.
- There must be a quorum before any voting can take place.

See below for an example of how this might work in a Grade 'B' District:

Grade 'B' Council – 14 out of 27 members are present at the meeting



In this example, there are 14 voting members out of a total of 27 present, so this is a quorum, and voting can take place.

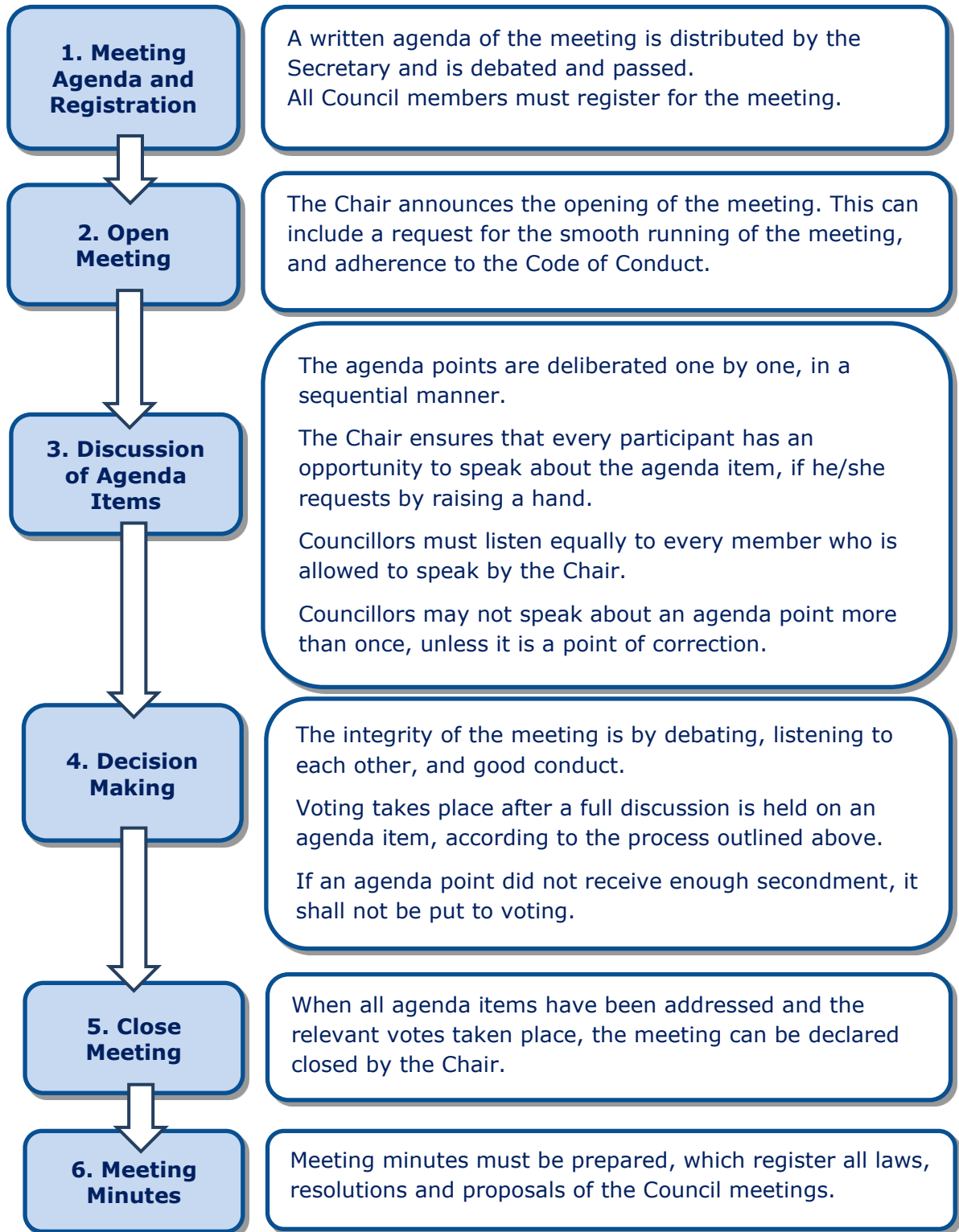
A simple majority in this case is 8 (7 + 1). In this vote, 8 members have voted *for* the motion, and 6 have voted *against*. Therefore, this vote is carried.

Code of Conduct during Council Meetings

- a) A member of the Council is free to air his/her ideas but this does not include insults or slander committed by a member.
- b) A Member of the District Council must not commit actions that disturb the smooth running of Council meetings.
- c) The council members must respect the leadership of the Chair.
- d) Members should respect, listen and give the opportunity to every member that is given the floor.
- e) The Chair shall make sure that every member gets the opportunity to talk about the agenda item if he/she requests by raising hand.
- f) The Chair has the right to discipline any member who violates this code of conduct by warning or dismissal.
- g) The Chair may further present cases of violation to the Permanent Committee of the Council who have the power to discipline, fine or bar the offender from the meetings for a certain period.

Diagram 12: District Council Meeting Procedures

The Council meeting proceeds as follows:



! A harmonized by-law has been prepared by MOIFAD which outlines the procedures that should be followed at a District Council meeting.

District Council Meeting Minutes



According to **Article 45** of Law No.7:

1. All meetings of the District Council and other committees should have written records or minutes.
2. The minutes of the Council shall be recorded and archived and is the responsibility of the Secretariat of the Council.
3. The minutes of the meeting of the District Council and the Standing Committee shall be taken by the Secretary of the District Council, while he/she has the right to comment on the meetings, he/she shall not have a vote.
4. The Secretary of the District Council shall be appointed by the Chair of the Council/Mayor in consultation with his/her Deputy Mayor.

You can find an example agenda and meeting minutes in **Annex 1**.

! The role of the District Council Secretary who takes the Council meeting minutes, is different from the District Executive Secretary, who is the head of the district administration, and the two roles should not be confused.

District Council Salaries and Allowances

1. The Chair of the Council and his/her Deputy shall have monthly salaries and allowances determined and approved by the Council.
2. The Standing Committee, which does not include the members of the Executive Committee, shall have monthly allowances and session (sitting) allowances, which shall be determined and approved by the Council.
3. The other members of the Council shall have a sitting allowance determined by the Council.
4. The sub-committees shall have a sitting allowance which shall be determined and approved by the Council.
5. When the committees of the Council go on a work-related trip, they shall have travel allowances determined by the Council.
6. The allowances referred to in paragraphs 1, 2, 3, 4 and 5 of this Article will be paid from the municipality's budget.

Source: Law No. 7, Article 46

Women in Local Governance—Why is it important?

- It is recognised that the level of involvement of women in local governance in Somalia is low, both in women’s employment as local government staff, and in their representation as elected Councillors.
- Women have an important role to play in society, and local government is an important area of government for women. Women are small traders, tax payers, and carers, who are close to the local services provided by local governments, such as education and health.
- Therefore, it is important to have women in decision-making roles in local government, particularly about areas that affect women and their children.
- Globally, it has been seen that societies where women have an increased role in government and the workplace usually have a higher GDP and better standard of living. So, the involvement of women in local government is good for all—men and women, boys and girls.
- In addition, societies where women are more equally represented tend to be more cohesive, peaceful and stable. Everyone benefits from the greater involvement of women in local government.

Table 3. Challenges and Solutions for women in local government

While there are many barriers and challenges to increasing the involvement of women in local government, there are also many opportunities and solutions that are available.

Barriers and Challenges	Opportunities and Solutions
<ul style="list-style-type: none"> • Lack of suitable facilities in local government offices such as separate toilets, and places to pray, eat and breastfeed. • Women are not treated on an equal footing with men in HRM practices, for example, women experience unequal recruitment, promotion and access to training, career development and resources. • In meetings, some women lack the confidence to speak 	<ul style="list-style-type: none"> • There is an increasing number of female graduates/professionals who could bring talent to local government. • Women’s willingness to manage/administer has increased. • Punctuality and trustworthiness of women makes them good employees. • Women have a high level of commitment to their roles and adherence to good governance principles.

Barriers and Challenges	Opportunities and Solutions
<p>out and they fear repercussions from doing so. Women in elected positions often feel excluded and ignored.</p> <ul style="list-style-type: none"> • HRM regulations are fair but the practice is biased towards men. For example: “When it comes to implementing these regulations...the decision makers of the local governments seriously consider the recommendation of elders who are culturally favored towards men.” • Women are overlooked for recruitment and promotion due to having babies. However, women in countries all over the world have babies and raise children while working, so this should not be a barrier. • Managerial positions are often appointed on clan connections rather than merit. • Women in local administrations tend to be represented in higher numbers in the voluntary and junior positions than in senior leadership and decision-making positions. 	<ul style="list-style-type: none"> • Quotas on the representation of women have been drafted and are awaiting to be passed in parliament. • Skills development is needed for women on campaigning and communication. • Developing networks with other women, particularly those already with experience in local government. • The Executive Committee of the local government has the power to nominate female directors and other senior positions. • Recruitment processes can be more gender-friendly, for example job advertisements should encourage women to apply. • Greater knowledge and awareness of legal and constitutional rights to bridge the knowledge gap. • Ministry of Interior to seriously consider appointing competent women in the role of Secretary within local governments, as they have the ability to make these appointments. • Elders to accept and support women’s political participation, for example, as candidates for Councillor positions. • Make staff transfers from one local government to another easier, in order to retain women employees. • Provide leadership and professional development opportunities for women, through a proactive selection process. • Provide regular opportunities for women to present at executive and council meetings to raise their visibility as subject matter experts.



For more detail...

The topic of women and local governance is covered in more detail in a separate training module, which forms part of this Induction Course:

- Gender and the Involvement of Women in Local Governance, UNHABITAT.



Exercise 4: Opportunities/Solutions for Women in Local Governance

Your trainer will guide you in this activity, which aims to explore in more detail some of the opportunities and solutions for women presented in **Table 3** above.

Work in groups and read the lists of opportunities/solutions provided below. One set is for supporting women to become Councillors. The other set of solutions is for supporting women as local government employees.

