

MOGADISHU: RESETTING THE CLOCK



Business Plan 2010 - 2014



Presented by

Governor of Benadir Region and Mayor of Mogadishu

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By Abdirashid Salah

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PREFACE

I welcome you to this important occasion of opening up a new chapter in the history of Somalia. Mogadishu is going to be a different place - A Peaceful harmonious and prosperous City attracting Local and International Confidence. I present to you the Mogadishu City Business Plan for the period 2010-2014.

My team of committed people is aiming high to revive, secure and restore the dignity and Entrepreneurial Spirit of the People of Mogadishu. We need your support in whatever way possible.

In July 2010, the government appointed a new leadership to run Mogadishu city and I was honored to be the appointed the Mayor of Mogadishu and the Governor of Benadir Region

With my Deputy Mr. Iman Nur Ikar I have led a team of committed officials to lay the foundation for the revival of Mogadishu. We wish to run a City Administration free of Corruption, capable of providing Services to the people of Mogadishu, and a Clean City with a Healthy population enjoying adequate Public Parks, Gardens and Recreational Facilities, with all School – age children going to School. We wish to contribute to the attainment of the Millennium Development Goals (MDGs). In line with this dream, the administration of Mogadishu agreed to formulate a corporate direction that will guide the city in the next 4 years-the 2010-2014 business plan.

In preparing this dream future of Mogadishu, we enlisted the professional assistance of many brothers and sisters of which three need to be mentioned. Brothers Dr Abdullahi Haider and two Nairobi based Consultants Mr. Sultan Amri and Abdulrahman Wandati. We pay our sincere gratitude for the work they have done in a very short timeframe.

As we learn from the wisdom of our elders- ‘to make your dream come true, you have to wake up’; therefore, we have woken up and we are now waking all of you up. We want your support –and we want it now.

Hon. Mr. Mohamoud Ahmed Nur ,

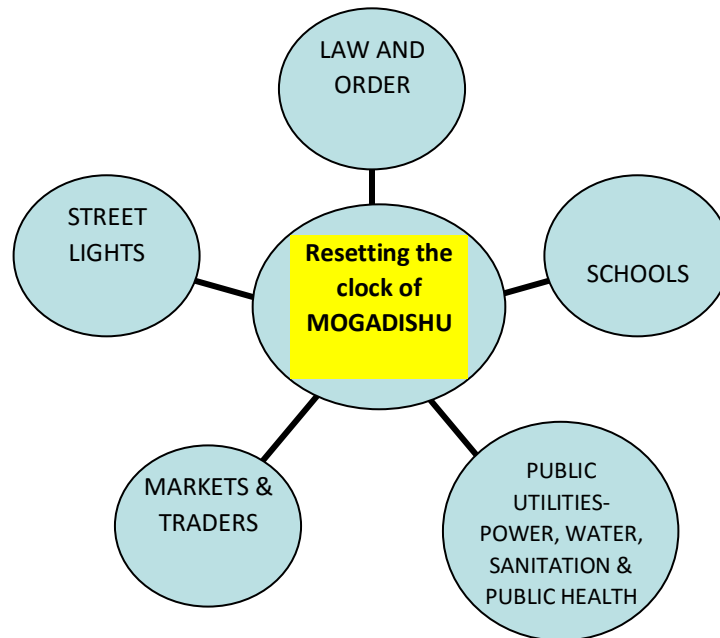
Governor of Benadir Region and Mayor of Mogadishu

CONTENTS

- 1. Executive Summary 4
- 2. Introduction..... 6
- 3. Vision..... 5
- 4. Mission 5
- 5. Current Status of Mogadishu..... 7
 - a. Major Concerns 9
 - a. Target Image 14
- 4. Products and Services..... 19
- 9. Profiles of Target Markets 23
- 10. Technology 24
- 11. Operational Plan 24
 - Operational Plan for the City Council of Mogadishu 24**
- 12. Management and Administration 31
- 13. Financial Projections 31
- 14. Funding requirements and Proposals 32
- 15. Conclusion..... 32
- 16. Appendices..... 34

1. EXECUTIVE SUMMARY

The 2010-2014 Business plan for Mogadishu city was developed to restart city life and provide citizens of Mogadishu a new lease of life after almost two decades of destruction and despair. The plan defines the key priorities that will focus on among other things lighting the streets, creating secure environment for markets and traders, restoring major public utilities services and getting children back to school. Others critical issues include public health and hygiene, infrastructure and restoring civic law and order. **This document presents the financial figures of 2010 to 2012 only as a pilot project. However, the plan is for 2010-2014.**



The above vision will enable Mogadishu to join the roadmap to achieving the MDGS in several areas of maternal and child health, environment, poverty eradication, education and in HIV/ AIDS and malaria.

Between September 2010 and February 2011, the City council of Mogadishu will be laying down Infrastructure and rolling out its plans. It is projected that the Council will bring in US \$ 17.5 million as payment for services. During the start up period the Council will require funding to cover September expenditure for the ***short term (six month) fast track implementation*** for the period of September 2010 to February 2011 (6 months) as follows:

1	Start up capital for office and staff	\$1.92 million
2	Operations in the Districts	\$ 4.80 million
3	Operations in the Headquarters	\$ 0.90 million
4	Office Renovations, Rehabilitations and Equipment	\$ 0.93 million
	Total funding requirement and proposals	\$ 8.54 million

HOWEVER, THE TOTAL PROJECTIONS FROM SEPTEMBER 2010 TO SEPTEMBER 2012 SHALL BE ESTIMATED AS SHOWN BELOW:

INCOME-March 2011 - March 2012	\$ MILLION	EXPENDITURE 2010-2012	\$ MILLION
(a)Income for the period of March 2011 - March 2012	\$17.6	(b-1) Expenditures for September 2010 - September 2011[excluding the fast track 09/2010 to 03/2011]	\$17.1
		(b-2) Expenditures for September 2011 - September 2012	\$5.8
		(b)Total projected expenditures for 9/2010 - 9/2012	\$22.9

Mogadishu is the seat of the Banadir Regional Authority made up of 16 District - each with a District Commissioner and Council. It is the same number of districts (16) which also constitute the City Council of Mogadishu. The Banadir Regional Administration is led by a Governor while the City Council is headed by a Mayor. Since 2007 (at least) both positions have been held by an individual - leading some commentators to refer to a title of Governor-Mayor.

In July 2010, the government appointed a new leadership. Since his appointment as Mayor, Mohamoud Ahmed Nur, who is also the Governor of Benadir Region and his Deputy Mr Iman Nur Ikar have led a team of committed officials to lay the foundation for the revival of Mogadishu.

We wish to run a City Administration free of Corruption, capable of providing Services to the people of Mogadishu, and a Clean City with a Healthy population enjoying adequate Public Parks, Gardens and Recreational Facilities, with all School - age children going to School. We wish to contribute to the attainment of the Millennium Development Goals (MDGs)

In line with this dream , the administration of Mogadishu agreed on the following corporate direction that will guide the city in the next 4 years

<p>Vision</p> <p>A Peaceful harmonious and prosperous City attracting Local and International Confidence</p> <p>Mission</p> <p>To revive, secure and restore the dignity and Entrepreneurial Spirit of the People of Mogadishu</p>
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Mogadishu¹ (pronounced in Somali: *Muqdisho*) literally meaning "The Seat of the Shah", is the largest city in Somalia and the nation's capital. Located in the coastal Benadir region on the Indian Ocean, the city has served as an important port for centuries.

The civil conflict among Somali clans (and recently the Ethiopian Army and Foreign Fighters) destroyed national institutions and privately owned properties, sparing no institution from the destruction and looting; the conflict has visited upon Mogadishu city 19 years of cumulative lawlessness, suffering and devastation, internally displacing hundreds of thousands - many of whom now inhabit institutional facilities in the city such as schools, hospitals colleges, universities and government administrative buildings.

