

**VISION 2016: FRAMEWORK FOR ACTION**  
**Mogadishu, Somalia**  
**February 2014**

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## Vision 2016: Framework for Action

### Overview

With over one year into its term of office, having made key adjustments in its structure and laid the foundations upon which the restoration of government and administration can proceed, the Federal Government of Somalia (FGS) is assigning greater emphasis to its next major priority: a successful transition to democracy by the completion of its term of office in 2016.

The Provisional Constitution provides overall direction toward fulfilment of these objectives. However, in view of time constraints, the government intends to prioritize those tasks that are most critical to the establishment of national institutions grounded in democratic legitimacy.

The three foundational elements of the government's strategy are:

- Constitutional review and implementation
- Completion of the federal system
- Democratization

Although these tasks are entrusted to Parliament, based on the recommendations of the relevant independent national commissions established by the Provisional Constitution, the government must exercise leadership in creating an enabling environment for parliament to complete its duties successfully, that it possesses the requisite human and financial resources, and to ensure that it does so in a timely manner. The government believes that successfully achieving the goals of Vision 2016 will require full alignment with the principle of political inclusion clearly articulated in PSG 1 of the "New Deal."

### Principles

The Vision 2016 strategy will be infused by a sense of urgency and guided by the following core principles:

- All aspects of the process shall be Somali-owned, inclusive, transparent and consistent with the Provisional Constitution;
- The Government shall promote and protect the independence, integrity, and credibility of the constitutionally mandated Commissions;
- The implementation of Vision 2016 shall be situated in the context of a comprehensive reconciliation process that promotes national cohesion and integration;
- Management of the process shall be anchored in the principles and practices of integrity and good governance.

### Priorities

#### Review and Implementation of the Provisional Constitution

It is the duty of Somalia's Government and Parliament to complete the national Constitution, through amendment of certain articles and enactment of legislation identified in Schedule One of the Provisional Constitution.

It is essential that these actions, which are entrusted to the Parliamentary Oversight Committee and the Review and Implementation Commission, be as inclusive as possible, and informed by nationwide consultations. In addition to the representation of existing Federal Member States on the Commission, the views of Interim Regional Authorities, community leaders and civil society should all be heard and taken into account.

#### Federalism, Boundaries and Resource Sharing

Establishment of a federal system should serve a dual purpose: bringing government closer to the people, while safeguarding Somali unity.

In line with the Provisional Constitution, the establishment and delimitation of Federal Member States shall be a voluntary process based upon considerations of political and economic viability, demographic composition and, as far as possible, respect for existing regional boundaries. This process must be approached with great sensitivity and every effort taken to ensure that it does not engender renewed conflict. The Government therefore intends to ensure that the completion of the federal system is achieved through dialogue and the pursuit of reasonable consensus – not by imposition or coercion.

In parallel with the formation of Federal Member States, FGS will take the lead in putting in place inter-regional mechanisms that promote political unity, harmonised legislation, unified standards and coordinated policies and programmes. These include the formation of an Inter-Regional Consultative Forum, pending establishment of the full Inter-State Commission established by the Provisional Constitution, in order to initiate nationwide dialogue on issues such as the distribution of powers and authorities, management of natural resources, and revenue sharing.

### Democratization, the Electoral Process and Party Politics

The establishment of a functional democracy is a complex proposition: the rules and legislation governing the formation of political parties and organisation of elections will require deep consideration, extensive consultation and public awareness. The Government believes that these challenges must be approached in a way that promotes national cohesion, not division; political choices based on issues, rather than identity; and the accountability of leadership to the electorate.

The Provisional Constitution mandates the current parliament to conduct these tasks only at the federal level. It is therefore highly unlikely that the procedures for state and local elections, which must await the formation of Federal Member States and their legislatures, can be completed by 2016. The administration nevertheless fully intends to lay the political and legal foundations for the completion of these tasks under the auspices of the next Somali Federal Government.

The Government also intends to propose contingency measures that would provide for representation from any part of the country that remains to unstable or insecure to participate in national elections in 2016.

### General Framework for Action

The fulfilment of Vision 2016 requires dedicated, determined and closely coordinated action on the part of various entities: the Federal Government (specifically the Ministry of Interior & Federalism and the Ministry of Justice and Constitutional Affairs, Parliament, Independent National Commissions, Federal Member States and Interim Regional Authorities, as well – in some cases – other relevant ministries or government agencies. The Government therefore intends to establish an Inter-Institutional Coordination Unit (IICU) to oversee the implementation of Vision 2016. Responsible to both the Executive and the President, the IICU will have the mandate to energize, coordinate and support the Vision 2016 process.

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#### Approval of the Vision 2016 program and structure

**March 2014**

The IICU's primary function will be to coordinate and support the actions of the executive, legislature, Independent National Commissions and other relevant actors in order to meet agreed objectives under the three main components of the government's strategy:

1. Constitutional review and implementation
2. Completion of the federal system
3. Democratization

#### Establishment of Independent National Commissions

**May 2014**

The Provisional Constitution requires the establishment of nine (9) independent national commissions, of which four are directly related to the Vision 2016 strategy:

1. Constitutional Review and Implementation Commission (May 2014)
2. Boundaries and Federation Commission (June 2014)
3. National Independent Electoral Commission (Oct 2014 ??)

#### 4. Inter-State Commission (addressed below)

The independence, integrity and credibility of these Commissions is paramount if they are to succeed in their tasks. The government aims to have the first three (3) of these established by the end of May 2014. This will require, inter alia:

- Drafting and passage of robust, well-crafted legislation;
- Appointment of Commissioners who possess the required skills, experience and the integrity, while reflecting the diversity of the nation's regional and political perspectives, including gender balance;
- Although the Commissions must be independent of Government or political control, Federal Member States and Interim Authorities will be consulted with respect to suitable candidates;

#### **Formation of the Inter-Regional Consultative Forum**

The Inter-State Commission (ISC) will serve as a principal venue for dialogue and negotiation between the Federal Government and Member States, and is mandated to resolve any administrative, political or jurisdictional disputes.