Discuss each of these and number each set from 1 to 5, to put in order where 1 is the opportunity/solution that you think is likely to be most effective in improving the involvement of women in local governance. Give reasons for your choices.

Supporting Women to become Councillors (Number from 1-4)

----- Skills development for women on campaigning and communication, to help become elected as Councillors.

----- Quotas on the representation of women as Councillors on District Councils.

----- Elders to accept and support women’s political participation, for example, as candidates for Councillor positions.

----- Greater knowledge and awareness of legal and constitutional rights to bridge the knowledge gap.

Supporting women as local government employees (Number from 1-5)

----- More gender-friendly recruitment processes, for example, job advertisements that encourage women to apply.

----- Ministry of Interior to consider appointing women to the role of Secretary in some districts.

----- Make district local government workplaces more gender friendly, for example, separate toilets and prayer rooms for women.

----- The Executive Committee of the local government can nominate female directors and other senior positions.

----- Make staff transfers from one local government to another easier, in order to retain women employees.

Session 5: Structure and functions of the District Administration

Session Objectives:

By the end of this session participants will be able to:

- Outline the structure and functions of the different departments of the district administration.
- Identify the role of the Council in the DPP&BG cycle and steps.
- Describe some of the key provisions of the District Budget in Law No. 7.

What is the District Administration?



The district administration refers to the elements of a district local government that are responsible for the day-to-day conduct of a district's operation and administration. This includes:

- Executive Committee composed of the District Executive Secretary, Mayor and Deputy Mayor.
- Department directors, heads of units, and staff of the departments.

The principal duties of the administration are to:

- Provide administrative support and technical advice to the District Council.
- Collect, analyse and disseminate technical information.
- Implement local government programs and projects in accordance with existing guidelines and policies, and in collaboration with relevant sector ministries.

The administration is comprised of paid employees. This is different from elected Councillors, who are not considered paid employees. The exception is the Mayor and Deputy, who are paid a salary, although they are also elected members of the District Council, and not employees.

! It is important to understand that the role of the Council is one of **policy making and oversight**, while the role of the departments is **implementation and delivery** of the policies of the Council. It is not the role of Councillors to be involved in the day-to-day execution of the administrative tasks related to implementing Council policies, although confusion between the roles of Councillors and the administration sometimes does arise.



Exercise 5: Hypothetical Situation

Work in small groups to read the following situation, and discuss the questions that follow.

There is an area of land in Abyan District which has been under dispute by two individuals, Mr 'X' and Mr 'Y' for a number of years. Each person claims to have exclusive use over the land. The Department of Public Works has been conducting negotiations between the two individuals for some time, but without much success.

Mr 'X' raised the matter with Councillor 'A' on the Permanent Committee, who was attached to the Public Works Department. Councillors 'A' and 'B' then visited the area of land in question, with Mr 'X' and Mr 'Y' present. They arranged this visit without informing the Director of the Public Works Department. During the meeting, the Councillors listened to both sides of the argument and then signed a land allocation document to state that the land belonged to Mr 'X'.

Councillor 'A' went back to the office and told the Director of the Department of Public Works what had been decided. The Director was angry, as it was not the role of Councillor 'A' to be directly involved in the arbitration of land disputes in this way, in particular the signing of land allocation documents. Councillor 'A' said he did have authority to be directly involved, because he was attached to the Public Works Department.

Questions:

- Who is correct – Councillor 'A', or the Director of the Department of Public Works? Why?
- How could this situation have been handled better?

The District Executive Secretary



The District Executive Secretary is the highest-ranking officer in the district administration, and as such has an important role to play in promoting the transparency and accountability of the district administration. The District Executive Secretary is appointed and dismissed as follows:

1. Each local government shall have a District Executive Secretary nominated by the Minister.
2. The dismissal of the District Executive Secretary shall be at the discretion of the Minister after receiving the decision of the Permanent Committee, which shall first issue a final warning. After the submission of their decision to the Minister, the Minister shall complete the appointment of the new District Executive Secretary within twenty-one (21) days.
3. In the event of the dismissal referred to in paragraph 1 of this article, before the appointment of the new District Executive Secretary, the work shall be temporarily continued by the director of administration department of the municipality.

Source: Law No.7, Article 35

The person to be appointed as the District Executive Secretary must meet the following requirements:

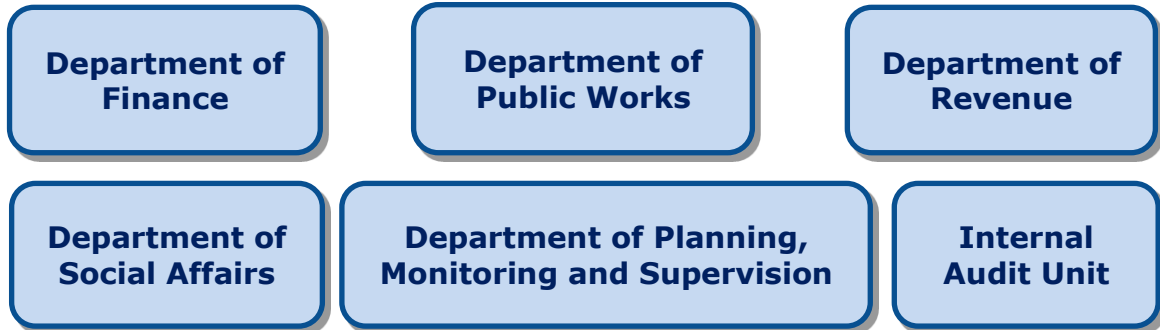
1. Must have a university level knowledge related to his/her job.
2. Must have at least five (5) years of experience in administration and management.
3. He/she must be a decent, drugs-free person with a good reputation in the community.
4. He/she must have a thorough knowledge of the context and district in which he/she works.

Source: Law No.7, Article 37

Administrative Structure of the Local Government

According to **Article 48** of Law No.7, the departments of municipalities are as follows:

Grade 'A' Districts



Grade 'B' Districts



Grade 'C' Districts



Future Proposed Department



In addition to the above, it is proposed that each district administration of any Grade will have a Department of Safety and Security, with Firefighting as a Section in this department. Once a Ministerial Decree has been issued, this new Department can be established in the districts.

! A district that may accommodate departments other than those mentioned in **Article 48** may submit a request to the Ministry for evaluation, approval or rejection.

Each Grade of District must have an **Internal Audit Unit**, that is accountable to the District Executive Secretary.

ToRs of Departments of the District Administration

A. Department of Finance

1. To ensure, prepare, store and execute the budget of the Local Government of the District.
2. To prepare, safe-keep and store accounting documents of the administration and the budget.
3. To manage and look after the resources, storage facilities and offices of the Council.
4. To store and oversee the documents of tenders/contracts which the Local Government of the District is a party to.
5. To register the movable and non-movable (current and fixed) assets of the Local Government of the district.
6. To tender for printing, store and distribute the cash, tax, petrol and store receipts.
7. To compare the projected income and expenses of every month.
8. To prepare monthly, quarterly, semi-annual and annual accounts closure.
9. To procure, register and store goods.
10. To ensure daily, monthly and yearly revenue collection.
11. To ensure the return of receipt books and tickets used and their subsequent storage.

B. Revenue Department

1. To collect the taxes of the local government of the district.
2. To create and explore new economic sources.
3. To pursue and secure the non-collected taxes of the previous years.
4. To inspect markets and supervise the tax collection staff.
5. To evaluate taxation staff and give them on job training.
6. To register and collect taxes from the non-movable (fixed) assets of the residents of the district, e.g. buildings (stone building or mud hut), kiosks, farms, vehicles.
7. To advise on issues related to work and staff of the department.
8. To evaluate different types of taxes every year.
9. To collect the rent and leases of the local government assets and resources.
10. Carry out census and registration of income sources.
11. To collect daily revenues.
12. To recommend about creation and re-organisation of taxes.
13. To classify grades of licenses

C. Public Works Department

1. To implement projects and constructions.
2. To renovate local government buildings in the district.
3. To operate and service the vehicles, houses, offices and equipments of the local government.
4. To submit lists of new vehicles needed. To renovate and maintain roads, parks, stadiums and public grounds/parks.
5. To prepare and submit daily plans on fuel, oil and grease needed for the vehicles, motors and heavy duty machines of the Council.
6. To manage workshops, garages and their equipment.
7. To apply land plans and standards.
8. To apply land laws and regulations.
9. To register land lease, ownership, private permanent buildings, land allocations and land survey.
10. To ensure care for and plan the standards of the public land.
11. To design and maintain district council buildings, roads, recreational sites, stadiums, schools, health centres, butcheries (abattoirs), bus stations, etc.
12. To classify and solve problems related technical land issues.
13. To plan and balance buses, taxis, tippers and lorries, donkey carts and their traffic and other related signs.
14. To make and prepare traffic signs.
15. To organise and place commercial sign boards.
16. To make, prepare and assemble electricity poles for roads, parks, recreational sites, celebration and functions sites.
17. Installation, maintenance and safety of electronics equipment, telephones, petroleum and fire fighting equipment.
18. To plan and organise the sewage system, water drainages, piped water supply system and other service systems under and above ground.
19. Safekeeping of ownership and other documents related to land allocations and registrations.
20. To ensure and harmonise plans and land allocations.
21. To construct streets and roads, estates and their numbering.
22. To carryout census, registration and numbering of the private and public buildings.
23. Demarcation and description of public places.
24. To re-organise construction plans and standardisation of land measurements by classifying them into categories of A, B, C and D so that every person will be able to build what he/she is capable of.