This 2010-2014 business plan and the financial figures of the 2010-2012 pilot plan is with Allah's blessings the first savior of Mogadishu and Somalia.

¹ Mogadishu: Arabic: *Maqadishu*; Italian: *Mogadiscio*- is popularly referred to as Hamar –Somali Xamar,

2. INTRODUCTION

Since the early 1990s there has been widespread and large-scale conflict and lack of effective government in South-central Somalia. Much of the public infrastructure was destroyed in the early part of the conflict, social services collapsed, livelihoods were disrupted, and large numbers of people were displaced. Despite numerous mediation attempts, and the deployment of United Nations Operation in Somalia (UNOSOM) troops, a low-intensity state of conflict with widespread intermittent violence has persisted until the present day.

Mogadishu² (pronounced in Somali: *Muqdisho*) literally meaning "The Seat of the Shah", is the largest city in Somalia and the nation's capital. Located in the coastal Benadir region on the Indian Ocean, the city has served as an important port for centuries.

Prior to 1991, Mogadishu was a growing and vibrant city; it was the center of the nation for political, economic and social activities including Hospitals, Schools and Universities, national institutions and government head quarters. The city had well planned main and adjacent roads, newly built modern sewage and drainage facilities; Mogadishu was the center of Somali Economic and political affairs.

The civil conflict among Somali clans (and recently the Ethiopian Army and Foreign Fighters) destroyed national institutions and privately owned properties, sparing no institution from the destruction and looting; the conflict has visited upon Mogadishu city 19 years of cumulative lawlessness, suffering and devastation, internally displacing hundreds of thousands - many of whom now inhabit institutional facilities in the city such as schools, hospitals colleges, universities and government administrative buildings.

Owing to the unrelenting and, no doubt, very costly attempts by the different factions to control it, Mogadishu has gained a reputation as the most dangerous city in the world. Its enduring national symbolism as the capital of the Somali Republic makes it not only an attractive but strategic territory to capture. Since the collapse of the Siad Barre Regime in 1991 Mogadishu has not been under a single administration for more than 6 months. Successive governments have fought unsuccessfully to establish themselves, just as the Sheikh Sharif - led Transitional Federal Government now has to do against Al Shabaab and Hisbal Islam today.

The protracted Civil War changed the social character as well as the physical fabric of Mogadishu. Many of the original inhabitants left and were replaced by people from the regions. Traditions of peace and security were lost and many historic buildings were destroyed.

² Mogadishu: Arabic: *Maqadīshū*; Italian: *Mogadiscio*- is popularly referred to as Hamar –Somali Xamar,

Article 5 of the Transitional Federal Charter does recognize Mogadishu as the Capital of the Somali Republic and tasks Parliament with the responsibility to pass the necessary laws detailing how it should be governed. Besides being the political centre of Somalia, Mogadishu is a Municipality and the headquarters of the Banadir Region as well. The multiplicity of identities and functional layers and, no doubt, expectations by the diverse Stakeholders do make the case for it to require special status in the law.

Mogadishu is the seat of the Banadir Regional Authority made up of 16 District - each with a District Commissioner and Council. It is the same number of districts (16) which also constitute the City Council of Mogadishu. The Banadir Regional Administration is led by a Governor while the City Council is headed by a Mayor. Since 2007 (at least) both positions have been held by an individual - leading some commentators to refer to a title of Governor-Mayor.

The Transitional Federal Charter confers upon the regional administrations mandates for education, health, roads, environmental protection, regional and district police, housing, development of water and electricity, development of agriculture, livestock and rangeland, promotion of trade and cooperatives, resettlement of people, appointment of election boards for the regions and organizing of elections, collection of direct tax, promotion of sports and arts, issuance of licenses.

Mogadishu has never experienced a fully-fledged reconciliation process to restore lost trust and heal the bitter memories of the past among the people. Civic actors in Mogadishu have advocated local reconciliation between the supporters of the factions that have fought over and divided the city. None of the numerous previous attempts to establish an administration for Mogadishu and its surroundings - the 'Benadir region - have resulted into a stable structure and effective programmes for the delivery of basic public services, let alone provide adequate security.

This Business Plan sets out a programme through which the lost glory of Mogadishu can be restored and the people can once more exercise their potentials in business, the arts and social life generally to the full and contribute to the reduction of poverty and improvement of their own and the nation's lot.

3. BACKGROUND TO THE BUSINESS PLAN

3.1 CURRENT STATUS OF MOGADISHU

Mogadishu is the capital city of Somalia, as well as, most populous city in the country. Although no official census has been carried out in Mogadishu following the collapse of the formal state, the GeoNames geographical database estimated the population of Mogadishu in 2007 to be two Million five hundred eighty-seven one hundred and eighty - three (2, 587,183) persons. Intensified armed conflict between the TFG and

Armed Opposition Groups (AOG) in recent years and prolonged drought in Mogadishu and other parts of Somalia and the resultant major population movements reported within and from Mogadishu may have affected the actual population as it may stand today. It is unlikely though that the changes could be significant. It can safely be assumed that the population of Mogadishu today still stands at two Million (2,000,000) persons with a significant portion of these living as Internally Displaced Persons.

Since the civil war in 1991, Mogadishu has endured relentless violence and destruction leading to a profound sense of fear and hopelessness among the majority of the Residents. The conflict has lowered the premium of life, to a large extent eroded the moral fabric of the population and put basic social services beyond the reach the majority of the residents.

Business establishments and NGOs have endeavored to fill the vacuum left by the collapsed state and have provided services such as water, electricity and telephony to those who can afford. Of the 18 hospitals in Mogadishu for example, 12 are privately owned. These include the only TB Centre and Maternity Hospital. Of the 14 MCHs 11 are for outpatients.

Not enough investments however have been made towards rehabilitating Infrastructure and Institutions destroyed during the last 2 decades. With dark Streets, mounds of garbage and disrespect for the rule of law, those who could not flee Mogadishu for other places remain in a state of Psychological darkness with very few to look to for help.

In July 2010, the government appointed a new leadership. Since his appointment as Mayor, Mohamoud Ahmed Nur, who is also the Governor of Benadir Region and his Deputy Mr Iman Nur Ikar have led a team of committed officials to lay the foundation for the revival of Mogadishu. In what they see as 'Re-setting the Clock', the Mayor verbalized this commitment in the following words: "from the day I was appointed to this position in July 2010, I wanted Mogadishu to be the Mogadishu I grew up to see, to live in and to enjoy. I am committed to reset the clock and give Mogadishu citizens a new hope where in the next three years people will again have access to water, street lighting, roads and children of school-going age will be seen running with smiling faces to and from their schools".

This is a grand dream of the Mayor and his deputy. A Mogadishu that has suffered 20 years of brutal destruction ever witnessed in Africa will, with the efforts and commitments of the new Fathers of the City, emerge as an icon of prosperity in the shorelines of the Indian Ocean. "Mogadishu should regain its Nineteenth Century pet name of -THE PEARL OF THE INDIAN OCEAN".

The Council aims to restore and secure the dignity and entrepreneurial spirit of the Residents of Mogadishu. Already, the team has put its goodwill to the test and mobilized the Residents and businessmen to clean the streets by collecting and removing the mounds of garbage and refuse that had over the years become part of the street landscape. The success of the exercise has motivated the Team which is now aiming higher and intends in the next 3 years to provide a range of critical services to

the Residents of Mogadishu. These services are aimed to satisfactorily address the concerns of the residents which range from insecurity, garbage and refuse, destroyed and/or absent infrastructure, disease, displacements, corruption and lawlessness, dark streets and destroyed or absent water systems and the crisis of Human Resources.