**Aug 2014**

However, since the ISC will only be established once the Federal Member States have been formed and approved by parliament, the Government, under the leadership of the Ministry of Interior and Federalism, proposes to convene, ad interim, an Inter-Regional Consultative Forum (IRCF), comprising representatives of Member States and Interim Regional Authorities, to initiate national dialogue on key aspects of federalism, including the transparent, effective and equitable management of natural resources and revenues.

#### **Harmonisation of policies, programmes and institutions**

**April 2014 –  
Sept 2016**

In parallel with the consultations envisaged under the IRCF, the Government will engage in proactive dialogue with FMS and IRAs in order to begin the process of harmonising policies, programmes (e.g. social services) and institutions (e.g. accounting procedures, civil service standards etc.).

#### **State formation, boundary delimitation and the Inter-State Commission**

**May 2014 -  
Dec 2015**

Given the existence of Puntland and the establishment of the Jubba Interim Administration, which aspires to become an FMS, there remain 7 regions (including south Mudug) yet to conduct mergers. This implies the establishment of 2-3 more FMS.

It is the intention of the Government that Interim Regional Authorities be established for these regions by December 2014, in order to allow the Boundaries and Federation Commission another 6 months (until June 2015) to assess and make recommendations on any areas of contention.

#### **Establishment of the Upper House of Parliament**

**Dec 2015**

Following the official establishment of the FMS, the Government proposes to invite the FMS to nominate representatives to the Upper House of Parliament, pending approval of the electoral law.

**June 2015 –  
March 2016**

#### **Review and adoption of the Constitution and Electoral Law**

The Parliament tentatively envisages the adoption of the new Constitution by March 2016, which would require a draft text to be ready for public and

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parliamentary review by June 2015.

Politically, it would be unwise to pass the Electoral Law without the endorsement by the FMS, since they may obstruct or interfere with any subsequent electoral process of which they disapprove. The Government therefore proposes to initiate consultations prior to that date in the context of the IRCE, so that the Law may be passed as soon as possible after the formation of the remaining FMS.

<b>March 2016 – Sept 2016</b>	<b>Referendum and conduct of the electoral process</b> To take place between these dates.
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## Vision 2016: Draft Roadmap – Key Activities & Outputs

V 2016 Strategic Goal 1 Creation and launch of V16& Inter-Institutional Coordination Unit (IICU)			
Key Activities & Outputs	Responsibility	Completion Date	Observations
<p>1. Development of Vision 2016 Roadmap that integrates the work plans of the Ministry of Justice and Constitutional Affairs, the Ministry of Justice &amp; Federalism, and the Speaker of Parliament into one coherent plan for achieving the transitional tasks identified in V2016.</p> <p>1.1. Plans drafted within Ministry of Justice &amp; Constitutional Affairs and Ministry of Interior and Federalism</p> <p>1.2. Meeting between both Ministries and Speaker to ensure close alignment of expectations, roles and timelines</p>	Minister of Justice & Constitutional Affairs and Minister of Interior & Federalism (V16 Ministers)	March 2014	
<p>2. Development of structure and terms of reference for V16 Inter-Institutional Coordination Unit (IICU-V16) and mobilize Completion Date</p> <p>2.1. Draft structure of Inter-Institutional Coordination Unit (IICU) that describe roles, responsibilities, and mechanisms and clear ToRs for each member of the IICU team.</p> <p>2.2. Appointment by both Ministries of key individual responsible for implementation and liaising across other relevant institutions (member of IICU)</p> <p>2.3. Appointment by President of V2016 Coordinator of IICU</p>	<p>President - with Prime Minister</p> <p>V16 Ministers</p> <p>President</p>	March 2014	<i>IICU – includes liaison from both Ministries, Speaker's Office (and possibly Parliamentary Technical Committee), Coordinator from Presidency, Technical staff)</i>
<p>3. Design of Vision 2016 Monitoring Mechanism (MM) – promotion of principles of transparency and accountability</p>	President	April 2014	<i>Need for periodic consultations with</i>

<p>4. Mobilize Completion Date</p> <p>5. Formal Launch of V 2016 Plan and Structure</p> <p>5.1. Review and validation of the V2016 Roadmap and IICU structure by President, Prime Minister, Speaker</p> <p>5.2. V16 Launch workshop with V16 IICU, relevant Ministries and Authorities (Parliament Technical Committee, Regional representatives) - Purpose to build alignment and promote ownership of V16 vision and process</p> <p>5.2.1. Political outreach to existing/emerging FMS and invitation to V16 launch (<i>principle of inclusion, ownership and legitimacy</i>)</p> <p>5.2.2. Full day workshop (prior to press release)</p> <p>5.3. Joint press statement from President, Prime Minister and Speaker that launches V16 Roadmap, IICU and Monitoring Mechanism</p>	<p>President/Prime Minister/Speaker</p>	<p>May 2014</p> <p>April 2014</p>	<p><i>international community (UNSOM, EC, US, UK etc.) to obtain buy-in. PSG 1 might be appropriate mechanism for taking on the role of Champion and Monitor of V16</i></p>
<p>6. Development of capacity within all relevant technical/political teams associated with V16 in the design and implementation effective approaches to civic engagement, democratic dialogue and public deliberation</p> <p>6.1. Design of capacity development program consisting of training/facilitated working retreats, case clinics and coaching/accompaniment mechanisms</p> <p>6.2. Identification of relevant actors</p> <p>6.3. Implementation of process</p>	<p>IICU with support from IP</p> <p><i>Participation from both Ministries and other relevant offices</i></p>	<p>May-Aug 2014</p>	