25. To prepare district development plans.
26. To carryout town fire fighting and beautification activities.

D. Social Affairs Department

The District Department of Social Affairs plays a leadership role in ensuring the overall coherence of social development programs and promoting, monitoring and evaluating associated policies and strategies. The Department's core functions include:

1. Delivering, managing and supervising access of quality primary education services by the local population living in the districts in line with the, decentralization policy, Law No. 7 and education sector decentralization strategy parameters:
 - a. Engage with Ministry of Education and Regional Educational Officer and following existing standards and procedures, provide registration certificate for the qualifying primary schools in the districts.
 - b. Establishment and maintenance of primary school community education committees for each primary school in the district, with close collaboration of the Regional Education Officer.
 - c. Responsible for the close monitoring and supervision of collecting data of school enrolment rates and dropout rates and provide annual data dissemination workshops.
 - d. Provision of awareness raising for the school going children to encourage increased number of children enrolling primary schools, as well as reducing/eliminating the rate of dropout.
 - e. Supervise primary schools against implementation of the national/state curriculum and provide feedback to the schools and MOIFAD where necessary.
 - f. Conduct primary school needs assessment, including teacher training needs, and management needs.
 - g. Conduct primary and koranic school rehabilitation and renovation needs, where necessary carryout and advocate construction of new primary education centres/schools.
 - h. Provide salary top up for the financially underperforming schools in the districts.
 - i. Conduct primary school management performance reviews and motivate the least and best performing schools' management to foster healthy competition and encourage better performance.
2. Delivering, managing and supervising access of quality primary health services by the local population living in the districts, in line with the decentralization policy, Law No. 7 and health sector decentralization guidelines:
 - a. Construction and management of centres for the care of the mother and child and the family management schools.
 - b. Prepare the table of shifts of the pharmacies and health centres.
 - c. Oversee the suitability/usage of medicine and canned food items and their expiry dates.

- d. Provide interventions, as well as awareness raising for the emergence of communication diseases both endemic and pandemics, including flu seasons, cholera outbreaks, COVID-19, Hepatitis A,B,C, HIV and others.
 - e. Supply, promotion and advocacy of the proper nutrition for the vulnerable groups including mothers and children.
 - f. Responsible for the management, rehabilitation, renovation and construction of primary health units in the districts in line with the existing standards with close collaboration of the regional health officers.
 - g. With close collaboration with the ministry of health, ensure availability and access of immunizations and vaccines for the children in the districts as per the EPHS system.
 - h. Encourage and provide awareness raising for the family planning practices, to encourage health and prosperous families in the district.
3. Delivering, managing and supervising access to clean water, sanitation and hygiene service by the local population living in the districts in line with WASH guidelines, Law No. 7 and water decentralization parameters:
- a. Establish public private partnership (PPP) water supply companies for the villages and towns with significant population in the district, as per PPP guidelines and procedures.
 - b. Care and take a lead role for general sanitation and prevention of communicable diseases.
 - c. Prepare, plan, ensure and balance the need for the water points (kiosks) and their availability.
 - d. Responsible for the provision of sufficient toilets and garbage collection points in each village in the districts to maintain general hygiene as well as prevent outbreaks.
 - e. Sensitize communities in maintaining public health guidelines and monitors community practices of public health measures by establishing community level public health surveillance and vigilance committees that reports to the district social affairs department.
 - f. To allocate landfills and solid and medical waste disposal sites that is relevant to protect the general hygiene and well-being of the communities in the districts through selection of the most proper sites.
 - g. Establish standard for the restaurants in maintaining hygiene practices and establish dedicated team to surveillance how restaurants are maintaining these standards both in the kitchen and the restaurant in the general.
 - h. Conduct general awareness and sensitization of the sanitation and hygiene practices, especially during the winter and spring seasons where the outbreaks often happen in the districts.
4. Responsible for the environmental protection, natural resource management, art, cultural practices, disaster management, as well as cemetery allocation and management at district level:

- a. Cleansing and beautification of the district, by promoting, implementing town greening projects, proposing and enforcing sanitation guidelines and construction of attractive places in the district.
- b. To Protect the environment and natural resources of the district, including pollution reduction, gazette land and allocation of grazing lands.
- c. Responsible for the management, intervention and monitoring of the districts IDPs camps situations and prevailing conditions.
- d. Allocate land for the IDPs durable solutions programs and lead the livelihood support of both IDPs and Host communications skills.
- e. To promote art, sport, literature and culture within districts by providing them the facilities, organizing and create a proper environment to them.
- f. To promote and encourage Islamic, national and international values.
- g. To evacuate the public in the event of a disaster.
- h. Improvement of burial activities and cemetery by providing them suitable places and essential facilities.
- i. Improvement of markets for the sale of local crops and to promote their consumption.
- j. Enforcing social good conduct behaviour and supporting needy people.
- k. To fix prices of basic commodities and protection of stable and daily essential food items.
- l. Enforcing good conduct, operating time of the video centres, cinemas and marriage halls.

E. Planning Department

The key function of the Department of Planning is to manage the process of developing and maintaining the respective District's Development Framework in consultation with all relevant stakeholders and ensuring linkages to the State Development Plan by harmonizing the district priorities with the national priorities with technical support from MoPEDIC and MOIFAD, as well as sectoral development processes at the central, regional and district levels; to coordinate the development, monitoring, evaluation and reporting of the district's Annual Development Plan and Budget; to coordinate relevant data collection, analysis and management functions of the district.

Functions of the Department of Planning include the following:

- a. Support District Councils in identifying and prioritising the needs and aspirations of district urban/rural communities in a participatory manner.
- b. Conduct situational assessments and baseline studies and relevant socio-economic data.
- c. Collect and synthesize data from other departments and institutions for development planning to prepare and maintain the District's Development Framework (DDF).

- d. Based on the budget forecasted for the following year, prepare the District's Annual Development Plan and Budget.
- e. Coordinate with the district's other Departments on development planning and budgeting, to establish and manage the district's complaint mechanism.
- f. Seek out opportunities for partnerships with the private sector, international and local NGOs, donors and UN agencies
- g. Ensure gender and conflict prevention and mitigation are mainstreamed in the district's policies and plans.
- h. Monitor and report on the implementation of the Annual Development Plan and Budget and overall progress towards DDF priorities.
- i. Establish and maintain relevant data collection and management systems.
- j. Facilitate the process of quality project implementation by the district through development of relevant procedures, monitoring of compliance with these procedures, and seeking correctional actions where needed.
- k. Project Approval, Implementation and Action Plan procedures developed and adopted.



For more detail...

There is a detailed list of the ToRs for the Directors of District Departments, which can be found in **Annex 2** at the end of this Participant Book.

- Annex 2: ToRs of the District Department Directors (Somali)

Overview of Municipal Powers

Planning

The municipality is responsible for:

1. formulating its short-term and long-term development plans, in line with the government's overall development plan.
2. The planning department of the municipality is mandated for developing the plans in close cooperation with the other departments.
3. The municipality ensures that its short-term and long-term plans reflect the actual priorities and needs of the district.

Source: Law No.7, Article 49

Social Services

The municipality is responsible for:

1. Construction and maintenance of primary schools, Qur'anic schools, kindergartens, orphanages, schools for the disabled and mosques.
2. Primary health care.
3. Municipalities at grades 'A' and 'B' are responsible for ensuring the provision of water and electricity services that are both accessible and affordable.
4. Water trucking in times of drought.
5. Construction of housing/shelter for the poor in the district.
6. Construction, maintenance and management of orphanages and facilities for the mentally handicapped.
7. Organizes businesses and the community to provide Zakat and other charities to care for the poor in the district.

Source: Law No.7, Article 50

Sanitation and Hygiene

The municipality is responsible for:

1. Urban and sewerage management system.
2. Controlling waste (solid and liquid) and preventing anything that may generally affect the sanitation and beauty of the district, and designate waste collection points.
3. Ensures the best way to incinerate, bury or dump waste in a specific area without causing health or environmental problems.
4. Prevent the sale of food, beverages, medicine and all other substances and products whose date expired or found to be lethal to human and animal health.
5. In addition to ensuring the health of livestock slaughter, the Municipality is responsible for ensuring the prevention of infectious diseases caused by poor sanitation, especially slaughterhouses, butchers' meat, fish, and vegetables, which need to be kept clean.

Source: Law No.7, Article 51

Public Works Administration

The municipality is responsible for:

1. The management and protection of public lands, private lands and the settlement of any land disputes which shall be resolved by the competent court.
2. Provides land for carrying out activities related to the public interest in accordance with the town plan.
3. Promotes the utilization of urban land and the prevents illegal land grabbing.
4. Construction of roads within the towns and its environs up to five (5) kilometers outside the town.
5. Provides addresses, house numbers, land plots, and roads.
6. Registers the real estate of the district residents.
7. Organizes and regulates public transportation between towns.
8. Lights the town and illuminate all the streets and other places of public use.

Source: Law No.7, Article 52

Employees

The municipality has the following responsibilities:

1. Municipal employees are civil servants, and their duties and rights shall be regulated by a special law issued by the Ministry.
2. Recruitment, promotion, and dismissal of district employees. Those functions are executed by the executive committee in accordance with the law.
3. An employee who has a complaint against the decision of the executive committee may file a complaint to the District Council, and if he/she is not satisfied with the decision of the council, he/she may appeal to the competent court.

Source: Law No.7, Article 53

Public Registration

The municipality is responsible for:

1. Issuing and registering marriage, divorce, birth, and death certificates.
2. Creating for each of the matters mentioned in Clause 1 of this Article, a special register for storage.
3. Providing citizenship and residence documents.
4. Establishing a special office for matters relating to the registration of persons.

Source: Law No.7, Article 54

Procurement and Contracts

1. The municipality shall be independent in the management of procurement and contracts, and shall have a special committee in charge of procurement and contracts which shall be responsible for:
 1. Procurement planning and contracting.
 2. Preparation of procurement and contract documents.
 3. Ensuring compliance with procurement procedures and contracts.
 4. Maintaining the transparency and openness of the process at all stages of procurement and contracting.
 5. Opening and evaluating contracts and awarding contracts to successful bidders.
2. Contracts for the procurement of goods, services and the implementation of activities related to the administration of the municipality or projects, shall be approved by the district executive committee if the amount does not exceed Three Hundred Million (300,000,000 Sh.So), any amount more than that shall need the approval of the District Council.
3. Contracts shall be made available to the public ten (10) days in advance and shall be published through the district's usual information channels and through any means deemed appropriate.
4. The contract is awarded to the lowest bidder or most technically qualified person whose proposed budget seems to be reasonable and satisfactory to the task at hand.
5. The procedures and process for the administration of procurement and contracts shall be in accordance with the general procedures and guidelines set out in the Public Procurement and Contracts Act.