3.2 MAJOR CONCERNS

When the World leaders adopted the Millennium Development Goals (MDGs) in 2000, Somalia was already into 9 years without a formal state. Today, 10 years later, Mogadishu manifests all the concerns that the MDGs seek to address in each of the 8 Goals. Without a formal job market, widespread and stable agricultural and other economic activities, Mogadishu wallows in an almost permanent state of extreme poverty and hunger – the concern of Goal number 1.

With broken down educational infrastructure, Mogadishu like the rest of Somalia has no programme, let alone the capacity to ‘achieve universal primary education by 2015’ as stated in Goal number 2. With broken down political institutions and fledgling Transitional Government, the environment and mechanisms ‘to promote Gender equally and Women Empowerment (Goal number 3) do not simply exist. Goals number 4 (reduce Child mortality) number 5 (improve maternal health) and number 6 (combat HIV/AIDS, malaria and other diseases are unlikely to be achieved a violent conflict environment that Mogadishu has become without innovative approaches and selfless dedication. The ongoing destruction and degradation of the environment completely undermines goal number 7: ensure environmental sustainability while insurgency and piracy undermine Goal number 8: Develop a Global partnership for Development. Yet the Millennium Development Goals (MDGs) are the most broadly supported, comprehensive and specific development goals the world has ever agreed upon and provide a legitimate Platform on which we can launch our plan to restore the glory of Mogadishu.

The Mogadishu City Council lacks Skilled Professionals to provide crucial Services, Strategic, Business or Operational Plans in place and formal Policies and Procedures. We came into an Administration without actively working Council Committees, without a history of regular or special meetings to pass resolutions and policies and an old Office Infra-structure sparsely furnished and equipped only with Typewriters. Currently, the Council is not able to pay the Staff and Volunteers who work for us.

In our quest to revive and restore the glory of Mogadishu, we shall have to address the persistent conflict, weak border policing mechanisms, Armed Opposition Groups and foreign fighters, prevalent culture of corruption, un-bridled competition for meager resources among the residents, and rogue members of the Business Community. We shall also have to deal with the impact and effects of conflicting Foreign Interests and Actors as well as a Media focused on negative and sensationalist reporting. Much more immediately however, we shall have to resolve the problems of the Internally Displaced Persons (IDPs) and Returnees deported from abroad whose numbers have increased in recent days. These concerns are captured in the following clusters:

3.2.1 Insecurity

The City of Mogadishu and its people are living in appalling conditions. The majority of the people have given up hope for a better life and slid into despair. They are mainly the victims of the Vicious Cycle of fear. The City, like a number of other parts of the country has seen major social dislocation and is reeling under the influx of Foreign Fighters. The proliferation of Small Arms, proliferation of pirate -related activities involving both Local Somalis and Foreign nations (including Multi-National Forces and Fleets) is a major concern not only locally but internationally as well. Mogadishu is also affected by the collapse in the respect of the teachings of traditional structures and roles in Society and the subsequent erosion of morals and ethical responsibility. Like other places in Somalia, Mogadishu also experiences Intra-Regional rivalries within the Somali nation.

Mogadishu has been a city of war for many years and the Mayor and his team aim to improve security in order for citizens to move freely, conduct business and seek for employment. Given the 19-year history outlined above, this is a huge challenge for which all local efforts and resources must be pooled and international support sought.

For starters, we shall be dealing with a city, which is awash with all types of weaponry and explosives. We will need to secure all such weapons to guarantee the safety of the residents of the City and its environs. These weapons have been a major source of the misery of the residents of Mogadishu. In what it called 'Deadly skies above Mogadishu, IRIN reported for example that on July 21st that civilians in Mogadishu face continuous danger from above in the form of the mortar shells used during the conflict. The report further stated that during the first 3 weeks of July 2010 alone, more than 11,000 residents of Mogadishu were displaced with close to 200 being admitted in Medina hospital during the same period with injuries caused by shelling. While 60 per cent of the people admitted had chest, head and bone injuries mostly due to explosives, 40 per cent of them were women and children caught up in mortar attacks in places such as markets.

3.2.2 Garbage and Refuse

Most Streets, pathways and playgrounds in Mogadishu have been turned into garbage dumping areas. The garbage has remained uncollected since, the Municipal Authorities that are normally charged with such duties have been absent for almost 2 Decades now. The residents of Mogadishu have been without sanitation, garbage and waste removal services and are hence experiencing health problems which are no doubt primarily related to the sanitary problems they face.

3.2.3 Destroyed and/or absent Infrastructure

The number of people requiring services in the City of Mogadishu on a daily basis is by any standard, large. To access services, people must be facilitated to move from one point to the other. Today all the 5 major roads and 28 adjacent streets connecting the City of Mogadishu require either resurfacing and in other cases total rebuilding. The persistent violent conflict which led to the destruction of these roads and the unplanned growth of the city has made the repair of existing roads and building of new ones necessary.

Key buildings – including City Council buildings were either totally or partially destroyed. Where they exist, they are inadequately equipped. If the City Council of Mogadishu has to effectively serve the City's residents, its centres of operation must be conducive for the purpose.

Residents of Mogadishu are unable to unleash their total entrepreneurial potential mostly because the existing market facilities are in a complete state of disrepair or where new ones are necessary, none has been provided.

3.2.4 Diseases

Over the past 19 years of Civil War, the women and children of Mogadishu like elsewhere in the country have borne the worst suffering. Somalia has earned the worst scores in all UN social indicators published recently. The entire 16 Mother and Child Health (MCH) and 24 Out-Patient (OP) centers in Mogadishu need immediate rehabilitation to effectively respond to the needs of the women and children. In some Districts of Mogadishu such as Wadajir for instance, the local community has taken access to health, hygiene and sanitation in their own hands. In many areas health information and facilities are scarce and the local authorities offer only poor sanitation.

The persistent conflict has also been blamed for a rise in mental health disorders in Mogadishu where, according to a report published by IRIN on June 3rd 2010 more than 2000 people had visited a psychiatric facility in 2009 alone. Even with the alarming increase in the number of mental patients in the city, not enough facilities and effective interventions exist to provide effective responses – especially for those who are unable to afford even the nominal fees charged by private facilities.

3.2.5 Un-educated and Street Children

The state of affairs in Mogadishu today has created a 'lost' generation made up primarily of children who have grown up with limited or no formal education and without any experience of a modern functioning state and its institutions. Many children of school going age remain at home or live on the streets for many reasons – including inability of their parents to pay charges required by the existing schools which are run privately.

Education in Mogadishu as in other parts of South-Central Somalia is run by FPENS and SAFE-networks of Education providers from both the Private and NGOs Sectors. It is currently based on a 2-6-3-3/4-4/5 system. Under this system 3 to 5-year-old children attend Nursery and Foundation or Kindergarten or *Xadana* for up to 2 years. Not many people take their children to this class however since the majority of the children around those ages are already enrolled in the *Dugsi* schools.

The *Dugsi* system is known as the most stable local, non-formal education providing basic religious and moral instruction to children in most, if not all of Somalia. They are mostly supported locally by the communities and always utilize locally made and widely available teaching materials. It is considered the basic system of instruction in religion in Somalia. Relative to other education systems, the *Dugsi* teaches the greatest number of pupils and is the only system accessible to nomadic Somalis. A survey conducted by UNICEF in 1993 for instance, found that among other things girls comprised about 40% of pupils in *Dugsi* schools. These percentages are unmatched in the other formal or private schools.

The next stage for the FPENS/SAFE run system is the Primary School where 6-12-year-old Children are enrolled to study for 6 years and upon successfully completing their Examinations obtain an Elementary School Certificate. The Primary School curriculum covers Somali, Arabic or English, science, art, geography, history, mathematics, physical education, religion, technology, ICT, music and culture.

There are close to 200 primary and 35 secondary schools in Mogadishu. Most of these were either built or re-established with external support from international charities, mainly from Middle Eastern countries and the hard work done by local charities, voluntary workers and NGOs. UN Agencies such as UNESCO, UNICEF, UNDP and WHO got involved in the development of unified curriculum, teacher training and feeding the children in few cases.