Constitutional Review - Strategic Goal 1			
Creation and Launch of Independent Constitution Review & Implementation Commission ICRIC& coordination mechanisms with existing Parliamentary Technical Committee			
Key Activities & Outputs	Responsibility	Completion Date	Observations
1. Agreement between Ministry of Justice and Constitutional Affairs and Speaker to adopt V16 branch on Constitutional Review (implied above in joint agreement and press release on V16 and launch of V16 IICU)	Minister of Justice and Constitutional Affairs with Speaker	March 2014	
2. Half day working session with Parliamentary Constitutional Review Technical Committee (PTC) with expert input to 1) present V16 structure; 2) exchange information on structure, process, and progress of revisions; 3) agree on timeline and identify potential challenges that may occur and strategies for addressing them.	<i>Jointly convened by Minister and Speaker, (with facilitation)</i>	April 2014	
3. Establish Independent Constitution Review & Implementation Commission (ICRIC)	<i>Minister</i>	May 2014	
3.1. Draft structure, process proposal and Terms of Reference (ToRs) for consideration of ICRIC			
3.2. Pass ICRIC legislation	<i>Speaker</i>		
3.3. Name candidates for ICRIC	<i>Minister – P/PM</i>		
3.4. Parliament approval of ICRIC members	<i>Speaker</i>		
4. ICRIC orientation workshop to 1) present V16, 2) receive brief from PTC on progress made and proposed structure of revisions, 3) build alignment around principles, timelines and engagement strategies.(representatives from PTC participate)	<i>Convened by IICU-Speaker/Minister (with facilitation)</i>	May 2014	<i>Possible strategy: Name four non-Darod MPs and one Darod Commissioner from Puntland through careful outreach and consultation with Puntland Authorities</i>



Constitutional Review - Strategic Goal 2 Draft set of revisions completed			
Key Activities & Outputs	Responsibility	Completion Date	Observations
<p>1. CR Revision process (8 months)– <i>see graphic below on Constitutional Review Process Proposal</i></p> <p>1.1. Preparation of expert technical inputs as requested to serve as basis for each working session of ICRIC</p> <p>1.2. CRIC working sessions to advance on article revisions based on input from PTC</p> <p>1.3. PTC working sessions to review progress on article revisions submitted by ICRIC</p> <p>1.4. Regular program of meetings between ICRIC, PTC and IICU for information exchange, progress monitoring, problem solving, agenda setting.</p> <p>1.5. Identification of contentious articles/issues that require broad consultation at the regional level</p> <p>1.6. Process of outreach and consultation in the regions through 1) MP engagement in the regions, 2) bilateral consultations with political authorities, 3) Inter-Regional Consultative Forum</p> <p>1.6.1. Design and production of effective materials for citizen engagement/deliberation</p> <p>1.6.2. Systematic documentation of outcomes from each regional consultation taken up by ICRIC and PTC</p> <p>1.7. Bi-monthly monitoring/progress report to President/Prime Minister/Speaker with joint press releases from these three.</p> <p>2. Complete draft of revisions prepared along with clear design for effective public deliberation via National Inclusive Deliberative Forum</p>	<p>CRIC ↔ PTC</p> <p>With V16 IICU support:</p> <ul style="list-style-type: none"> <li>• Liaising between institutions and mechanisms</li> <li>• Providing expert input as requested</li> <li>• Designing, enabling conditions for regional consultations</li> <li>• Documenting outputs from consultations</li> <li>• Supporting Monitoring Mechanism</li> </ul> <p>ICRIC/ IICU or Ministry</p> <p>ICRIC / Ministry</p> <p>IICU</p>	<p>May 2014 - Feb 2015</p> <p>Feb 2015</p>	

<b>Constitutional Review - Strategic Goal 3</b>			
<b>Final draft revisions validated through National Inclusive Deliberative Forum</b>			
<b>Key Activities &amp; Outputs</b>	<b>Responsibility</b>	<b>Completion Date</b>	<b>Observations</b>
1. National Inclusive Deliberative Forum (all regions and diaspora) to 1) present final draft of revisions for public deliberation, and 2) Identify implications and next steps.	Convened by V16 and CRIC	Feb 2015	<i>Need to set process and Timeframe for establishing Oversight Committee</i>
2. CRIC systematizes outcomes of Deliberative Forum and incorporates them in final draft of revisions	CRIC		
3. CRIC final revisions submitted to Constitutionally established Oversight Committee			
4. Oversight Committee submits proposed revisions to Parliament for approval	P/PM/Parliament		
5. Preparation of Progress Reports for Monitoring Mechanism	V16 IICU		
<b>Constitutional Review - Strategic Goal 4</b>			
<b>Referendum on New Constitution</b>			
<b>Key Activities &amp; Outputs</b>	<b>Responsibility</b>	<b>Completion Date</b>	<b>Observations</b>
1. Referendum on final Constitution	V16 IICU		
1.1. Design of Referendum process		March 2015	
1.2. Public education campaign	IICU / Ministry	April-July 2015	
1.2.1. Design of public education materials and campaign strategies based on best-practices of civic engagement and public education			
1.2.2. Implementation of campaign		Sept 2015	
1.3. Implementation of Referendum			

Formation of Federal Member States - Strategic Goal 1 Consultations within regions to explore merge options			
Key Activities & Outputs	Responsibility	Completion Date	Observations
<p>1. Presentation of FMS Formation Plan <i>(see graphic of Formation of FMS below)</i></p> <p>1.1. Political outreach and consultation to promote ownership in proposed plan for forming FMS</p> <p>1.1.1. Identification of initial group of interim authorities/representatives</p> <p>1.1.2. Meetings with group of strategic interim authorities to share information, receive feedback on FMS process....to increase legitimacy and shared ownership through inclusion</p> <p>1.2. Formal launch and presentation of FMS Plan</p>	<p>Ministry of Interior and Federalism with IICU support</p>	<p>April 2014</p>	
<p>2. Catalyze and create enabling conditions to begin consultations within regions around possible mergers</p> <p>2.1. Preparation of information briefs for public education to enable “informed” participation</p> <p>2.2. Outreach to and coordination with Regional/Interim Authorities to begin consultation process in each region</p> <p>2.3. Provision of ongoing support to regions as needed and requested – SFG role is to convene and facilitate process in regions, respecting and ensuring local ownership and leadership. <i>Convene and facilitate refer to the role of catalyzing process and creating enabling conditions...e.g., police, security, venue, transportation, etc.</i></p>	<p>Regional Authorities with IICU support</p>	<p>April 2014</p> <p>May – Sept 2014</p>	
<p>3. Regional consultations</p>			<p><i>There is a need to think through an effective approach/mechanism to deal with political disputes and then building required capacities in political</i></p>