Source: Law No.7, Article 55

Legislation

The municipality is responsible for:

1. The District Council may issue and approve by-laws to regulate the activities this Law grants the Municipality in accordance with the constitution and this law.
2. All laws issued by the District Council shall be submitted to the Ministry and the Attorney General and shall be published by the Attorney General in the Official Gazette.
3. If the Attorney General identifies the rules issued by the council conflict with the constitution or other laws of the government, he shall send it back to the council within thirty (30) days for review.
4. The by-laws issued by the District Council may not impose a prison sentence of more than six (6) months or a fine of more than 30,000,000 So. Sh.
5. The by-laws of the District Council shall not be in contradiction with the powers vested in the council by this Law.

Source: Law No.7, Article 56

Entering Agreements

The municipality is responsible for:

1. The municipality has the power to enter into agreements relating to the implementation of the functions set out in this Law.
2. The agreements of the local government shall be signed by the mayor of the district in the presence of the secretary of the municipality and shall bear the seal (stamp) of the municipality, as the official responsible for maintaining agreements, registration and so on.
3. Agreements made without complying with the requirements of Clause 2 of this Article shall be null and void.

Source: Law No.7, Article 57

Environmental Protection

The municipality is responsible for:

1. Assisting in the protection of the environment and the prevention of erosion, private land enclosure, deforestation, poaching and environmental degradation.
2. Preventing air pollution and working on town planting and the rehabilitation of damaged lands.
3. Implementing the environmental protection regulations of the state and making bylaws safeguarding the environment.

Source: Law No.7, Article 58

Protection of Religion and Ethics

The municipality is responsible for:

1. The revival of the Islamic values, and it will prevent anything that is offensive to the practice of Islam.
2. Arranging funeral services and availing cemetery grounds.
3. Organizing and hosting Islamic festivals such as Eids.

Source: Law No.7, Article 59

Livestock, Fisheries and Agriculture

The municipality is responsible for:

1. Creating markets for sale and slaughter of livestock, and preventing animal diseases, by assisting in ensuring animal health and care.
2. Creating markets for the sale of vegetables and encourage investment in agriculture.
3. Creating fish markets and assisting in the encouragement of fishermen and the implementation of regulations relating to the management of the fisheries markets.

Source: Law No.7, Article 60

Promotion of Arts, Literature and Sports

The municipality is responsible for:

1. Promoting arts and literature and providing financial and technical support for the strengthening of arts and literature.
2. Creating teams that will represent the district in competitions of art, literature, and sports.
3. Ensuring the construction and equipping of public reading libraries.
4. Construction, maintenance, and management of sports stadiums.

Source: Law No.7, Article 61

Business Development

The municipality is responsible for:

1. Establishing commercial markets and creating business opportunities for the district people.
2. Encouraging industrialization and investment of the municipality.

Source: Law No.7, Article 62

Taxation and Revenue Collection

The municipality is responsible for:

1. The municipality collects taxes at the district level and creates new sources of revenue.
2. The municipality shall prepare a comprehensive list of the types of taxes in the district and shall prepare report on the revenue collected.
3. The municipality shall evaluate the various types of taxes each year and shall impose taxes in accordance with this law.

Source: Law No.7, Article 63

Firefighting

The municipality is responsible for:

1. The municipality is responsible for the city's fire brigade and ensures that the district has firefighting equipment.
2. The municipality prevents the construction of petrol stations in residential areas, the commercial centers, and crowded markets.
3. The municipality will ensure that fire extinguishers or firefighting equipment are installed at the fuel stations.
4. The municipality shall require businesses, households, hotels, and restaurants to have fire extinguishers and monitor their compliance.
5. The municipality shall impose obligations on all types of buildings for the provision of fire extinguishers.

Source: Law No.7, Article 64



Exercise 6: Analysis of Municipal responsibilities

Your trainer will guide you in this activity, which aims to help you develop your understanding of the responsibilities of the Municipality.

Your trainer will ask you to work in small groups of 3-4 people. In your groups you will receive 2-3 cards. On each card will be written one of the municipal responsibilities, as identified above and in **Articles 49-64** of Law No. 7.

In your groups, you will need to discuss and answer the following questions about the responsibilities that are written on your card:

- Can you think of any example of how this responsibility is currently carried out by your District Municipality?
- Can you think of ways the District Municipality could carry out this responsibility more effectively?
- Which of these municipal responsibilities do you feel are the most significant, particularly in relation to your role as a Councillor? Give 1 or 2 examples and your reasons why.

Relations between the Ministry and the Municipality

According to **Article 65** of Law No.7, the following applies to the relations between the Ministry of Interior and the Municipality:

1. The Ministry shall coordinate with the Municipality and other government agencies, and ensure the rule of law, anti-corruption, and abuse of power.
2. The Ministry shall reform the policies and regulations governing the Municipality and establish departments specifically responsible for the development of the Municipality administrative and technical capacity.
3. The Ministry shall be responsible for the protection of the interests of the local governments and the resolution of disputes in the District Councils, and oversee the performance of the District Councils, and the standing and the executive committees.
4. The Ministry shall ensure the implementation of the municipal elections and the devolution of authority to the district, settlement, and village levels.
5. The Ministry shall demarcate the boundaries between the districts and resolve the disputes between the districts relating to the boundaries.
6. The Ministry shall ensure that taxes collected by the revenue agencies of the Municipality are remitted to the Municipality in accordance with the law.
7. The Ministry shall evaluate the capacity of the municipality and establish a training institute for the Municipality staff.

The Role of Line-Ministries in the Municipality

According to **Article 66** of Law No.7, without prejudice to the powers conferred on the Municipality by this Law, the Ministries that work with the Municipality shall:

- a) Ensure the implementation of decentralization in accordance with the constitution and this law.
- b) Establish policies, rules, and standards to guide the activities of the municipality as provided by this law.
- c) Monitor and oversee the quality and quantity of services provided by the municipality to the public.
- d) Provide technical support to the municipality to strengthen the municipality's capacity.
- e) Transfer staff to the municipality upon request to strengthen the municipality's capacity.
- f) Ensure that the municipality receives sufficient revenue to carry out the functions provided by this law.
- g) Ministries and government agencies may delegate to the municipality to carry out their responsibilities.

District Participatory Planning & Budgeting Guide (DPP&BG)

- In order to fulfil the mandates of the district administration departments as identified in **Articles 49-64** of Law No.7, local governments should follow a cycle of activities based on Public Expenditure Management (PEM). In Puntland, this is known as the District Participatory Planning & Budgeting Guide (or DPP&BG for short).
- **Diagram 13** below shows there are 4 sets of activities, each illustrated as a 'step' in a cycle. It is depicted as a cycle because the processes must be repeated each year, and one step leads into the next step.

These steps include activities relating to:

1. Planning and Budgeting
 2. Implementation and Budget Execution
 3. Accounting and Financial Reporting
 4. Auditing and Monitoring & Evaluation (M&E)
- The District Council has an important role in oversight and approval for a number of the steps and processes in the DPP&BG cycle, and these are identified in **Table 4** below.



For more detail...

Councillors will be required to undertake a short training in the DPP&BG cycle as part of their Induction process, which will go into the steps in more detail, including the role of Councillors.

- Puntland DPP&BG Overview Module (2018).

