REPUBLIC OF SOMALILAND

NATIONAL DEVELOPMENT PLAN III

2023-2027

**Ministry of Planning &
National Development**
Republic of Somaliland

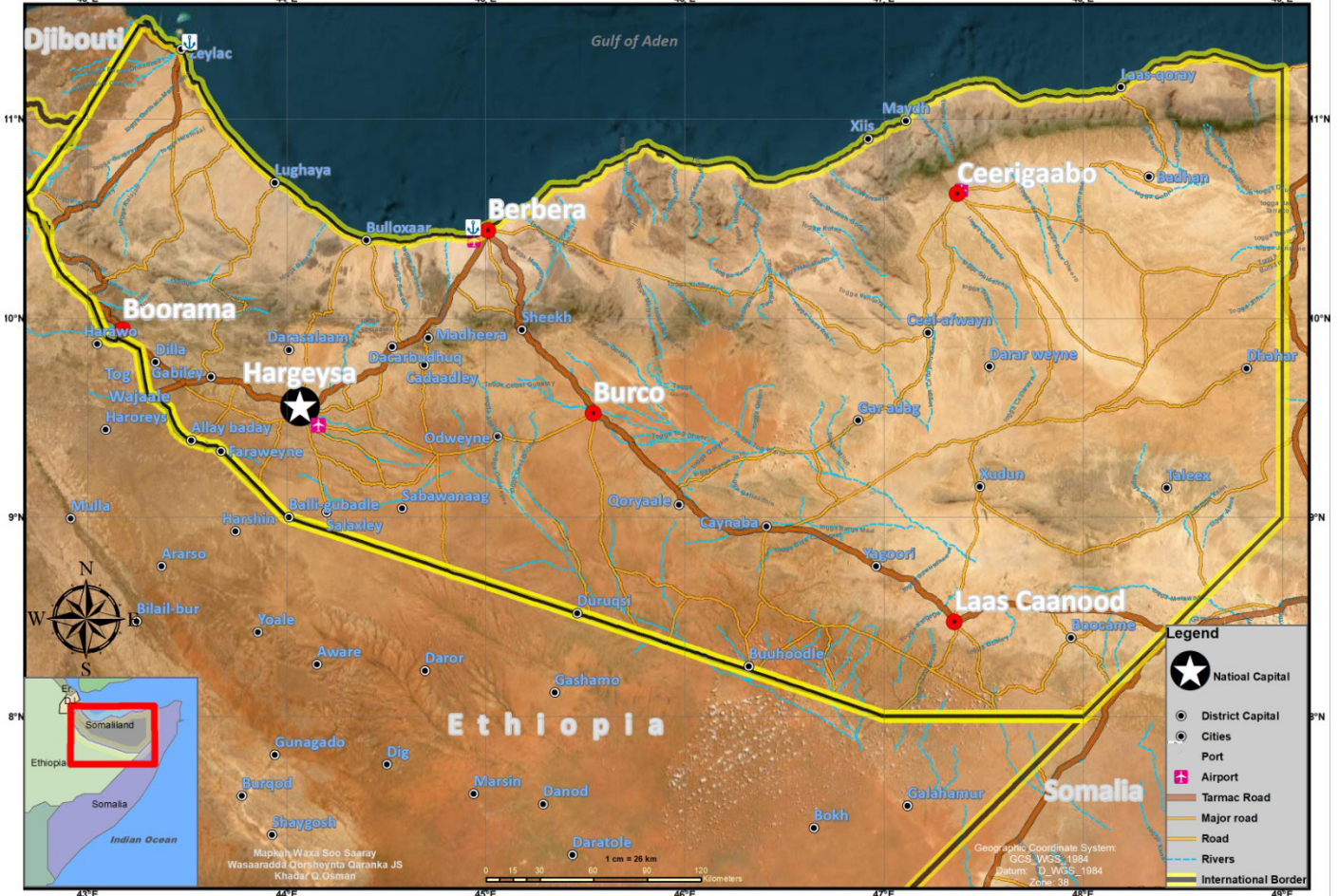# NATIONAL DEVELOPMENT PLAN III

Republic of Somaliland

2023-2027
Ministry of Planning and National Development

Djibouti
Zeylac
Gulf of Aden
Laas-qoray
Maydh
Xiis
Lughaya
Ceerigaabo
Badhan
Bulloxaar
Berbera
Boorama
Sheekh
Ceel-afwayn
Harawo
Madheera
Darasalaam
Dhahar
Dilla
Dacarbudhuq
Darar weyne
Tog
Gabiley
Hargeysa
Cadaadley
Burco
Gar-adag
Wajaale
Haroreys
Allay baday
Odweyne
Xudun
Taleex
Faraweyne
Mulla
Sabawanaag
Qoryaale
Harshin
Balli-gubadle
Salaxley
Caynaba
Ararso
Yagoori
Bilail-bur
Laas Caanood
Yoale
Duruqsi
Boocame
Aware
Daror
Buuhoodle
Gashamo
Ethiopia
Somalia
Gunagado
Dig
Galadhamur
Burqod
Marsin
Danod
Shaygosh
Bokh
Daratole

1 cm = 26 km

Mapkan Waxa Soo Saaray
Wasaaraddii Qorsheynta Qaranka JS
Khadar O.Osman

0 15 30   60   90   120
Kilometers

Geographic Coordinate System:
GCS_WGS_1984
Datum: D_WGS_1984
Zone: 38

Somaliland
Ethiopia
Somalia
Indian Ocean

Legend
National Capital
District Capital
Cities
Port
Airport
Tarmac Road
Major road
Road
Rivers
International Border

LIST OF ACRONYMS AND ABBREVIATIONS

ABE	Alternative Basic Education	ECE	Early Childhood Education
AIDS	Acquired Immunodeficiency Syndrome	ECW	Education Cannot Wait
ADR	Alternative Dispute Resolution	EEZ	Exclusive Economic Zone
AfDB	Africa Development Bank	EIE	Education in Emergency
ALC	Alternative Learning Centres	EMIS	Education Management Information System
ART	Antiretroviral Therapy	EPHS	Essential Package of Health Services
ASYCUDA	Authority System for Customs Data	EPI	Expanded Programme on Immunity
BCC	Behavioural Change Communication	ESP	Energy Service Providers