3.1. Dispute Resolution Mechanism provided as needed			<i>dialogue and negotiation</i>
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<b>Formation of Federal Member States - Strategic Goal 2 Formation of Independent Boundaries and Federation Commission</b>			
<b>Key Activities &amp; Outputs</b>	<b>Responsibility</b>	<b>Completion Date</b>	<b>Observations</b>
1. Boundaries & Federation Commission Law passed	Speaker/Parliament	May 2014	
2. Formation of BFC		June 2014	
2.1. Draft structure, process proposal and ToRs for consideration of BFC	Minister of Interior and Federalism		
2.2. Identification potential commissioners			
2.3. Appointment and approval of commissioners			
3. Orientation workshop for BFC to promote alignment around V16 principles, processes and timelines	Convened by V16 IICU and Ministry <i>(with facilitation support)</i>	July 2014	
<b>Formation of Federal Member States- Strategic Goal 3 Consultations between merging regions to negotiate mergers</b>			
<b>Key Activities &amp; Outputs</b>	<b>Responsibility</b>	<b>Completion Date</b>	<b>Observations</b>
1. Catalyze and create enabling conditions to begin consultations within regions around possible mergers	Ministry of Interior and Federation with support from IICU	May – Nov 2014	
1.1. Outreach to and coordination with Regional Authorities to begin consultation process in each region			
1.2. Provision of ongoing support to regions as needed and requested (policy, security, venue, transportation, etc)			
1.3. Consultations between merging regions			
1.4. Negotiated agreements on terms of merger (power sharing, revenue/resource sharing, venue of capital, etc) and Interim Joint Regional Authorities	Regional Authorities with Ministry/IICU		<i>Need for the design of and</i>

1.5. Dispute Resolution Mechanism provided as needed	support		<i>capacity building for dispute resolution mechanism</i>
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<b>Formation of Federal Member States - Strategic Goal 4</b>			
<b>Creation and implementation of Inter-Regional Consultative Forum as precursor to Inter State Commission</b>			
<b>Key Activities &amp; Outputs</b>	<b>Responsibility</b>	<b>Completion Date</b>	<b>Observations</b>
1. Begin discussions with existing and emerging FMS around the creation of Inter-Regional Consultative Forum (IRCF) as precursor to Inter State Commission ( <i>Principle of ownership and legitimacy</i> )	Ministry of Interior		
2. Establish and convene IRCF			
2.1. Identify inter-regional authorities and regional authorities where mergers have not yet been decided (formula: 3 seats for existing FMS and joint inter-regional authorities and 1 seat for remaining individual regions)	Ministry with support from IICU		
2.2. Convene group of authorities to agree on IRCF Framework			
2.2.1. Establish clear operational structure and mechanisms for communication, consultation and decision-making			
2.2.2. Establish working agenda based on issues for SFG/FMS negotiation identified in Constitution			
3. Working sessions of the IRCF every 2 months			
3.1. Source technical experts and prepare information briefs to structure deliberations	Convened and facilitated by Ministry with support from IICU		
3.2. Systematic documentation of outcomes to ensure effective continuity and progress			
3.3. Liaise with Constitutional Review process as necessary			
4. Preparation of Progress Reports for Monitoring			

Mechanism <i>Timeframe: May 2014 - March 2015</i>			
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<b>Formation of Federal Member States - Strategic Goal 5 BFC Review of FMS petitions and Parliamentary approval</b>			
<b>Key Activities &amp; Outputs</b>	<b>Responsibility</b>	<b>Completion Date</b>	<b>Observations</b>
1. Merging regions submit petition for statehood to BFC 2. BFC review of petitions 2.1. Dispute Resolution Mechanism provided as needed 3. BFC submits recommendations for Parliament approval 4. Parliament approval of new FMS	Interim Joint Authorities  BFC Ministry of Interior & Federalism  Parliament	Aug 2015 - Feb 2016	<i>Need for the design of and            capacity building for dispute            resolution mechanism</i>
<b>Formation of Federal Member States - Strategic Goal 6 Transition from IRCF to Inter-State Commission</b>			
<b>Key Activities &amp; Outputs</b>	<b>Responsibility</b>	<b>Completion Date</b>	<b>Observations</b>
5. Creation of Inter-State Commission  <b>5.1. Is a law required to form this and define its            structure?</b>  <i>Timeframe: July - August 2015</i>	Ministry of Interior & Federalism		

<b>Democratization – Electoral Process - Strategic Goal 1 Formation of National Independent Electoral Commission</b>			
<b>Key Activities &amp; Outputs</b>	<b>Responsibility</b>	<b>Completion Date</b>	<b>Observations</b>
1. National Independent Electoral Commission Law passed 2. Formation of NIEC 2.1. Identification potential commissioners 2.2. Appointment and approval of commissioners 3. Orientation workshop for NIEC to promote alignment around V16 principles, processes and timelines  <i>Timeframe: Feb – July 2014</i>	Parliament  P/PM with Parliament approval  Convened by IICU, (with facilitation support)		
<b>Democratization – Electoral Process - Strategic Goal 2 Completion of Federal Electoral Law</b>			
<b>Key Activities &amp; Outputs</b>	<b>Responsibility</b>	<b>Completion Date</b>	<b>Observations</b>
1. NIEC research and consultation on electoral systems 2. Completion of draft Federal Electoral Law 3. Consultations in IRCF / Inter-State Commission 4. Approval of Federal Electoral Law 5. Public education campaign on election process	NIEC with IICU support  NIEC with inputs from appropriate Ministry  P/PM and appropriate Ministry with IICU support  Parliament		
<b>Democratization – Electoral Process - Strategic Goal 3 Formation of Political Parties</b>			
<b>Key Activities &amp; Outputs</b>	<b>Responsibility</b>	<b>Completion Date</b>	<b>Observations</b>
1. Approval of Political Parties Legislation 2. Public education / promotion of political party legislation 3. Registration of Political Parties  <i>Timeframe: October 2014</i>	Parliament  IICU		