Diagram 13. DPP&BG Cycle

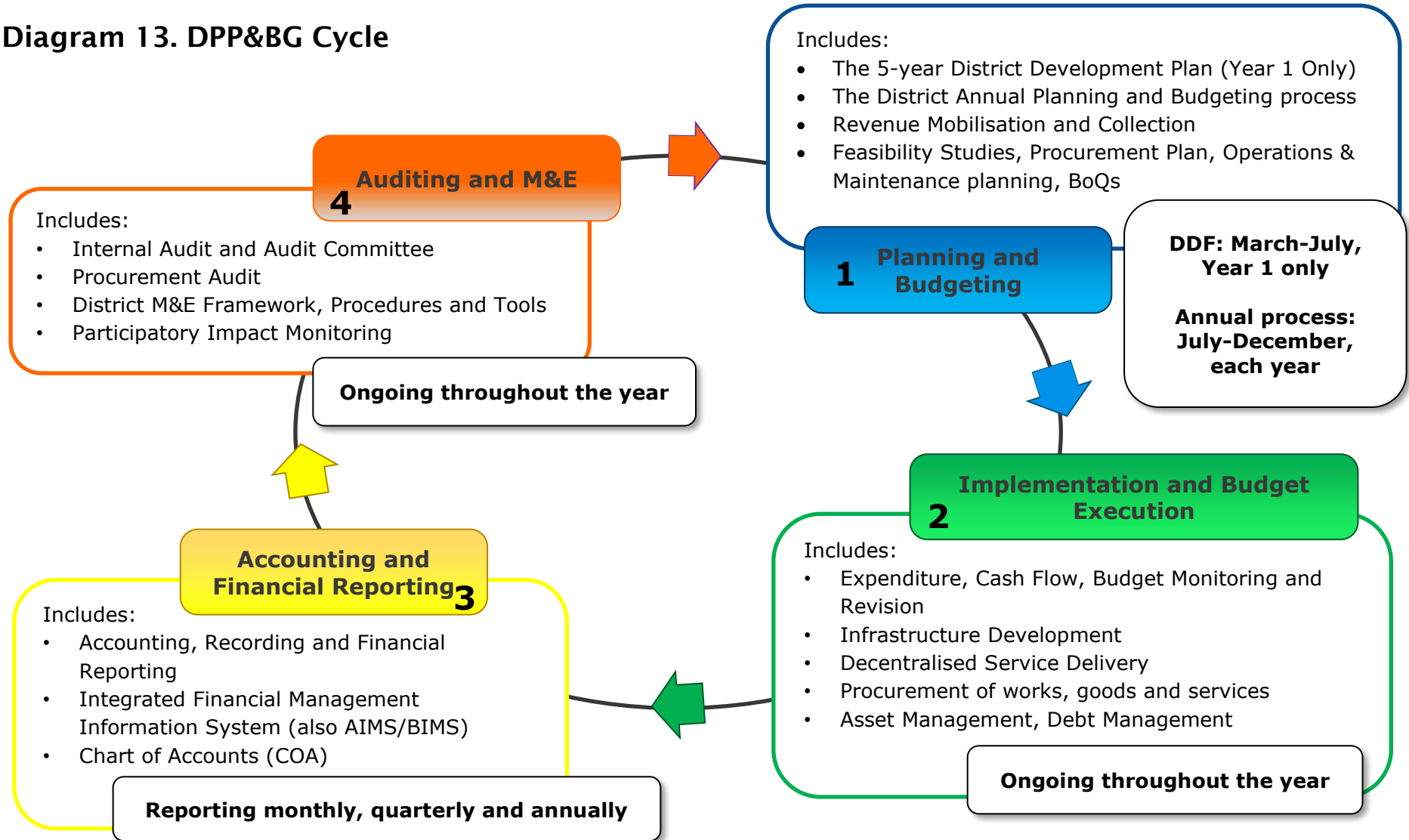


Table 4. Role of the District Council in the DPP&BG Cycle

<p>Planning and Budgeting 1</p>	<p>The District Council has the following roles:</p> <ul style="list-style-type: none"> • Set policy objectives and determine the development goals of the district, including the District Vision. • Discuss and approve the 5 year DDF, district budget and Annual Work Plans. • Review the 5-year District Development Framework (DDF) annually. • Coordinate community consultations to determine community needs for inclusion in the 5-year DDF. • The proposed annual budget shall be presented and approved by the District Council and submitted to the coordinator of the Municipality by September 30. • The budget of the Municipality shall enter into force upon the approval of the District Council.
<p>Implementation and Budget Execution 2</p>	<p>The District Council has the following roles:</p> <ul style="list-style-type: none"> • Oversight and monitoring of progress in implementation of the district budget according to priority areas. • In the event of a need in the last 6 months, the District Council may approve a transfer of funds, in certain circumstances (see Article 70). • The District Council shall issue by-laws the rate to be levied on each of the tax referred to in Article 72.
<p>Accounting and Financial Reporting 3</p>	<p>The District Council has the following roles:</p> <ul style="list-style-type: none"> • Accounting is part of budget implementation, which includes recording of all monetary transactions pertaining to the district as and when they (transactions) take place, and producing financial reports for review by the District Council and others.
<p>Auditing and M&E 4</p>	<p>The District Council has the following roles:</p> <ul style="list-style-type: none"> • The Municipality will have its own audit unit, which shares its investigative reports with the District Council. • The members of the Internal Audit Committee are nominated by the mayor, and are approved by the District Council. • The Internal Audit Unit is appointed by the Mayor, and is accountable to the Executive Secretary. An Internal Audit Unit is found in every Grade of District (A, B, C).

The Accounting System

According to **Article 67** of Law No.7, the following applies to the Municipal accounting system:

1. The administration of the municipality shall adopt an accounting system in accordance with the law and the public accounting system.
2. The municipality shall submit a detailed quarterly audit report to the municipality coordinator every 3 months.
3. Copies of the accounts report in paragraph 2 shall be submitted to the accountant and Auditor General.

Accountability

According to **Article 68** of Law No.7, the following applies:

1. The person who pays or orders the payment of unlawful expenses or due to negligence causes loss of property belonging to the municipality, must return the property.
2. The responsibility for the return of the property referred to in Clause 1 of this Article falls on the person who paid it or is responsible for its absence, unless he/she has a written instruction from the superiors authorized by law, then the responsibility of the return of the property falls on the person who ordered the payment of the property that was given away illegally.
3. In cases not covered by this Law, the Municipality shall apply the rules and procedures of state accounting.
4. For the return referred to in this article, the Ministry shall order the return of the property within a certain period of time.
5. If the order of the Ministry is not complied with, it shall lodge a complaint with the relevant judicial authorities.

Inspection and Audit of the Municipality Accounts

According to **Article 69** of Law No.7, the following applies:

1. The Auditor General shall inspect all the accounts and accounting of the Municipality, in accordance with Article 110 of the Puntland State Constitution.
2. The Auditor General may conduct unscheduled, sudden inspection and any necessary investigations.
3. The Auditor General shall share his report with:
 - a) The Parliament.
 - b) The Ministry.
 - c) The relevant District Council.
4. The municipality will have its own audit unit, which is responsible for monitoring and auditing the district's accounts, preventing theft, preparing accounting procedures and audit reports.
5. The monitoring unit referred to in paragraph 4 of this article shall share its investigative reports with the District Council and shall give copies to the Ministry and the Office of the Auditor General.
6. The members of the Internal Audit Unit of the Municipality referred to in Clause 4 of this Article shall be nominated by the mayor and approved by the Council and shall be administratively subordinate to the mayor.

The Budgets of the Municipality

According to **Article 70** of Law No.7, the following applies:

1. The estimated budget of the municipality and its auxiliary bodies is part of the general budget of the government and is the financial base of the municipality.
2. Every year, the administration of the municipality prepares a budget for the coming year, in accordance with the procedures and guidelines issued by the Ministry of Finance. The budget consists of:
 - a) Estimates of revenue and expenditure for the coming years.
 - b) A statement detailing the Accounting Budget for the last 6 months as point of reference.
3. The proposed budget shall be presented and approved by the district council and shall be submitted to the coordinator of the municipality by September 30.
4. The Coordinator of the Ministry shall attach a written statement on the budget, and submit it to the Ministry by October 2, for submission to the Ministry of Finance for inclusion in the General Budget for approval by the House of Representatives.
5. The budget of the Municipality shall enter into force upon the approval of the District Council.
6. If the administration of the municipality thinks it can generate additional revenue in the last 6 months of the year, it is allowed to make a reviewed budget to be approved by the Council and endorsed by the Ministry.
7. In the event of a need in the last 6 months, the District Council may approve a transfer of funds, with the power of authorization as follows:
 - a) Transfers between two sub-heads, under the same head, will be approved by the relevant council.
 - b) The transfer between two sub-heads, but under different heads, will be approved at Ministry level.
8. On a yearly basis, the Municipality shall conduct quarterly, 6-month and annual audits, chaired by the Mayor, and shall be submitted to the standing committee of the District Council for submission to the municipality coordinator who will, in turn, submit them to the Ministry.

According to **Article 71** of Law No. 7, the following applies:

1. The Ministry and other agencies authorized by law shall oversee and scrutinize the budgets of local governments and their accounts.
2. If other agencies conduct inspections and audits, they shall immediately submit a detailed report to the Ministry in accordance with the time and procedure prescribed by the public accounting system.

Sources of Revenue

The Municipality Budget is based around the following sources of revenue:

1. Taxes (**Article 72**)
2. Sales profit and Rentals (**Article 73**)
3. Loans (only in emergency situations such as natural disasters or security issues) (**Article 74**)
4. Donations and Subsidies from the Central Government (**Article 75**)

1. Taxes

1. The municipality levies the following taxes:
 - i. Business license fees of 1st, 2nd, 3rd, 4th, and 5th grades.
 - ii. Taxes on fishing boats licenses and freezers.
 - iii. Tax on fish, lobster, and other marine products.
 - iv. Taxes on farms, water reservoirs and water catchments.
 - v. Settlement tax.
 - vi. Tax on tea machines, coffee, and grinding machines.
 - vii. Veterinary tax, immunization rights and medical prescriptions.
 - viii. Livestock sales tax.
 - ix. Land levy tax, building permits and home renovations.
 - x. Land value tax.
 - xi. Commodity tax.
 - xii. Slaughterhouse tax.
 - xiii. Export tax on livestock, spices, gums, fish, and salt.
 - xiv. Tax on soft drinks and Khat.
 - xv. Leather and skin goods tax.
 - xvi. Parking tax (Bus Station).
 - xvii. Birth certificate (birth and residence), marriage and divorce.
 - xviii. Taxes for leisure and entertainment centers.
 - xix. Taxes on light posts and telephones.
 - xx. Taxes on power cables, overhead or underground telephones.
 - xxi. Urban water tax.
 - xxii. Taxes on livestock exports to and from ports and airports.
 - xxiii. Tax on import and export of goods and services.
 - xxiv. Industrial and Product Tax.
 - xxv. Taxes on the transfer of real estate and immovable property.
 - xxvi. Excise duty outside the warehouse.
 - xxvii. Hotel accommodation taxes.
 - xxviii. Public transport tax.

1. Taxes (continued)

2. The District Council shall issue by-laws the rate to be levied on each of the tax referred to in Clause 1 of this Article.
3. The Council shall determine the power to regulate and evaluate local taxes in accordance with the procedures of the Ministry and district taxes may not be amended for less than five (5) years.
4. Before the District Council issues the tax amendment rules to sanctioned by this Law, they shall give notice to the Ministry to evaluate and advise the concerned district on the tax amendment.

Source: Article 72, Law No. 7

2. Sales Profit and Rentals

1. The Municipality can do business and lease the buildings and land of the Municipality if it generates income.
2. Agreements and procedures for business management and rentals referred to in paragraph 1 shall be approved by the District Council.
3. Lease agreements entered into by the municipality shall be managed in accordance with the rules of procurement and contracts of the municipality.