Aged between 12 and 15 years, Pupils can then join Intermediate Schools for a three-year period which concludes with an Intermediate School Certificate. The general curriculum at this level covers Somali, Arabic or English, science, art, geography, history, mathematics, physical education, religious studies, technology and ICT, music and culture.

Secondary School life commences for 15 to 19 year olds and lasts for between 3 and 4 years culminating into a Secondary School Leaving Certificate. The curricula at secondary level are divided between Arabic based Schools and English based schools. The Arabic based students complete their secondary schooling in 3 years while their English counter-parts complete 4 years. The curriculum covers courses in Arabic or English, biology, chemistry, Physics, ICT, technology, geography, history, mathematics, physical education and religious studies.

Successful Candidates are then eligible to join Colleges and other Institutions or Vocational and Technical establishments for between 2 and 3 years and graduate with a Vocational Diploma. Students in these Colleges are taught nursing, vocational or technical, commercial, business and computer sciences and agriculture.

Others, within the same age range (18 to 20) and having completed Secondary School could also go for Primary School Teacher training and qualify as teachers after 2 years.

University Education is available in Mogadishu where it takes 4 to 5 years to graduate. Some Universities are also offering Masters Programmes. There are questions however raised in some quarters regarding the qualification of such Institution to offer internationally recognized University Diplomas.

3.2.6 Displacements

Mogadishu is currently home to a large number of Internally Displaced Persons (IDPs) who fall within the following 3 categories:

1. People from other parts of Somalia displaced by war, drought or loss of livelihoods.
2. People forcefully removed from their homes or houses in Mogadishu and who are now occupying public buildings in areas where their clans are the majority, and
3. Though in small numbers, Refugees from Ethiopia, Tanzania and Uganda

Among the displaced are both International and Local Relief Agencies. The fact that the UN Mission for Somalia operates outside the country, is a major concern and testimony to the negative impact of the conflict. International Community and Organizations are not guaranteed any safety within the city at present.

3.2.7 Corruption and lawlessness

Before the outbreak of the Civil War, the Local Authorities were responsible for the issuance of crucial documents such as Identity cards and other forms of registration. For the past 19 years, when no such Authorities existed in Mogadishu, profiteers and illegal operatives have stepped in producing and issuing fake documents in the place of legal ones to those seeking such papers and able to pay the fees. This state of affairs can be attributed to failed and greedy Leadership. Mogadishu is currently characterized by prevailing injustices and a general un-willingness to support Law and Order

The total population of Mogadishu is only based on 2007 estimates. Probably because of the constant movements of large segments of the population due to the violent conflict, no estimates of Households are readily available.

3.2.8 Dark streets and destroyed or absent water systems.

About 85% of Mogadishu is without power. The acute power shortage limits the movement of people and goods only to the periods of the day - especially before sunset. The dark streets of the city present a major opportunity to those involved in criminal activities. In a sentence, most people in Mogadishu are not only suffering from physical darkness but 'psychological darkness' as well.

Since the collapse of the Siad Barre government in 1991 water systems in South-Central Somalia (including Mogadishu) have been systematically destroyed. Pipes, reservoirs and water treatment plants were extensively vandalized. Without a functioning Municipal Authority, Mogadishu's residents have devised their own informal water distribution systems, but there are many shortcomings. The residents of Mogadishu get their water mostly from boreholes. The water is delivered to them in various ways including on the

heads of family members, pipes or on donkey-carts. Most wells in Mogadishu are owned by local business people who provide water to surrounding neighborhoods for profit. The quality of the water consumed cannot be ascertained as most of it is not treated.

There are a number water purification plants that supply purified drinking water to those who can afford it. Several of this purification and bottling plants, including the largest, the Saafi Water Factory, have been closed due to the insecurity prevailing in Mogadishu. The plants which are still operating in the relatively stable and sparsely populated neighborhoods produce 20 litre bottles which cost around 50 cents a bottle and is out of reach for all but a tiny minority in Mogadishu. It is not clear what standards of purity this water meets, since there are no regulatory agencies functioning in Somalia. Doctors say chronic diarrhea outbreaks in Mogadishu are among the adverse effects of the untreated water used by the city's residents.

3.2.9 Crisis of Human Resources

Most trained Human Resource fled the country at the onset of the Civil War while a number have been casualties of the 19-year-old conflict. This has impacted on the Council which lacks skilled Professionals to provide crucial Services e.g. Health, Civil Works e.t.c. Mogadishu City has no Technical and Logistical capacity to deliver Services

An acute shortage of skilled employee exists within the Mogadishu City Council rendering the capacity of the employees weak. The shortages exist in the administrative sector covering office management, office secretarial work, and basic accounting proficiency. In the technical Sector, the shortages are in Auto machinery and basic mechanical fields.

3.3 RELATING BUSINESS PLAN TO TRANSITIONAL FEDERAL CHARTER(TFC)

This business plan has been thought through with the TFC in mind. The Transitional Federal Charter of the Somali Republic, approved in February 2004 at the Somali National Reconciliation Conference in Nairobi, provides a temporary legal underpinning of the Government of Somalia. The Charter will be operational until a Federal constitution is adopted through a popular referendum during the final year of the transitional period. The 1960 Somalia constitution and other national laws apply in respect of all matters not covered and not inconsistent with the Charter. Key guiding principles emerge from the transitional Charter and these are as follows:

1. **Inclusive Governance:** The Charter upholds democracy as the guiding principle of a future governance structure.
2. **Decentralization:** Article 11 of the Charter provides for a decentralized system of administration based on federalism. The Somali Government is envisioned to comprise four levels of governance: (1) the Federal Government; (2) state

governments (two or more, based on free will); (3) regional administrations; and (4) district administrations.

3. **Resource Sharing:** The Charter sets as the task of the TFG the fair and equitable appropriation and allocation of resources. Land should be used and managed in a manner that is equitable, efficient, productive and sustainable. Natural resources of the country such as the minerals, water, flora and fauna should be public property.
4. **Power Sharing:** According to Article 13 of the Charter, the TFG shall ensure that all appointments in the service of the Government are based on qualifications and fair distribution among the citizens considering the “4.5 formula”
5. **Gender Balance:** According to Article 29, at least 12 percent of all members of the Government should be women. According to Article 26 of the Charter, the government promises to promote participation of women in all aspects of society.
6. **Free Market Economy:** The Charter stipulates that free enterprise should form the basis of the economic system. The government shall encourage and provide full guarantee to foreign investment, guarantee the right to private property under law and protect intellectual property.
7. **Respect for Human Rights:** The Somali Government recognizes all international human rights conventions and treaties. It guarantees equality of citizens before the law, providing for rights guaranteed under the Charter, including the right to law and legal proceedings in a competent court; the right to personal liberty, security, and protection of family, the right to freedom of information and media; the right to assemble and strike; the right to establish political parties and social organizations; the right to properly remunerated labor; and the right to political asylum and education.
8. **Social Welfare:** The Charter pledges that the Government will be responsible for protecting motherhood, children, aged persons, persons with disabilities, orphans, widows, and heroes who contributed and fought in defense of the country, and shall provide public health to all citizens and places emphasis on the control of communicable diseases. The Government shall encourage the establishment of civil society and social development institutions for the public. The Charter further stipulates that the law shall regulate the establishment of private health centers and clinics.

In setting out this Business plan, the Mayor and his Team have remained faithful to all the provisions of the Charter outlined above.

‘The Somali Reconstruction and Development Programme’ produced in 2008 identifies the following 3 Pillars for the reconstruction of Somalia:

Pillar 1: Deepening peace, improving security and establishing good governance.