Democratization – Electoral Process - Strategic Goal 4 Formation of Upper House of Parliament			
Key Activities & Outputs	Responsibility	Completion Date	Observations
<ol style="list-style-type: none"> <li>1. Consultations with Federal Member States via IRCF / Interstate Commission</li> <li>2. Appointment of FMS members to Upper House (assuming these will not be elected at least in this initial round of formation)</li> </ol>			
Democratization – Electoral Process - Strategic Goal 5 Voter Registration			
Key Activities & Outputs	Responsibility	Completion Date	Observations
<ol style="list-style-type: none"> <li>1. Define concept, regulations, procedures and manual</li> <li>2. Voter registration education/information campaign</li> <li>3. Acquire equipment set up voter registration centers</li> <li>4. Recruit, train and deploy staff</li> <li>5. Voter registration period</li> <li>6. Challenges and complaints period</li> <li>7. Decision period</li> <li>8. Publish final voters' list</li> </ol>			
Democratization – Electoral Process - Strategic Goal 6 Election preparations			
Key Activities & Outputs	Responsibility	Completion Date	Observations
<ol style="list-style-type: none"> <li>1. Establish State IECs</li> <li>2. Public education campaign</li> <li>3. Establish polling centers, materials, etc (see spreadsheet from Kamal for detailed list of things necessary for elections)</li> <li>4.</li> </ol>			



## Calendar of Activities and Outcomes: March 2014 – Dec 2015

Key Activity / Outcome	Mar	Apr	May	Jun	July	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
<b>V 2016 Strategic Goal 1: Creation and launch of Coordination Mechanism for V16</b>																						
1. Dev Vision 2016 Roadmap.																						
1.1. Plans drafted within V16 Ministries																						
1.2. Meeting between both Ministries and Speaker																						
2. Development of V16 Inter-Institutional Coordination Unit (IICU-V16)																						
2.1. Draft structure and ToRs of Inter-Institutional Coordination Unit (IICU)																						
2.2. Appointment by both Ministries of key individuals to IICU																						
2.3. Appointment by President of V2016 Coordinator of IICU																						
3. Design of Vision 2016 Monitoring Mechanism (MM)																						
4. Mobilization of resources																						
5. Formal Launch of V 2016 Plan and Structure																						
5.1. Review and validation of the V2016 Roadmap and IICU structure by President, Prime Minister, Speaker																						
5.2. V16 Launch workshop with V16 IICU																						
5.2.1. Political outreach to existing/emerging FMS and invitation to V16																						
5.2.2. Full day workshop (prior to press release)																						
5.3. Joint press statement from President, Prime Minister and Speaker that launching V16 Roadmap, IICU and																						

Key Activity / Outcome	Mar	Apr	May	Jun	July	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
<b>Monitoring Mechanism</b>																						
6. Development of capacities in the design and implementation effective approaches to civic engagement, democratic dialogue and public deliberation																						
6.1. Design of capacity development program																						
6.2. Identification of relevant actors																						
6.3. Implementation of process																						
<b>Constitutional Review</b>																						
<b>Strategic Goal 1: Creation and Launch of Independent Constitution Review &amp; Implementation Commission ICRIC &amp; coordination mechanisms with existing Parliamentary Technical Committee</b>																						
1. Agreement between Ministry of J&CA and Speaker on Constitutional Review process																						
2. Workshop session with Parliamentary Constitutional Review Technical Committee (PTC)																						
3. Establish Independent Constitution Review & Implementation Commission (ICRIC)																						
3.1. Draft structure, process proposal and ToRs for consideration of ICRIC																						
3.2. Pass ICRIC legislation																						
3.3. Parliament approval of ICRIC members																						
4. ICRIC orientation workshop																						
<b>Constitutional Review</b>																						
<b>Strategic Goal 2: Draft set of revisions completed</b>																						
1. CR Revision process (8 months)																						
1.1. Preparation of expert technical inputs as requested																						
1.2. CRIC working sessions to advance on article revisions based on input from PTC																						
1.3. PTC working sessions to review progress on article																						

Key Activity / Outcome	Mar	Apr	May	Jun	July	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	
revisions submitted by ICRIC																							
1.4. Regular program of meetings between ICRIC, PTC and IICU																							
1.5. Identification of contentious articles/issues requiring consultation at the regional level																							
1.6. Process of outreach and consultation in the regions																							
1.6.1. Design of materials for citizen engagement/deliberation																							
1.6.2. Systematic documentation of outcomes from consultations																							
2. Complete draft of revisions prepared along with clear design for effective public deliberation via National Inclusive Deliberative Forum																							

**Constitutional Review**  
**Strategic Goal 3: Final draft revisions validated through National Inclusive Deliberative Forum**

1. National Inclusive Deliberative Forum (all regions and diaspora) to 1) present final draft of revisions for public deliberation, and 2) Identify implications and next steps.																							
2. CRIC systematizes outcomes of Deliberative Forum and incorporates them in final draft of revisions																							
3. CRIC final revisions submitted to Constitutionally established Oversight Committee																							
4. Oversight Committee submits proposed revisions to Parliament for approval																							
5. Preparation of Progress Reports for Monitoring Mechanism																							

**Constitutional Review**  
**Strategic Goal 4: Referendum on New Constitution**

<b>Key Activity / Outcome</b>	Mar	Apr	May	Jun	July	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	
1. Referendum on final Constitution																							
1.1. Design of Referendum process																							
1.2. Public education campaign																							
1.2.1. Design of public education materials and campaign strategies based on best-practices of civic engagement and public education																							
1.2.2. Implementation of campaign																							
1.3. Implementation of Referendum																							
<b>Formation of Federal Member States</b>																							
<b>Strategic Goal 1: Consultations within regions to explore merge options</b>																							
1. Presentation of FMS Formation Plan																							
1.1. Political outreach and consultation to promote ownership in proposed plan for forming FMS																							
1.1.1. Identification of initial group of interim authorities/representatives																							
1.1.2. Meetings with strategic interim authorities to share information, receive feedback on FMS process																							
1.2. Formal launch and presentation of FMS Plan																							
2. Catalyze and create enabling conditions to begin consultations within regions around possible mergers																							
2.1. Preparation of information briefs for public education to enable "informed" participation																							
2.2. Outreach to and coordination with																							