Source: Article 73, Law No. 7

3. Loans

1. The Council shall not have the power to incur extra-budgetary expenditures that causes debts to be owed to the Council.
2. The authorized signatories who incurred expenses outside the budget shall be responsible for the debts incurred and shall not be re-elected mayor.
3. The executive committee and the administrative authorities are prohibited from incurring debts that are not in the budget from the public, government agencies, companies, etc.
4. In the event of emergencies such as natural disasters or a security issue that requires financial resources and is not included in the budget, the council may decide to take a loan to meet those needs in collaboration with the Ministry.
5. The loans referred to in paragraph 4 of this Article must be repaid by the council within a period not more than two (2) years.

Source: Article 74, Law No. 7

4. Donations and Subsidies of the Central Government

1. The Municipality receives financial support from the government as follows:
 - a) Financial support to the Municipality to implement specific projects and spend it in accordance with the set requirements.
 - b) Financial support provided by the government to the Municipality to carry out decentralization and delivery of needed basic services at the district and local levels.
 - c) Financial support from the government to the Municipality for development in some districts with slower development pace to keep up with other developed districts.
2. The Government shall directly transfer the funds referred to in paragraphs (a, b and c) to the Municipal Account, and shall be administered in accordance with the Public Finance Regulations.

Source: Article 75, Law No. 7

Income and Expenditure

Revenue Collection

1. The revenue of the Municipality shall be collected in Somali Shilling cash.
2. Foreign currencies received by the Municipality shall be converted into Somali Shillings, based on current exchange rates.
3. Any money received must have receipt (the official receipts).

Expenditure

1. The Municipality may pay from the approved budget which can be:
 - a) Cost for running normal operations which is 60%.
 - b) Cost of implementing community development projects which is 30%.
 - c) Savings 10%.
2. If the Municipality is unable to implement the expenditure as mentioned in paragraph 1 due to prevailing circumstances, they shall send a letter to the Ministry to ascertain that there are reasonable circumstances that may lead to the exclusion of the expenditure method mentioned in clause 1.
3. All payments must be on a payment slip that is accompanied by a document proving the expense, must be signed by the authorized person and the recipient and must be in accordance with the law and the rules of public accounting.

Source: Articles 76 & 77, Law No. 7

Appeal

1. Every person who has a complaint against the decisions of the Municipality shall have the right to appeal to the competent court.
2. The appeal of the decisions of the Municipality referred to in Clause 1 shall be made in accordance with the administrative proceedings of the Judiciary.

Source: Article 78, Law No. 7

Penalties

1. Any person who violates any of the provisions of this law, who refuses or obstructs the orders of the District Council or the officers in charge of any function of the council shall be liable to a fine of one million (1,000,000) to ten million (10,000,000) Sh. So., or imprisonment for three (3) months to six (6) months.
2. Offenses that occur outside of those referred to in paragraph 1 of this article, will be taken to the relevant legal authorities, and will be based on the General Penal Code.

Source: Article 79, Law No. 7

Assets Management

1. Municipal property is public property and may only be used for public purposes.
2. The Municipality shall establish a system for managing assets and resources that are not required in accordance with the law.
3. The manner in which the Municipality shall transfer the property shall be decided by the District Council, which shall choose whether to auction, dump or incinerate the property if no further use is left.

Source: Article 80, Law No. 7

Issue of Regulations

The Minister may, in consultation with the districts, issue regulations to be implemented in relation to:

- a) Any matter permitted by this Act shall be subject to regulation.
- b) Implementation of the functions set out in this Law.
- c) Any other necessary or ingenious means to achieve or enhance the objectives of this Law.

Source: Article 81, Law No. 7

Cancellation

1. Any other law or regulation that is inconsistent with this Law is hereby repealed.
2. For matters not mentioned in this law, reference shall be made to other laws which do not contradict with the Constitution of the Puntland State.

Source: Article 82, Law No. 7

Implementation of the Law

This Law shall come into force upon the approval of the House of Representatives, the signature of the President of Puntland State of Somalia, and its publication in the Official Gazette of Puntland State.

Source: Article 83, Law No. 7

Session 6: Conclusion

Session Objectives:

By the end of this session participants will be able to:

- Summarise the main topics covered in the Induction Module.
- Demonstrate understanding of the content of the module, through a short assessment task.
- Evaluate the module, by providing feedback on their reaction to the training they have just completed, through a short questionnaire.

Module Summary

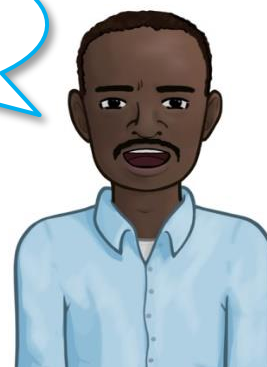
In this Induction Module we have learned about the following:

- What is Law No.7 and why it is significant for local governments in Puntland.
- The structure of local government in Puntland and how different levels of government are linked to each other.
- Why it is important to encourage and support the greater involvement of women in local governance in Puntland.
- The roles and responsibilities of District Councils and the Committees, including the Executive Committee and Standing Committee.
- The structure and functions of the district administration, including the budgets of the District Councils.
- How Councillors are elected, and how they can be dismissed.
- When District Councils meet, and the voting process.

Assessment & Evaluation

- You will be asked to complete a short assessment task, to gauge your understanding of what was covered in the Induction Module.
- You will also be asked to complete a questionnaire, to gather information on your reactions to the Induction Module, which can be used to make improvements for future training.

Thanks for your participation!



Glossary of Terms

Accountability	Accountability requires that decision-makers be held responsible for the exercise of authority invested in them. Accountability includes proper reporting, being able to account for how public money is spent, taking responsibility for all decisions and actions of the government, and facing consequences for any misuse of power or public money.
Budget	A plan of resources available and how those resources are going to be utilised over a period of time (financial year) all expressed in monetary terms.
By-laws	A regulation made by a local authority, often needed when the overarching legislation is unclear about a particular issue.
Constitution	Means the Constitution of the Puntland State of Somalia.
Decentralisation	The process of moving or 'devolving' powers, budgets and responsibilities for state functions from a national level to a sub-national level.
Department	Means a functional or sectorial administrative area of the District for which a senior officer is responsible as a Director, for example, Department of Administration and Finance.
District	Means the districts in which the regions of the Puntland State of Somalia are divided into, according to the Law.
Effectiveness and Efficiency	This relates to governments doing what they say they will do, to a high standard in a timely manner, with good use of public money.
Equity and Inclusiveness	This is about the need to govern for <u>all</u> citizens (men, women and minority groups), and include all groups in decision-making processes, not just the most rich and influential, or people from one political party or clan.
Secretary (of the Municipality)	The highest-ranking officer of the local government staff at the district level, who is appointed by the Minister of Interior and approved by the District Council.
Gender Sensitive	A program, project or process which recognises and incorporates the different needs of both men and women can be described as 'gender sensitive'.
General Penal Code	Refers to the Somali Penal Code No. 5 of 1962
Good Governance	Refers to the ability of government bodies to provide the services that its citizens need, in an effective and efficient manner.
Government	Means the Puntland State of Somalia

Grades	The ranks assigned to each district as set out in the Law after an assessment of its production capabilities, total population and land area etc.
Judiciary	Means the course and prosecutors of Puntland as stated in the 89 th Article of the Constitution of the Puntland State of Somalia.
District Council	Means the persons elected lawfully by the public to lead the administration and the law-making body of the district.
Mandate	The authority to carry out a policy, regarded as given by voters to the winner of an election.
Mayor	The member of the District Council of the district who has been elected by the council members to become their chair and that of the district.
Minister	Means the Minister of Interior, Federalism and Democratization.
Ministry	Means the Ministry of Interior, Federalism and Democratization of Puntland State.
Participation	This refers to the ability of all citizens (women and men, youth, people with disabilities (PWDs) and other minorities) to be part of decision-making processes, for example, decisions that relate to planning priorities in the district.
Quorum	The number of voting members required to be present at a meeting to enable voting to take place.
Region	A level of local government that is defined in the Law and is made up of several districts.
Regional Development Council	A council consisting of the regional Executive Committees of the region, the district Mayors in the region, and the regional coordinators that represent different ministries at the regional level.
Regional Governor	The highest-ranking government official in the region that represents the central government.
Responsiveness	This relates to a government being dedicated and committed to governing well, rather than just for its own benefit. It also includes how well a government responds to the expressed wishes and needs of the people.
Rule of Law	This includes the presence of legislation and public obedience of the laws. It also requires an incorruptible police force and an impartial judiciary.
Transparency	This refers to a government being able to clearly demonstrate how its decisions were made and to show that these decisions are in accordance with the wishes of the community.

Annexes

Annex 1. Example Meeting Agenda and Minutes

Annex 2. ToRs of the District Department Directors (in Somali)

Annex 1. Example Meeting Agenda and Minutes

Abyan District Council

Date: 2 April 2022

To: All Council Members, Abyan District

From: Secretary of the Municipality

Cc:

Ref. No:

Subject: Agenda for District Council meeting

This letter is to inform you of the next Abyan District Council meeting on:

Date: 14-28 April 2022

Time: 10am

Location: Abyan District Administration Meeting Room

The agenda for the meeting is:

1. Approval of the agenda [*obligatory*]
2. Approval of the minutes from the last meeting [*obligatory*]
3. Apologies [*obligatory*]
4. Financial Report for 1st Quarter
5. Sub-Committee reports
6. Progress of District Development Framework
7. Closing

MINUTES OF ABYAN DISTRICT COUNCIL ORDINARY MEETING

Meeting duration:	Total days	Date (s)	Commenced (time)	Ended (time)
	14	14/04/21	10am	3pm
		28/04/21	10am	3pm
Meeting Location:	Abyan District Headquarters			
Meeting Chaired by:	Mr Ibrahim Yusuf (Mayor) (THIS IS JUST AN EXAMPLE)			
No of voting members at the meeting:	33 of 33			
No of voting members absent in the meeting:	0			
No of observers attending the meeting	5			
Register of attendees attached:	YES <input checked="" type="checkbox"/>	NO <input type="checkbox"/>		
Meeting Agenda	1. Approval of the agenda 2. Approval of the minutes from the last meeting 3. Apologies 4. Financial Report for 1 st Quarter. 5. Sub-Committee reports 6. Progress of District Development Framework 7. Closing			
Minutes prepared by Secretary:	Name:	Date: 30/04/22		
Minutes and Resolutions signed by Secretary:	Name:	Date: 30/04/22		
	Signature:			
Minutes and Resolutions signed by District Mayor:	Name: Ibrahim Yusuf	Date: 30/04/22		
	Signature: <i>Ibrahim Yusuf</i>			