This is to be done through disarmament, demobilization and reintegration (DDR), the establishment and strengthening of core public and private sector institutions (including security institutions), decentralization, and implementation of conflict resolution mechanisms;

Pillar 1:

Investing in people through improved social services (especially education, health and water supply) to sharpen human skills, and taking actions to address the needs of specific vulnerable groups such as internally displaced persons (IDPs)

Pillar 2:

Investing in people through improved social services (especially education, health and water supply) to sharpen human skills, and taking actions to address the needs of specific vulnerable groups such as internally displaced persons (IDPs)

Pillar 3:

Establishing a sustainable enabling environment for rapid poverty-reducing development to expand employment and reduce poverty. This includes infrastructure, policies and actions to overcome constraints facing the livestock and agriculture sectors and to ensure protection of the environment and sustainable use of natural resources.

The document also identifies the following as the Key Needs:

- Achieving reconciliation, peace, and security at all levels of Somali society;
- Developing effective, transparent, and accountable institutions at all levels
- Significantly increasing school enrolments and reducing gender imbalance
- Improving health services with special emphasis on women, children, and communicable diseases
- Achieving rapid poverty reducing private sector development.

4. CONCLUSIONS AND RECOMMENDATIONS

In the backdrop of the analysis described above, we shall explain below the desirable vision of Mogadishu under eight main headings of :

- 1 Target image
- 2 Products and services
- 3 Target markets

- 4 Technology
- 5 Operational plans
- 6 Management and administration
- 7 Financial projections
- 8 Funding requirements

4.1 TARGET IMAGE

The residents of Mogadishu are resilient in nature. Our proposed plans have the capacity to interest a Donor Audience and an encouraging, resourceful and willing Diaspora. Our contacts with Local NGOs, abundant (un-utilized and Trainable Human Resource and availability of stable communication Infra-structure provide us with the necessary foundation for successful Programmes.

Mogadishu is strategically located with resources and land marks and is the seat of the Federal government. We have a committed and honest Leadership with a Vision, and a team of Skilled Volunteers, Council Structures – even though un-elected. We have Office space – even though it is damaged and in need or repair. We have a Strong Legitimacy arising from the Central Government recognition and support. Last but not least, the Mayor has demonstrated his ability to rally Public and Business Support

We wish to run a City Administration free of Corruption, capable of providing Services to the people of Mogadishu, and a Clean City with a Healthy population enjoying adequate Public Parks, Gardens and Recreational Facilities, with all School – age children going to School. We wish to contribute to the attainment of the Millennium Development Goals (MDGs)

Specifically, we shall address the following areas of concern:

4.1.1 Security

We (the Mayor and his Team) are facing enormous security related challenges and are seeking international community's support for identifying, dismantling and destroying weapons and explosives hidden throughout the city of Mogadishu. Our immediate needs in the Security sector include:

1. Training for regional police handling and dealing with explosive materials
2. Setting up special police branches dealing with explosive materials
3. Promoting Dialogue and reconciliation
4. Explosive detection equipment

5. Firefighting equipment including Trucks fire extinguishers
6. Ambulance and Emergency traffic vehicles
7. Re-building 16 district police station centers

4.1.2 Garbage and Refuse

Garbage and waste removal services are routine task and require attention on daily basis. To fulfill this mandate we need to have new modern equipment for waste removal, garbage transport and sanitation services. In the interim however, the Council will outsource these Services through the award of Tenders.

4.1.3 Destroyed and/or absent Infrastructure

We wish to address the existing situation and conditions of city roads and in the future, build a ring road connecting the city to major roads and the adjacent streets. We also intend to rebuild and /or renovate and equip the regional and all district offices totaling to 11. We further wish to adequately furnish and equip the offices.

4.1.4 Diseases

We wish to rebuild and / or renovated and equip the 16 MCH and 24 Op facilities in Mogadishu. Further, we shall promote Public Health Services which will include vaccination, immunization and stagnant water drainage on sustainable basis.

4.1.5 Un-educated and Street Children

We aim to rehabilitate and build enough schools to accommodate all school -going children in Mogadishu.

4.1.6 Displacements

We wish to re-posses all Public buildings currently inhabited by Internally Displaced Persons (IDPs) and to facilitate the resettlement of the said IDPs in alternative settlements - possibly in their original homes.

We aim to facilitate and enhance the security and safety of members of the International Community within Mogadishu. This will open the doors for the International Agencies to work inside the capital city, will help in the reconstruction plans of Mogadishu, will create jobs and will boost the economy of the city. In this regard the city administration plans to rehabilitate three secure residential zones for them as follows:

1. A zone near the State House, the National Theater and the former German Embassy. This neighborhood is currently resided by government officials and is safe and will be reserved for foreign Diplomats.
2. The second zone will be near Mogadishu Port and will be reserved for the personnel of International Humanitarian Agencies and,
3. The third zone will be near the Airport and Halane Area and will be reserved for the International Agencies working on security issues.

4.1.7 Corruption and lawlessness

We wish to conduct a thorough process of registration, numbering and marking of houses and streets. We also wish to conduct the registration of people and their properties - both private residence and business premises - as well.

We also wish to effect the issuance of documents like:

1. Birth certificate
2. Death certificate
3. Residence certificate
4. Identity cards
5. Marriage certificate
6. Divorce paper
7. Name change certificate

4.1.8 Dark Streets and destroyed or absent water systems

In order to spur growth and to contribute to Poverty Reduction, the City Council of Mogadishu aims 'to revive, secure and restore the dignity and Entrepreneurial Spirit of the People of Mogadishu'. In this regard, we seek to facilitate and maintain an environment that is conducive to the commerce and trading activities. We have noted that bad roads restrict movement of people and goods - restricting commercial activities. In the same vein, Dark Streets and lack of electricity supply restricts trading and movements to a few hours when there is light during the day.

We aim to improve mobility by repairing the roads and increase the hours of commercial activities by lighting up the streets of Mogadishu.

4.1.9 Crisis of Human Resources

The shortage of skilled employees limits the potential of the growth of the City and its Institutions. The City Council aims to facilitate training in office management skills, office secretarial tasks, for office basic accounting proficiency and auto and machinery basic mechanics

4.2 PRODUCTS AND SERVICES

The Plans laid out in this Business plan are in line with these pillars as outlined in the background of this Plan as described above. In its quest to address the concerns of the residents and satisfactorily provide for their needs, the City Council of Mogadishu, which consists of 69 persons (4 from each District and 5 for clan adjustment purposes), operates the following 7 Committees:

1. Policy and security committee
2. Social affairs committee
3. Finance committee

4. Public work committee
5. Reconciliation committee
6. International relation committee
7. Labor and discipline committee

4.2.1 Safe and clean water

To ensure access to safe clean drinking water to all Households, Commercial and Hospitality establishments in the City, the Council will formulate and put in place the necessary policies and regulations to outsource the supply of water by Private Providers and to establish, monitor and regulate the quality of water.

4.2.2 Electricity

The Council will similarly put in place the necessary policies and regulations to outsource the supply of power to the Households, Commercial and Hospitality establishments and will restore all the Street Lights on the Streets of Mogadishu.

4.2.3 Taxes and levies

The Council will levy a Household Tax, and other Commercial taxes to Households and Businesses in exchange for the collection of Garbage and management of Sewerage and Public Toilet Services.

4.2.4 Free Primary Health

Through the same Household and Business Taxes, the Council will provide Free Primary Health care for all the Residents. This care will include all necessary Immunizations and vaccinations, Mother and Child Health, Quality Control of Public Health facilities and Services, Foods and Drugs and setting and maintaining the standards of hygiene.

4.2.5 Fire, Ambulance and Urban Police Services

Through the same system, the Council will establish, equip and maintain a Fire Service, Ambulance and Urban Policing Units to ensure, secure and enhance the safety of the residents of the City of Mogadishu.