Key Activity / Outcome	Mar	Apr	May	Jun	July	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Regional/Interim Authorities to begin consultation process in each region																						
2.3. Provision of ongoing support to regions as needed and requested.																						
3. Regional consultations																						
3.1. Dispute Resolution Mechanism provided as needed																						
<b>Formation of Federal Member States</b>																						
<b>Strategic Goal 2: Formation of Independent Boundaries and Federation Commission</b>																						
1. Boundaries & Federation Commission Law passed																						
2. Formation of BFC																						
2.1. Draft structure, process proposal and ToRs for consideration of BFC																						
2.2. Identification potential commissioners																						
2.3. Appointment and approval of commissioners																						
3. Orientation workshop for BFC to promote alignment around V16																						
<b>Formation of Federal Member States</b>																						
<b>Strategic Goal 3: Consultations between merging regions to negotiate mergers</b>																						
1. Catalyze and create enabling conditions to begin consultations within regions around possible mergers																						
1.1. Outreach to and coordination with Regional Authorities to begin consultation process in each region																						
1.2. Provision of ongoing support to regions as needed and requested (policy, security, venue, transportation, etc)																						
1.3. Consultations between merging regions																						
1.4. Negotiated agreements on terms of and Interim Joint																						

Key Activity / Outcome	Mar	Apr	May	Jun	July	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	
Regional Authorities																							
1.5. Dispute Resolution Mechanism provided as needed																							
<b>Formation of Federal Member States</b>																							
<b>Strategic Goal 4: Creation and implementation of Inter-Regional Consultative Forum as precursor to Inter State Commission</b>																							
1. Begin discussions with existing and emerging FMS around the creation of Inter-Regional Consultative Forum (IRCF) as precursor to Inter State Commission ( <i>Principle of ownership and legitimacy</i> )																							
2. Establish and convene IRCF																							
2.1. Identify inter-regional authorities and regional authorities where mergers have not yet been decided (formula: 3 seats for existing FMS and joint inter-regional authorities and 1 seat for remaining individual regions)																							
2.2. Convene group of authorities to agree on IRCF Framework																							
2.2.1. Establish clear operational structure and mechanisms for communication, consultation and decision-making																							
2.2.2. Establish working agenda based on issues for SFG/FMS negotiation identified in Constitution																							
3. Working sessions of the IRCF every 2 months																							
3.1. Source technical experts and prepare information briefs to structure deliberations																							
3.2. Systematic documentation of outcomes to ensure																							



Key Activity / Outcome	Mar	Apr	May	Jun	July	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	
effective continuity and progress																							
3.3. Liaise with Constitutional Review process as necessary																							
4. Preparation of Progress Reports for Monitoring Mechanism																							
<b>Formation of Federal Member States</b>																							
<b>Strategic Goal 5: BFC Review of FMS petitions and Parliamentary approval</b>																							
1. Merging regions submit petition for statehood to BFC																							
2. BFC review of petitions																							
2.1. Dispute Resolution Mechanism provided as needed																							
3. BFC submits recommendations for Parliament approval																							
4. Parliament approval of new FMS																							
<b>Formation of Federal Member States</b>																							
<b>Strategic Goal 6: Transition from IRCF to Inter-State Commission</b>																							
1. Creation of Inter-State Commission																							
<b>Democratization – Electoral Process</b>																							
<b>Strategic Goal 1: Formation of National Independent Electoral Commission</b>																							
1. National Independent Electoral Commission Law passed																							
2. Formation of NIEC																							
2.1. Identification potential commissioners																							
2.2. Appointment and approval of commissioners																							
3. Orientation workshop for NIEC to promote alignment around V16 principles, processes and timelines																							
<b>Democratization – Electoral Process</b>																							
<b>Strategic Goal 2 : Completion of Federal Electoral Law</b>																							
1. NIEC research and consultation on electoral systems																							

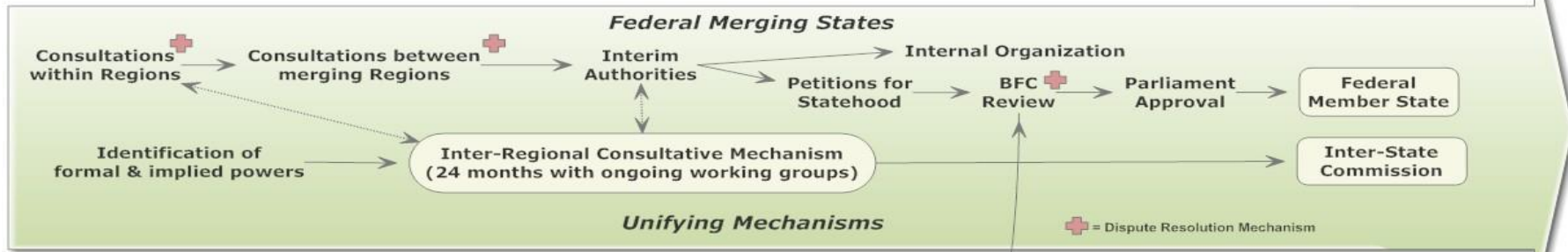
Key Activity / Outcome	Mar	Apr	May	Jun	July	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
2. Completion of draft Federal Electoral La																						
3. Consultations in IRCF / Inter-State Commission																						
4. Approval of Federal Electoral Law																						
5. Public education campaign on election process																						
<b>Democratization – Electoral Process</b>																						
<b>Strategic Goal 3: Formation of Political Parties</b>																						
1. Approval of Political Parties Legislation																						
2. Public education / promotion of political party legislation																						
3. Registration of Political Parties																						
<b>Democratization – Electoral Process</b>																						
<b>Strategic Goal 4: Formation of Upper House of Parliament</b>																						
1. Consultations with Federal Member States via IRCF / Interstate Commission																						
2. Appointment of FMS members to Upper House (assuming these will not be elected at least in this initial round of formation)																						
<b>Democratization – Electoral Process</b>																						
<b>Strategic Goal 5: Voter Registration</b>																						
1. Define concept, regulations, procedures and manual																						
2. Voter registration education/information campaign																						
3. Acquire equipment set up voter registration centers																						
4. Recruit, train and deploy staff																						
5. Voter registration period																						
6. Challenges and complaints period																						
7. Decision period																						
8. Publish final voters' list																						