A. Discussions of agenda items

Item 6. Progress of District Development Framework (DDF)

- *The Head of the Planning Department was invited to report on the progress of the DDF, which is being drafted by the planning staff.*
- *The Head reported that one of the main elements of the plan relies on input from the community. It was agreed at the last Council meeting that Councillors would conduct community consultation through Village Committees in order to identify the community's perceived development needs. So far, no feedback has been received from Councillors. The drafting of the plan cannot proceed much further without this input.*
- *Councillor 'A' reported that he has not been able to undertake these consultations, due to family reasons, but he is planning to make these visits to his designated Village Committees in the coming weeks.*
- *Councillor 'B' reported that she has conducted her required consultations but is still writing a report, which should be ready by the end of June.*
- *Councillors 'C' and 'D' stated that they did not believe these community consultations were part of their role and did not want to participate.*
- *Other Councillors reported that they have not yet started their consultations, but will aim to do so very soon.*

B. Voting and Resolutions

Item 6. Progress of District Development Framework (DDF)

- *The Chair proposed a resolution that all Councillors must have conducted their community consultations and submitted their feedback to the Planning Department by the 31st July.*
- *The proposal was seconded by Councillor 'B' and put to a vote. For: 31, Against: 2. The resolution passed.*

C. Follow up action and Timeline

Item 6. Progress of District Development Framework (DDF)

- *The Secretary has been tasked with follow up of the progress of the reports and will be in regular contact with the Head of Planning to keep informed about what feedback has been received from Councillors. Any Councillors who have not submitted feedback by the 15th July will be contacted by the Secretary to ask about the progress of their consultations and whether any assistance is required for them to meet the 31 July deadline.*

Annex 2. ToRs of the District Department Directors (Somali)



Wasaaradda Arrimaha Gudaha, Federaalka iyo Dimuqraadiyaynta DPL.

Jagada: Agaasimaha Waaxda Qorshaynta, Kormeerka iyo Qiimaynta.

Masuuliyadda iyo Waajibaadka Shaqo (Duties and Responsibilities)

1. Agaasimuhu wuxuu masuul ka yahay isku xirka iyo dabagalka shaqooyinka waaxyaha kala duwan ee dowladda hoose si adeegga Degmada bulshada loo gaarsiiyo
2. Agaasimuhu wuxuu masuul ka yahay samaynta, kaydinta waraaqaha dhalashada, sugnaanta, dhimashada
3. Agaasimuhu wuxuu masuul ka yahay diiwaangalinta iyo tirakoobka dhalashada, dhimashada dadweynaha degmada iyo deegaanka hoosyimaada
4. Agaasimuhu wuxuu masuul ka yahay fududaynta isku xirka iyo mataanaynta waaxyaha dowladda hoose si wada shaqayntu kor ugu kacdo
5. Agaasimuhu wuxuu masuul ka yahay diyaarinta siyaasadaha, habraacyada shaqooyinka kala duwan ee dowladda hoose
6. Agaasimuhu wuxuu masuul ka yahay diyaarinta qorshayaasa heerarka hoose, dhexe iyo qarshaha hormarineed ee heerka fog ee degmada (DDF)
7. Agaasimuhu wuxuu masuul ka yahay hubinta ku dhaqanka qorshayaasha dowladda hoose iyo dabagalka waaxwalba in ay qarshaheeda ku shaqaynayso
8. Agaasimuhu wuxuu masuul ka yahay diyaarinta mashaariicda hormarineed ee Degmada
9. Agaasimuhu wuxuu masuul ka yahay dib u eegidda dhamaan siyaasadaha iyo habraacyada dowladda hoose iyo soo jeedinta waxkabadalkooda
10. Agaasimuhu wuxuu masuul ka yahay baarida iyo dabagalka habsami u socodka qorshayaasha hormarineed ee degmada si loo hubiyo in ay waqtigooda ku idalaadaan
11. Agaasimuhu wuxuu masuul ka yahay Ka talo siinta maamulka degmada howlaha hormarineed ee degmada
12. Agaasimuhu wuxuu masuul ka yahay diyaarinta warbixindda qorshayaasha hormarineed ee degmada iyo shaqooyinka mashaariicda hormarineed

13. Diyaarinta sida loo taabagalainayo loogana faa'iidaysanayo mashruuca Hormarinta Dhaqaalaha Maxaliga ah (LED), si adeeg wanaagsan bulshadu u helaan
14. Agaasimuhu wuxuu masuul ka yahay Isku xirka dagmada iyo hay'adaha iyo muasasaadka caalamiga ah ee shaqada wadaagta la ah.
15. Agaasimuhu wuxuu masuul ka yahay hubinta, dabagalka iyo iskuxirka mashaariicda hay'adaha kala duwan ay kawadaan degmada iyo deegaankeeda

Jagada: Agaasimaha Waaxda Arimaha Bulshada

Masuuliyadda iyo Waajibaadka Shaqo (Duties and Responsibilities)

1. Agaasimuhu wuxuu masuul ka yahay Ilaalinta Nadaafadda, Fayo dhawrka, bilicsanaanta iyo quruxda Degmada
2. Agaasimuhu wuxuu masuul ka yahay horumarinta Deegaanka iyo khayraadka dabiiciga ah ee Degmada.
3. Agaasimuhu wuxuu masuul ka yahay horumarinta fanka, isboortiga, suugaanta, Hiddaha iyo Dhaqanka
4. Agaasimuhu wuxuu masuul ka yahay noolaynta shacaa'iirta islaamiga ah, waddaniga iyo Caalamiga ah.
5. Agaasimuhu wuxuu masuul ka yahay daryeelka faya-dhawrka Guud iyo ka hortagga cuduradda faafa.
6. Agaasimuhu wuxuu masuul ka yahay daad-guraynta iyo u gargaarka dadweynaha haddii aafu dhacdo iyo u gargaarkooda.
7. Agaasimuhu wuxuu masuul ka yahay daryeelka iyo xanaanaynta dadka danta yar
8. Agaasimuhu wuxuu masuul ka yahay dhisidda iyo dayactirka Dugsiyada aasaasiga ah, kuwa quraanka iyo daryeelka Masaajidyada.
9. Daryeelka iyo dhismaha xarumaha Xanaanada Hooyada iyo Dhalaanka iyo Dugsiyada dhaqaalaha guriga (Hoyga).
10. Agaasimuhu wuxuu masuul ka yahay habaynta, Qorshaynta, Hubinta iyo isku dheeli tirka baahida Goobaha Biyaha "Kiosks" iyo waxqabadkooda.
11. Agaasimuhu wuxuu masuul ka yahay maamulidda iyo kormeerka la xiriira horumarinta miyiga.
12. Agaasimuhu wuxuu masuul ka yahay habaynta hawlaha aasidda iyo Qabuuraha.
13. Agaasimuhu wuxuu masuul ka yahay qorshaha kaltanka Rugaha Caafimaadka iyo Farmasiyayaasha Iyo heegan galintooda.
14. Agaasimuhu wuxuu masuul ka yahay la socodka isticmaalka dhaqan-galka daawooyinka iyo Cuntada Qasaacadaysan iyo la socodka mudada isticmaalka.

15. Agaasimuhu wuxuu masuul ka yahay casriyeynta Suuqyada dalagyada wadaniga ah iyo dhiirgalinta cunidooda
16. Agaasimuhu wuxuu masuul ka yahay Ilaalinta anshaxa, wacyi galinta iyo taakulaynta dadka tabaalaysan.
17. Agaasimuhu wuxuu masuul ka yahay la socodka qiimaha Badeecadaha iyo ilaalinta maceeshada quutal daruuriga.
18. Agaasimuhu wuxuu masuul ka yahay Ilaalinta Anshaxa, wakhtiga goobaha lagu daawado fiidiyooyaasha, Shaleemooyinka iyo Xafladaha Aroosyada.
19. Agaasimuhu wuxuu masuul ka yahay Xiriirinta, abaabulka iyo isku duba ridka xaafadaha, IDP-yada iyo tuulooyinka magaalada hoose yimaada.

Jagada: Agaasimaha Waaxda Arimaha Maaliyadda

Masuuliyadda iyo Waajibaadka Shaqo (Duties and Responsibilities)

1. Agaasimuhu wuxuu masuul ka yahay hubinta, Diyaarinta, kaydinta iyo ku shaqaynta Miisaaniyadda dawladda Hoose ee Degmada.
2. Agaasimuhu wuxuu masuul ka yahay Diyaarinta, Xafidaadda, iyo kaydinta dhokumentiga Xisaab Xirada la xiriira maamulka Xisaabaadka iyo Miisaaniyadda.
3. Agaasimuhu wuxuu masuul ka yahay Maamulka iyo ilaalinta hantida iyo Qalabka Bakhaaradda iyo Xafiisyada.
4. Agaasimuhu wuxuu masuul ka yahay Kaydinta iyo la socodka dhokumentiga la xidhiidha qandaraasyada ay dhinac ka tahay Dawladda Hoose ee Degmada.
5. Agaasimuhu wuxuu masuul ka yahay Diiwaangelinta hantida guurtada iyo tan ma guurtada ah ee Dawladda Hoose ee Degmada.
6. Agaasimuhu wuxuu masuul ka yahay Dalabka Daabacaada, kaydinta iyo qaybinta Buugaagta lacag qabashada iyo Cashuuraadka, Shidaalka iyo Bakhaarada.
7. Agaasimuhu wuxuu masuul ka yahay is barbar dhigga qorshaha Dakhliga iyo kharashka bil walba.
8. Agaasimuhu wuxuu masuul ka yahay Diyaarinta Xisaab-xiryada, bileed, Saddex bilood, Lix Bilood iyo Sannadkii.
9. Agaasimuhu wuxuu masuul ka yahay soo iibinta Alaabta, diiwaangelintooda iyo kaydintood.
10. Agaasimuhu wuxuu masuul ka yahay hubinta soo xeraynta Dakhli maalmeedka, bileedka iyo kan Sannadka.
11. Agaasimuhu wuxuu masuul ka yahay Hubinta soo xeraynta Buugaagta iyo tigidhada la isticmaalay iyo kaydintooda.