4.2.6 Police and Federal Security Services

The Council will cooperate with the Central Government to ensure the efficiency and effectiveness of the Traffic Police, Regular Police, the Criminal Investigation Department (CID) and the National Security Service (NSS) in their response to the needs of the Residents of Mogadishu.

4.2.7 Library Services

The Council will set up, equip, stock and run Public Libraries in at least 3 Locations in the City. These will provide the necessary environment and literature for Students and Adults to access information and knowledge for the diverse national development purposes.

4.2.8 Free Universal Primary Schools

The Council will, with funding from the Central Government and in pursuit of the Millennium Development Goals (MDGs), implement a programme for Free Primary Education for all. The Council Will Lobby and cooperate with the Central Government to pursue responsive and poor-centered policies in the Administration of Education.

4.2.9 Vocational Training

Similarly, the Council will also partner with the Central Government and willing Private Investors to provide relevant and quality Vocational Training. The training centers will focus on courses to be administered in one year with the capacity to empower the graduate to successfully undertake a trade. Given the deficit within the Human Resources requirement in the City Administration, we will want to address the gap in office management skills, office secretarial Skills, basic Book-keeping and accounting proficiency and auto and machinery maintenance and mechanics during 2010 -2013.

4.2.10 Markets and Traders facilities

While the Bakara Market is the most known in the world and no doubt the largest and most active in Somalia, there are medium sized markets in each of the 16 Districts of the City. All the Markets are in various stages of disrepair and require total rehabilitation. The Council will maintain such markets through taxations that will be levied upon the market traders.

4.2.11 Rehabilitation of Roads

The Council will take an inventory of all the Roads within the City demarcated as falling under the administration of Local Government and award Tenders for their rehabilitation and where necessary for the building of new roads. Priority will be placed on the immediate utility of the roads in question. This being a capital project, the Council will source for external funding with the support of the central Government to start it up. From the Household taxes, the Council will maintain a fund for Road maintenance

4.2.12 City Beautification programme

Through the City Beautification programme to be partly funded from the Household Taxes, the Council will reclaim the Parks and gardens and create and maintain new ones in all the Districts of Mogadishu.

4.2.13 Public Transport

The Council acknowledges the role played by Private enterprise in the provision of public transport for the city residents. We however also notes that the Transport Sector, like many other economic and Social initiatives in Mogadishu remain largely unregulated and in many cases detrimental to the residents - if not in the short run, certainly in the long run. To enhance efficiency and effectiveness, the Council will demarcate and develop designated areas as Bus parks, Buss Stops- and later, Parking Areas. The Council will maintain the principles of Free Market but will provide and enforce Regulations for the Public transport services. In this regard, the Council will License operators and levy penalties and fines on those who will violate the established Codes.

4.2.14 Revenue Department

To ensure Transparency and efficiency, the Council will establish a Revenue Department which will collect and account for all the Revenues generated by the Council. These will include the Taxes and levies already mentioned above and the Taxes to be levied specifically on Businesses and Trade.

4.2.15 Population Registry

The Population of Mogadishu, just like the population of Somalia can only be estimated. The Council intends to establish a Registry and Documentation Bureau which will register all Births, Marriages, Deaths and important transactions such as land sales, Urban Planning e.t.c and keep the records thereof. By the end of 2013 the Council should easily and readily issue the following:

1. Birth certificate
2. Death certificate
3. Residence certificate
4. Identity cards
5. Marriage certificate

6. Divorce paper
7. Name change certificate

4.3 TARGET MARKETS

The Mogadishu City Council will ensure that all residents of Mogadishu have access to and benefit from the necessary services offered at the highest possible quality. The Residents are categorized into three clusters of Household, Commercial and Visitors.

In determining the entitlements to the Services, the Council will consider the Household and business incomes and consumption needs.

During the first 6 months of the implementation of this plan, we shall undertake a census and profiling of all the households within the City while at the same time publicizing our Service delivery programme and enlisting the Household heads to join the Scheme.

The Findings will form the basis of a comprehensive data Base which will be constantly updated by the statistics generated from all our other operations. By the end of the exercise, not only should we be able to state the population of Mogadishu with certainty, but we should also be able to profile it and, more importantly determine their needs and the magnitude of interventions necessary to meet the needs.

Even working from the three categories of Households, Commercials and Foreigners, we can already state that Security, Health (both medical and public), and roads are cross-cutting needs which require global plans. Household Needs may differ between the IDPs, Refugees and those living in normal domiciles.

The Needs of the second category the Commercials are specific and cannot be globalized. Here we shall adopt 3 approaches:

1. Census of existing business premises and profiling of the business
2. Repossession of all existing Commercial premises (such as markets) belonging to the City, and the establishing of others and awarding the same on Tender bases.
3. Census and profiling of all commercial activities undertaken in the hot sun or in temporary Shelters and regulating and levying them accordingly.

As we roll-out projects for the rest of the City, we have singled out Xamar Weyne District for special focus. The Council will rehabilitate this district to Modern standards and use it as the pilot for our Service Delivery by which we shall bench mark all our future accomplishments.

Xamay Weyne is selected because of the social amenities and Infrastructure in the District. The Gold market, the Suuq Xamar Weyne, Police Station, School and Hotel,

represent diverse infrastructure whose rehabilitation will spur fast growth in the District.

4.4 TECHNOLOGY

With all the instability, Mogadishu, like other major Cities in Somalia still boasts stable Communication Infrastructure, has serviceable airstrips and an active seaport. The Somali Diaspora spread across the Globe has the capacity to effectively utilize any modern technology that may be acquired by the City. Recent history has shown the willingness of members of the Diaspora to take responsibilities in the Country

4.5 OPERATIONAL PLAN

During the next 3 years, the Council seeks to mobilize both Human and non-human resources for the rehabilitation of the city of Mogadishu in ways that respect human dignity and unleash the full potential of the residents both individually and collectively. In appreciation of the work already undertaken by previous initiatives, our operational plan will be informed to a very large extent by the 'the Somali Reconstruction and Development Programme' specifically on the Key Needs which are:

- Achieving reconciliation, peace, and security at all levels of Somali society;
- Developing effective, transparent, and accountable institutions at all levels
- Significantly increasing school enrolments and reducing gender imbalance
- Improving health services with special emphasis on women, children, and communicable diseases
- Achieving rapid poverty reducing private sector development.

The Plan will also be informed by the JPLG Approach for south central with specific focus on laying the ground for the accomplishment of all the phases.

4.5.1 Operational Plan for the City Council of Mogadishu

The following section will identify the proposed operational plan for the City Council of Mogadishu. Included are the general operating procedures, human resources and working capital requirements of the business. Also included is a table outlining the office space requirements, asset acquisition and an outline of City Council's operational work flow.

4.5.2 Departments and work organization

The City Council of Mogadishu has the following committees:

1. Policy and security committee
2. Social affairs committee
3. Finance committee

4. Public work committee
5. Reconciliation committee
6. International Relation committee
7. Labor and discipline committee

The Council has the following Departments:

1. Public Health and Vaccination
2. Public Works, Infrastructure and Lands
3. Business Development Revenue and Licensing
4. Environment and Waste management
5. City Cleaning and Sewage
6. Education
7. Monitoring and Evaluation

4.4.3 General Operating Hours

The City Council will offer all Office related Services on Sundays through Thursday from 7 am to 3 pm with a 1 hour lunch break. Other out of office Services such as water, lighting, Fire and Ambulance Services will be provided by Teams on Stand by 24 hour a day, seven days a week. The Council will be operational all the year round.

4.4.4 Human Resources

The City Council of Mogadishu will provide all the Services to the Residents of Mogadishu under the following 7 Departments

(a) Public Health and Vaccination

Through this department the Council will set up standards and regulate the provision of Medicare and sell of drugs while at the same time promoting preventive medicine.

1. This department is headed by a Director. He is responsible for the Prevention and eradication of Communicable diseases, Health Care & Public Protection, Survey of Recycling positions and Controlling Business Center. He has 2 years experience and is on a 3 year contract.