Key Activity / Outcome	Mar	Apr	May	Jun	July	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
<b>Democratization – Electoral Process</b>																						
<b>Strategic Goal 6:</b>																						
<b>Election preparations</b>																						
1. Establish State IECs																						
2. Public education campaign																						
3. Establish polling centers, materials, etc (see spreadsheet from Kamal for detailed list of things necessary for elections)																						

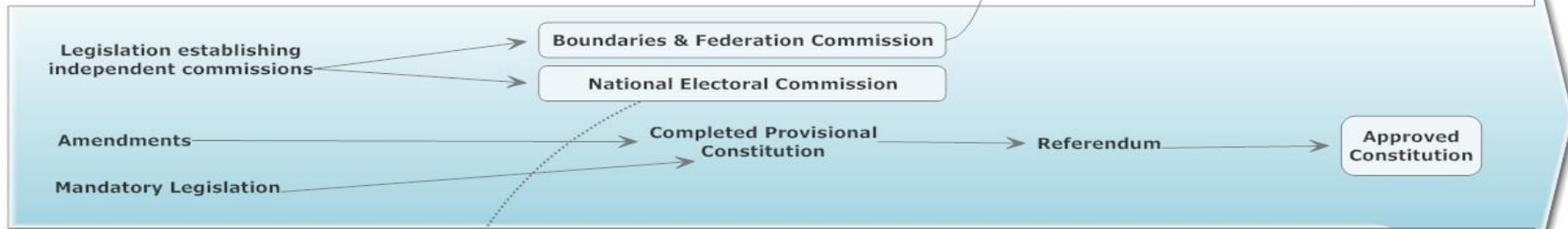
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## Diagram 1: Articulation of Three Goals of Vision 2016