Jagada: Agaasimaha Waaxda Dakhliga

Masuuliyadda iyo Waajibaadka Shaqo (Duties and Responsibilities)

1. Agaasimuhu wuxuu masuul ka yahay ururinta Cashuuraha Dawladda Hoose ee Degmada.
2. Agaasimuhu wuxuu masuul ka yahay abuuris ilo dhaqaale oo cusub iyo u sahamintooda.
3. Agaasimuhu wuxuu masuul ka yahay dabagalka iyo soo xaraynta Cashuurihii baaqday sannooyinkii hore.
4. Agaasimuhu wuxuu masuul ka yahay kormeerka suuqyada iyo hawl qabadka shaqaalaha ururiya Cashuuraadka.
5. Agaasimuhu wuxuu masuul ka yahay qiimaynta Shaqaalaha Cashuuraha iyo ku tababaridaa goob shaqo (on the job training).
6. Agaasimuhu wuxuu masuul ka yahay tira-koobidda iyo diiwaangelinta hantida ma guurtada ah ee dadewynaha Degmada ku nooli leeyihiin, sida Daaraha, Carshaanta, Sandaqaadaha, Beeraha, bajaajta, Gawaarida I.W.M. ee Cashuuruhu ku waajibtay.
7. Agaasimuhu wuxuu masuul ka yahay ka talo bixinta arrimaha shaqada iyo shaqaalaha waaxda.
8. Agaasimuhu wuxuu masuul ka yahay qiimaynta noocyada cashuuraha ee sannad kasta.
9. Agaasimuhu wuxuu masuul ka yahay ururinta kirada iyo arrimaha ijaarka hantida Dawladda Hoose.
10. Agaasimuhu wuxuu masuul ka yahay tirakoobka iyo Diiwaangelinta ilaha Dakhliga.
11. Agaasimuhu wuxuu masuul ka yahay soo xaraynta Dakhli maalmeedka
12. Agaasimuhu wuxuu masuul ka yahay talo soo jeedinta abuuridda iyo dib u habaynta Cashuuraha.
13. Agaasimuhu wuxuu masuul ka yahay kala xadaynta iyo kala habeynta Darajooyinka Liisamadooda.

Jagada: Agaasimaha Waaxda Hawlaha Guud

Masuuliyadda iyo Waajibaadka Shaqo (Duties and Responsibilities)

1. Agaasimuhu wuxuu masuul ka yahay hirgelinta mashaariicda iyo dhismayaasha.
2. Agaasimuhu wuxuu masuul ka yahay dayactirka Dhismayaasha D/Hoose ee Degmada.

3. Agaasimuhu wuxuu masuul ka yahay hawlgelinta iyo dayactirka Gaadiidka, Guryaha, Xafiisyada, iyo qalabka Dawladda Hoose.
4. Agaasimuhu wuxuu masuul ka yahay soo gudbinta baahidda Gaadiid Cusub. Dayactirka iyo xanaanaynta jidadka, Beeraha Nasashada, garoomada iyo fagaarayaasha Caanka ah.
5. Agaasimuhu wuxuu masuul ka yahay soo diyaarinta qorshe maalmeedka, shidaalka, Saliidaha iyo xayraha Gaadiidka, matoorada iyo qalabka culusi u baahan yihiin.
6. Agaasimuhu wuxuu masuul ka yahay maamulka Hoosooyinka, Geerashyada iyo qalabayntooda
7. Agaasimuhu wuxuu masuul ka yahay ku dhaqanka qorshaha iyo jaangoynta Dhulka.
8. Agaasimuhu wuxuu masuul ka yahay ku dhaqanka shuruucda iyo Xeerarka Dhulka.
9. Agaasimuhu wuxuu masuul ka yahay diiwaangelinta oggolaanshaha lahaanshaha Dhulka, mulkiyadaha, dhismayaasha ma guurtada ah ee dadweynaha, arrimaha Dhul bixinta iyo kormeerka Dhulka.
10. Agaasimuhu wuxuu masuul ka yahay ilaalinta daryeelka, qorsheynta iyo jaangoynta dhulka danta guud.
11. Agaasimuhu wuxuu masuul ka yahay jaangoynta iyo Gacan ku haynta dayactirka dhismayaasha Degmada, Xanaanaynta jidadka, goobaha nasashada, garoomada, Dugsiyada, rugaha Caafimaadka, Rugaha kawaanada (iyo Istaamada Gaadiidka) I.W.M.
12. Agaasimuhu wuxuu masuul ka yahay kala saaridda iyo xallinta khilaafaadka ka yimaadda farsamada Dhulka.
13. Agaasimuhu wuxuu masuul ka yahay qorshaynta iyo isku dheelitirka Basaska, Tagaasidda, Iskarogooyinka iyo Gaadiidka xammuulka dadweynaha saldhigyadooda, Gaadhi Dameerada iyo Dadka maritaankooda iyo Calaamadaha la xidhiidha.
14. Agaasimuhu wuxuu masuul ka yahay samaynta iyo diyaarinta calaamadaha la xidhiidha Nabadgelyadda wadooyinka iyo muujintooda.
15. Agaasimuhu wuxuu masuul ka yahay habaynta iyo dejinta Calaamadaha Ganacsiga iyo xayaysiinta (Commercial Sign Boards).
16. Agaasimuhu wuxuu masuul ka yahay samaynta, diyaarinta iyo rakibaadda tiirarka layrka wadooyinka, Aargooyinka, xarumaha nasashada, goobaha Dabaaldegyada iyo munaasibadaha.
17. Agaasimuhu wuxuu masuul ka yahay hubinta, Farsamadda, badbaadada qalabka korontoda, Telfoonada, shidaalka iyo ka hortagga khatarta dabka.

18. Agaasimuhu wuxuu masuul ka yahay habaynta iyo kala duwida bulaacadaha, biyo mareenada, dhuumaha Biyaha, saaqiyadaha iyo adeegyada mara dhulka hoostiisa iyo oogadiisaba.
19. Agaasimuhu wuxuu masuul ka yahay keydinta Mulkiyadaha iyo Dhokomantiga la xiriira Dhul bixinta iyo Diiwaangalintooda.
20. Agaasimuhu wuxuu masuul ka yahay hubinta, iswaafajinta Naqshada iyo Qaabka Dhul bixinta.
21. Agaasimuhu wuxuu masuul ka yahay sameynta iyo Hubinta Jidadka, Wadooyinka, Sakadaha, iyo Lambarintooda.
22. Agaasimuhu wuxuu masuul ka yahay tirakoobka, Diiwaangalinta iyo lambarinta dhismayaasha Dadweynaha iyo Dawladda.
23. Agaasimuhu wuxuu masuul ka yahay astaynta iyo Tilmaamidda Goobaha Danta Guud.
24. Agaasimuhu wuxuu masuul ka yahay dib u habeynta Naqshadaha Dhismaha iyo jaangoynta Cabirka Dhulka
25. Agaasimuhu wuxuu masuul ka yahay dejinta iyo Sameynta Qorshaha hor'umarinta naqshadda magaalada.
26. Agaasimuhu wuxuu masuul ka yahay Dab Demiska, Qurxinta iyo Bilicsamida Magaalada

Jagada: Madaxa Hanti-dhowrka Dowladda Hoose

Masuuliyadda iyo Waajibaadka Shaqo (Duties and Responsibilities)

1. Madaxa Hanti-dhowrku wuxuu Masuul ka yahay Hogaaminta, agaasimidda iyo hawl galinta Xafiiska barista Gudaha ee Dowladda hoose
2. Madaxa Hanti-dhowrku wuxuu Masuul ka yahay Dajinta iyo diyaarinta qorshe hawleedka barista gudaha isaga oo kaashaanaya shaqaalaha Xafiiska barista gudaha.
3. Madaxa Hanti-dhowrku wuxuu Masuul ka yahay Hagaajinta, sixida, Toosinta, ka hortaga lunsashada, kutagri falka hantida iyo Maamul xumada hantida Dawlada.
4. Madaxa Hanti-dhowrku wuxuu Masuul ka yahay ilaalinta, diiwaan galinta, xafidida hantida guurtada ah iyo hantida ma guurtada ah ee Dowladda Hoose.
5. Madaxa Hanti-dhowrku wuxuu Masuul ka yahay ilaalinta hanaanka iyo hab-raaca wax iibsiga iyo gadista, bixinta ama qaadashada qandaraas iwm
6. Madaxa Hanti-dhowrku wuxuu Masuul ka yahay la socoshada shaqaalaha shaqada kataga, ama dhinta.

7. Madaxa Hanti-dhowrku wuxuu Masuul ka yahay hubinta dakhliga dawladu hesho illaha laga helo, hubinta kharashaadka hay'adu bixiso in ay leeyihiin goondaynta miisaaniyada iyo awoodaha kharash bixinta.
8. Madaxa Hanti-dhowrku wuxuu Masuul ka yahay hubinta habka loomaamulo deeqaha iyo mashaariicda kale iyo heshiisyada la xiriira dii waan galintooda.
9. Madaxa Hanti-dhowrku wuxuu Masuul ka yahay diyaarinta warbixinta heerka wada shaqaynta madaxda iyo shaqaalaha Dawlada Hoose
10. Madaxa Hanti-dhowrku wuxuu Masuul ka yahay hubinta xisaab celinta bileedka ee la xiriirta miisaaniyada caadiga ah, mashaariicda, iyo deeqaha kale ee hay'ado hesho.