(b) Public Works, Infrastructure and Lands

The Council will rehabilitate all major and minor Works including Roads and buildings destroyed during the many years of war and neglect. This department will also rationalize land ownership, access, acquisition, utilization and registration in the City.

1. The Director of this department has 10 years experience and has skills in computer soft ware. He is responsible for all City Council constructions, renovation, Street and landmark decoration. He is on a 3 year contract.

2. The Logistics Officer has a 3 year contract with the Council and is responsible for Delivery Logistic Services needs of the department. She has 8 years experience
3. The Director of Lands in the department is responsible for the control and verification of land ownership documents. He has 4 years experience and is on a 3 year contract.
4. The 1st deputy Director has 6 years experience and is on a 3 year contract.
5. The 2nd Deputy Director has 3 years experience and is on a 3 year contract.
6. The 3rd Deputy Director has 4 years experience and is on a 3 year contract with the Council.

(c) Business Development Revenue and Licensing

This department which will also serve as the City Inspectorate will zone the City and license businesses appropriately according to the Zones. It will propose the Tax, rates and levies' regimes and relevant laws for Revenue generation

1. The Director for Revenue Collection section is responsible for the collection of Revenue. She has 3 years experience and on a 3 year contract.
2. The Associate Director responsible for the development of corporate department and business markets. He has 3 years experience and is on a 3 year contract.
3. The Deputy Director has 3 years experience and is on a 3 year contract.
4. The Secretary in the department has 3 years experience and is on a 3 year contract.
5. The Typist in the department has 3 years experience and is on a 3 year contract.
6. The Associate Director is responsible for collecting taxes from the markets. He has 16 years experience and on a 3 year contract.
7. The Deputy Director has 10 years experience and is on a 3 year contract.
8. The Cashier 1 is responsible for Safeguarding and Keeping money in the department. He has 10 years experience and on a 3 year contract.
9. Cashier 2 is responsible for Safeguarding and Keeping money in the department. He has 12 years experience and on a 3 year contract.
10. The typist in the department has 6 years experience and is on a 3 year contract.
11. The cleaner 1 has 13 years experience and is on a 3 year contract.
12. The cleaner 2 has 1year experience and is on a 3 year contract.

(d) Environment and Waste management

Through this department the Council will put in place appropriate mechanisms for prudent environmental management, including the management and disposal of Industrial and other waste

1. The Director for Planning is responsible for the Strategic planning for the City and planning yearly budget for the City Authority.

(e) City Cleaning and Sewage

This department will not only keep the City clean but also ensure the implementation of the City beautification Programme

1. The Director of the Sewage Section of this Department has 3 years experience and is responsible for the construction, rehabilitation and maintenance of all the sewages and sewer systems in the City. He has a 3 year contract.
2. The Typist for the Sewage Section of this department has 3 years experience and is on a 3 year contract.
3. The Director cleaning section is responsible for keeping all 16 districts of the City clean. He has 3 years experience and is on a 3 year contract.
4. The Deputy Director has 3 years experience and is on a 3 year contract.
5. The Accountant in the department has 16 years experience and is on a 3 years contract. He is responsible for Budgeting and preparing financial reports.
6. The Cleaner has 15 years experience and has a 3 year contract. She cleans the office of the department.

(f) Education

While the Central Government will fund the City Education programme, the City Education Department will provide liaison between the two governments and the Communities in the 16 Districts

1. The Director holds a University degree in Economics and Social Affairs and is responsible for enrolment in all secondary, elementary and primary schools under the Council. The Council has offered him a 3 year contract. He has 2 years experience
2. The Deputy Director has 3 years experience and on a 3 Year Contract.
3. The Typist has 3 years experience and on a 3 year contract with the Council.

(g) Monitoring and Evaluation

Through this department the Council intends to get value for its money while the City Residents get the Services they are entitled to which are timely.

1. The Director studied Auditing and Accounting at the University. He has 16 years experience. He has been offered a 3 year Contract and is responsible for Keeping and Monitoring all assets and capital of the City Council and its budget
2. The Deputy Director has 30 years experience and on a 3 year contract.
3. The Accountant is responsible for Budgeting and preparing financial reports. She is on a 3 year contract and has 3 years experience.
4. The Director is responsible for controlling, monitoring & evaluation of Previous and ongoing activities of the Council. He has 7 years experience and on a 3 year contract.
5. The Deputy Director has 16 year's experience and is on a 3 year contract with the Council
6. The Typist in the Department has 3 years experience and on a 3 year contract with Council

4.4.5 Insurance Requirements

The Transitional Federal Government will guarantee and underwrite all business liabilities incurred by the City Council of Mogadishu.

4.4.6 Operating Capital Requirements

Most, if not all the physical Infrastructure in Mogadishu was severely damaged while the majority of skilled labor and professionals have left the City for safer places (mostly out of the country). The City Council of Mogadishu intends to Re-set the clock currently ticking towards the total collapse of the city towards its heyday.

During the first year, the Council will be required to set up operational Infra-structure including Human Resource, and programmes. For this, it is estimated that the Council will need an average expenditure per District of US \$ 240,000.00 bringing the Total estimates for the Council during the first year to US \$ 3,840,000.00

As the Council expands services and recruits more qualified staff during the second year, the estimated costs are expected to rise by at least 50% bringing the Annual estimates for that year to US \$ 5,760,000.00

It is projected that the Council will complete the roll-out of its plans by the sixth month of the first year. This will include the registration of all Households, Businesses and visitors and their recruitment into the Household Tax Scheme. During the seventh month, the Council will effect its revenue collection. With an estimated population of 2 Million Residents in Mogadishu, with an average household population of 10 persons, it is estimated that about 200,000 Households will be recruited for Household tax. At a nominal Tax of US \$5.00 per Household, the Council will generate US \$ 1,000,000.00 every month. An average Monthly expenditure of US \$ 50,000.00 will be allocated for the provision of all the necessary Services in each of the 16 Districts. This will bring the Total estimated Council costs to US \$800,000.00 every Month. This will bring expenditure for the first year to US \$ 9,600,000.00. US \$ 150,000.00 will be allocated for programmes undertaken by the City Council itself every month. The Balance of US \$ 50,000.00 will be put into a savings account.

It is estimated that at least 2000 Middle level business exist in Mogadishu from which an estimated US \$ 20.00 can be collected a month. This should generate an estimated US \$ 40,000.00. Another US \$ 100.00 per month will be generated from about 100 large businesses that operate in Mogadishu. These include Electricity, Telecommunication, Hotels and other privately-owned businesses in the City. This should bring the Council another US \$ 10,000.00 per month.

Other Revenues will be generated from Tenders, Special Licenses and Registration Fees. It is estimated that up to US \$ 50,000.00 will be generated this way.

The Council will pilot the project for the first 3 months in the Xamar Weyne District.

4.4.7 Office Requirements and Asset Acquisitions

The Council will rehabilitate and renovate the main City Council buildings located at various locations in the city (to be mapped and agreed). The Council will further rehabilitate and renovate Council Offices in each of the 16 Districts of Mogadishu. Apart from the building the Council will also equip each of the Offices. In this regard, the Council proposes an average one-off expenditure of US \$ 100,000.00 per District Office and 250,000.00 for the main City Council building. This brings the total estimated cost to US \$ US \$ 1,850,000.00

During the first 3 years, the Council will not spend any monies in the purchase of vehicles but will instead enter into contracts with private companies for the provision of all services requiring vehicles. This will include garbage collection among other things. The costs for such contracts will be offset by the monthly allocations for programmes per District and head office.

No further renovation work or major purchases of equipments will be undertaken for any of the offices until the 7th month of the 3rd year.

4.4.8 Operational Budget estimates September 2010 to September 20100

This Operational plan will be reviewed every year to align the expenditure against income and the needs of the Residents.