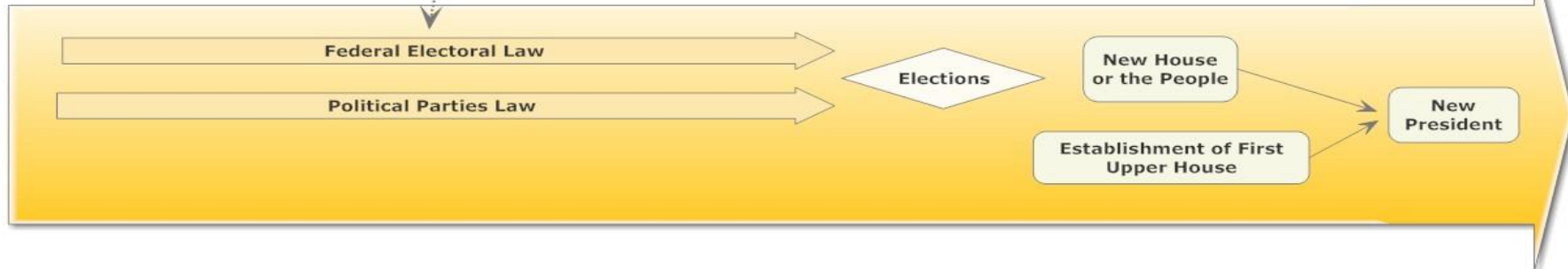
### FEDERALISM



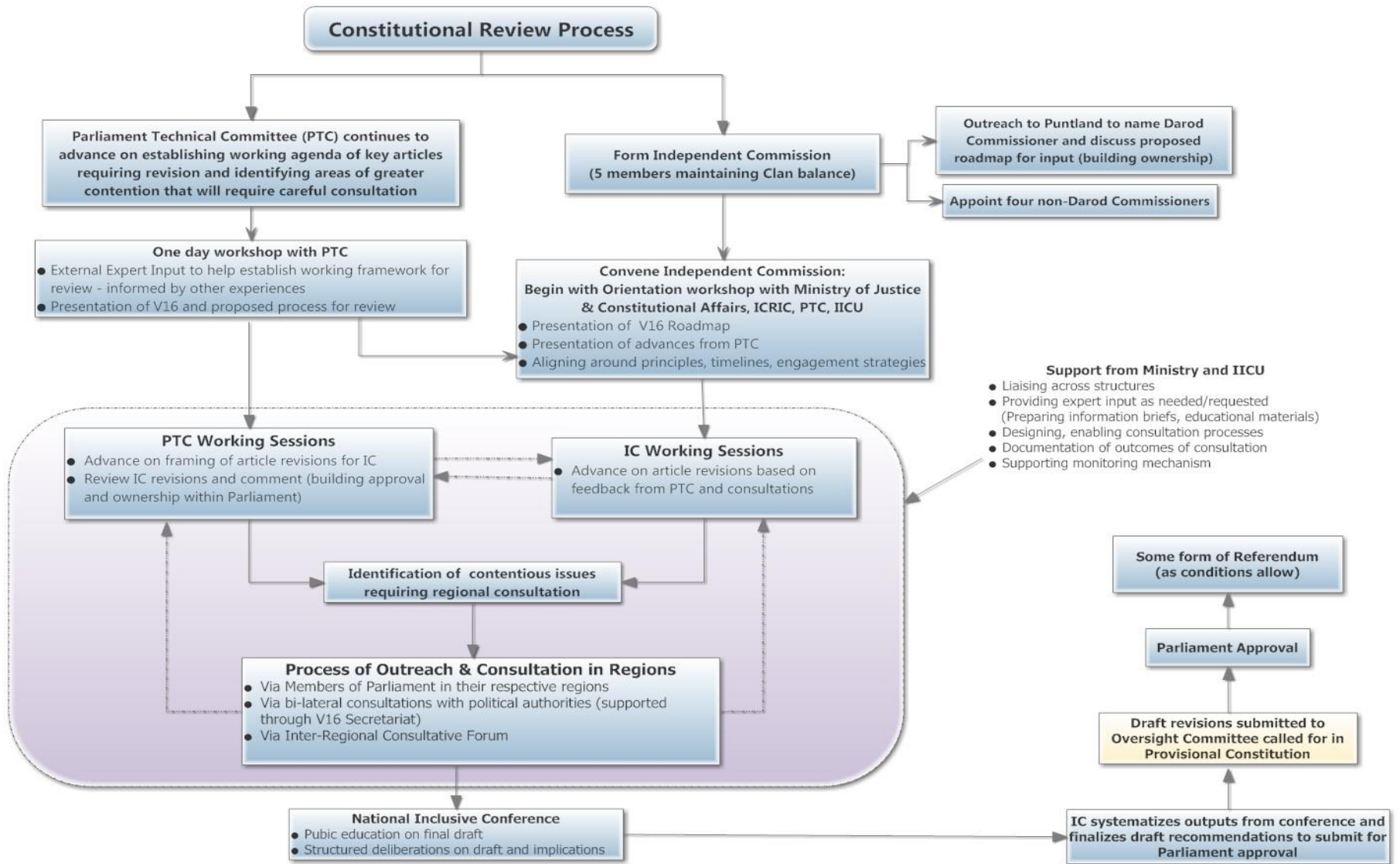
### CONSTITUTION



### DEMOCRATIZATION

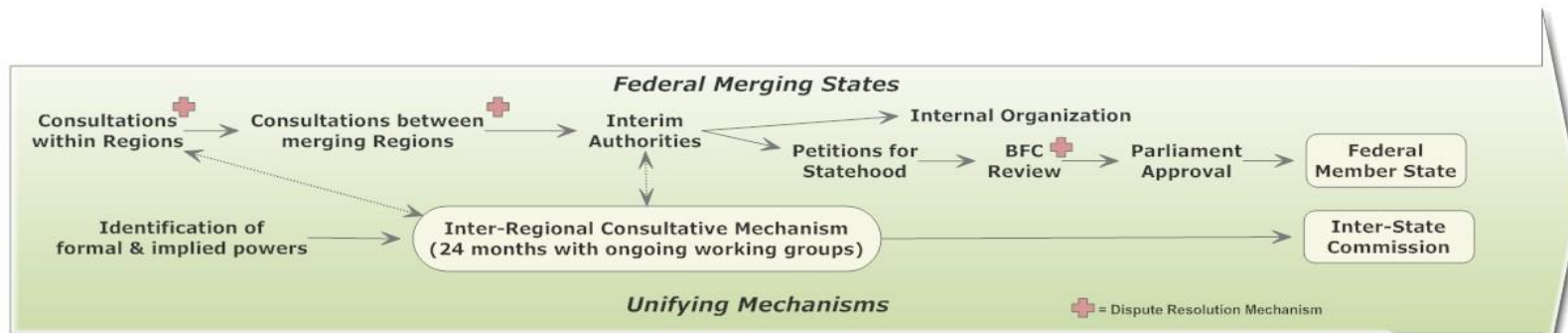


**Diagram 2: Constitutional Review Process**



### Diagram 3: Formation of Federal Member States

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**Consultation within regions**

**Purpose:**  
To prepare the ground for inter-regional consultation

**Tasks**

- To Assess options, concerns, issues regarding potential merger with other region
- To make decisions to engage with other region
- To name committee to work with other region to design inter-regional forum

**Preconditions**

- Security

**Role of Ministry of Interior & Federalism**

- Public outreach and education
- Catalyze process and create enabling conditions (transport, venue, security, etc)
- Prepare information briefs to inform discussions
- Process support as needed/requested
- Facilitate Dispute Resolution (requires ready Dispute Resolution Mechanism)

**Consultation between merging regions**

**Purpose:**  
Decide to merge

**Tasks**

- Negotiate terms of merger
  - + Power-sharing & representation
  - + Revenue & resource sharing
  - + Security
  - + Venue of capital
- Name interim joint authority

**Preconditions**

- Security

**Role of Ministry of Interior & Federalism**

- Public outreach and education
- Catalyze process and create enabling conditions (transport, venue, security, etc)
- Prepare information briefs to structure substantive deliberations
- Process support as needed/requested
- Facilitate Dispute Resolution (requires ready Dispute Resolution Mechanism)

**Review by BFC & Ratification by Parliament**

**Purpose:**

- Accept and ratify merger

**Tasks**

- To Assess options, concerns, issues regarding potential merger with other region
- To make decisions to engage with other region
- To name committee to work with other region to design inter-regional forum

**Preconditions**

- BFC needs to be functioning
- Parliament passes law to create BFC
- BFC law drafted
- Decision on who drafts it, provision of technical input/proposal

**Role of Ministry of Interior & Federalism**

- Prepare technical proposal
- Create enabling conditions

**Inter-Regional Consultative Forum (24 months)**

**Purpose**  
Serve as precursor to Inter-State Commission (integrated by FMS and emerging FMS as well as unmerged regions -- 3 seats for each existing/emerging FMS, 1 seat for separate regions)

**Tasks**

- Preliminary consultation on FMS/SFG relationship (distribution on roles & responsibilities, power & resources, authorities with SFG)

**Role of Ministry of Interior & Federalism**

- Convene IRCF
- Prepare technical input (mobilize technical expertise, draft information briefs to inform deliberations)
- Assume responsibility for documentation
- Liaise with other institutions and mechanisms

**Transition to Inter State Commission**