(a) Operations for September 2010 to September 2011-in millions \$	
Start up capital for office and staff	\$ 3.84
Operation in the Districts	\$ 9.60
Operations in the Headquarters	\$ 1.80
Office Renovation, Rehabilitation and Equipment	\$1.85
(b) Operations for September 2011 to September 2012-in millions\$	
Office and Staff development and remunerations	\$ 5.76
Total projected expenditures for 2010 - 2011	\$ 22.85

The above noted expenditure will launch the Council towards its vision, enhance work effectiveness, enhance professionalism and will prepare to better deliver on its Mission.

4.4.9 Operational Workflow

(a) As with any Council, the City Council of Mogadishu is mandated to:

1. coordinate and run functions of the 16 District Administrations
2. ensure security and stability of the City
3. manage relations between the districts and region
4. Prepare, coordinate and monitor the development projects in the City
5. Coordinate the activities of the departments and other agencies operating in the City.
6. Provide primary health care, prevent contagious diseases, general hygiene, and sanitation of the City and the Districts.
7. Collect tax and revenues in the City
8. Establish markets for commodities and livestock
9. License and supervise the development and demolition of all public and private infrastructure
10. respond to emergencies such as draughts, floods, monsoons, environmental degradation, fires and other disasters affecting the residents of the City
11. plan and undertake development projects
12. promote economic activities and productive sectors
13. build primary schools, Quranic schools, mother and child health centers, orphanage welfare centers and worship places
14. develop sports and arts
15. design water and electricity projects in the district
16. rehabilitate City roads
17. beautify the City
18. issue ID cards, register the people and preserve civil registry including births, deaths, marriage and divorces
19. register immovable property in the City and the Districts, and the preservation of the historical places
20. Regulate public transport
21. Develop city plans, and issuance of title deeds
22. issue trade licenses

(b) Step by step launch and operationalization

Step 1 The City Council Will Launch its Strategic Plan during the Month of September complete with Monthly Work plans for each District and the head quarters. The work plans will reflect the effective interventions to the needs articulated by the Residents.

Step 2 The Council will publicize the list of all prioritized Projects and invite Tenders (where appropriate) to provide the services.

Step 3 The Council will award where necessary all the Tenders for the provision of requested services.

Step 4 The Council will rationalize its core workforce and prioritize projects requiring the Council's own interventions. The Council will strengthen its Organizational and Management Structures and Policies and procedures of operations. Each department will be required to present monthly Work plans and budgets. The work will be supervised by the respective Supervisors who will require that the implementing Officers provide progress reports every week.

Step 5 All projects lasting a year will be evaluated at least 6 Months of the completion of the project.

This is a standard workflow which the Council can easily implement.

The Council will receive funding from the Central Government, Development partners, Well wishers and Philanthropists and the Residents of the City. The details of payment modes will be contained in the Policies and procedures to be developed by the Council. In the Interim, the Council will receive daily and monthly payments for Services rendered to the Residents of the City.

4.6 MANAGEMENT AND ADMINISTRATION

Currently, the Structure of management and administration in the City Council of Mogadishu is as follows:

1. The Mayor who is the Chief Executive Officer (C.E.O)
2. Deputy Mayor in charge of Finance, Administration and operations
3. Deputy Mayor in charge of Political Affairs, and Security

4.7 FINANCIAL PROJECTIONS

A. Income for the period of March 2011 - March 2012

1. Household Tax	\$ 12.00 million
2. Business (category 1) Tax	\$ 4.80 million
3. Business (category2) Tax	\$ 0.12 million
4. Tenders e.t.c.	\$ 0.60 million
Total projected income for March 2011- March 2012	\$ 17.52 million

B. Expenditures for September 2010 - September 2011-in millions

1. Start up capital for office and staff	\$ 3.84 million
2. Operation in the Districts	\$ 9.60 million

- | | |
|--|-----------------|
| 3. Operations in the Headquarters | \$ 1.80 million |
| 4. Office Renovation, Rehabilitation and Equipment | \$1.85 million |

C. Expenditures for September 2011 – September 2012-in millions

- | | |
|---|-------------------------|
| Office and Staff development and remunerations | \$ 5.76 million |
| Total projected expenditures for 09/2010 – 09/2012 | \$ 22.85 million |

4.8 FUNDING REQUIREMENTS AND PROPOSALS

Between September 2010 and February 2011, the City council of Mogadishu will be laying down Infrastructure and rolling out its plans. It is projected that the Council will bring in US \$ 17.52 millions as payment for services.

During the start up period the Council will require funding to cover September expenditure for the period of September 2010 to February 2011 in millions\$ (6 months) as follows:

- | | |
|--|------------------|
| 1. Start up capital for office and staff | \$ 1.92 millions |
| 2. Operation in the Districts | \$ 4.80 millions |
| 3. Operations in the Headquarters | \$ 0.90 millions |
| 4. Office Renovation, Rehabilitation and Equipment | \$ 0.93 millions |

Total funding Requirement and Proposals \$ 8.55 millions

5 EPILOGUE

The dreams of the Mayor and his deputy are a true reflection of the dreams of the Mogadishu residents. Mogadishu is Somalia and Somalia is Mogadishu. By resuscitating the body, the spirit and organs of the Mogadishu city-we have woken up a sleeping giant ready to serve the population.

Mogadishu comprises of 16 Sixteen Districts, each headed by a District Commissioner. When in November 2009, the government appointed a civil administration for the region and the city of Mogadishu. Whereas the Mogadishu Municipal Council-MMC is an important organ of the Benadir Regional Administration and has legitimate powers to serve in accordance with the Somali Charter³, MMC could not and has not yet lived to serve the people because the newly elected civil administration faced immense challenges including in:

1. Social sector; health care, education and dealing with Internally Displaced Persons
2. Security
3. Governance
4. Rebuilding institutional facilities including regional administration headquarter and 16 district centers.

³ Somali charter , Chapter

Mogadishu people have “fallen seven times and will rise eight times” as the Japanese proverb tells us. There are visionary people who visualize ‘a peaceful, harmonious and prosperous city attracting local and international confidence’. There are more than the Mayor and his deputy who can put the ‘train back on the track’.

This Business Plan for 2010 to 2014 dubbed ‘Mogadishu: Resetting the Clock’ and its 2010-2012 financial pilot plan, is the vehicle that will take Mogadishu to this dream future.

6 APPENDICES

APPENDIX 1: Table 1 below illustrates the Services to be offered by the City Council of Mogadishu against those to be offered by the TFG.

Mogadishu City Products and Services				
	Service or Product	Provided by The Council	Provided by TFG	Means
1.	Water for Households	✓		Outsourcing and Regulating
2.	Electricity for Households	✓		Outsource and Regulating
3.	Garbage Collection, Sewerage and Public Toilets	✓		Outsourcing and Regulating
4.	Primary health care & Vaccination	✓		Taxation
5.	Fire Services	✓		Taxation
6.	Ambulance services	✓		Taxation
7.	Urban Policing	✓		Taxation
8.	Traffic Police	✓	✓	Fines
9.	Regular Police		✓	
10.	CID		✓	
11.	National Security Service		✓	
12.	Primary Education	✓		Funded by CG
13.	Public Library	✓		Funded by CG
14.	Market Places	✓		Taxation
15.	Street Lighting	✓		Taxation
16.	Roads	✓		Taxation
17.	Public Parks, Gardens, Flowers	✓		Taxation
18.	Vocational Education	✓		Taxation
19.	Public Transport - Bus Parks e.t.c.	✓	✓	Taxation
20.	Licensing, Taxes and Levies	✓		Licensing and Regulation
21.	Registration and Documentation of Births and deaths	✓		Nominal Fee
22.	Land and Urban Planning	✓		Nominal Fees
23.	Medical Public Health Quality Control	✓	Pays	Regulation