BEMOC	Basic Emergency Obstetric Care	ESRES	Energy security and Rescue Efficiency Somaliland
BESS	Battery Energy Storage System		
BMI	Body Mass Index	ESSP	Education Sector Strategic Plan
C4D	Communication for Development	EU	European Union
CAAA	Civil Aviation and Airports Authority	FAO	Food and Agriculture Organisation
CAR	Capital Adequacy Ratio	FGM/C	Female Genital Mutilation/Cutting
CB	Central Bank	FLEC	Family Life Education Centre
CBO	Community-Based Organisation	FMIS	Finance Management Information System
CD	Communicable Disease	FSS	Farmer Field School
CEC	Community Education Committee	GAM	Global Acute Malnutrition
CEMONC	Comprehensive Emergency Obstetric Care	GBV	Gender-Based Violence
		GDP	Growth Domestic Product
ChBO	Charity Based Organisation	GER	Growth Enrolment Rate
COFOG	Classification of Functions of Government	GGACC	Good Governance and Anti-Corruption Commission
COVID	Coronavirus Disease		
CPC	Counter Piracy Coordination	GGC	Good Governance Commission
CPD	Continuous Profession Development	GIS	Geographic Information System
CSC	Civil service Commission	GoSL	Government of Somaliland
CSO	Civil Society Organisation	GPI	Gender Parity Index
CWD	Children with Disabilities	GPRS	General packet Radio Service
DBI	Doing Business Index	GSM	Graded Surveillance Measure
DDF	District Development Framework	HACCP	Hazard Analysis Critical Control Point
DDR	Disarmament, Demobilization and Reintegration	HEI	Higher Education Institution
		HICCTF	High-level Inter-ministerial Aid Coordination Committee
DEDC	Decentralised Education District Committee		
		HIV	Human Immunodeficiency virus
DEO	District Education Officer	HLACT	High-level Aid Coordination Forum
DHIS	District Health Information System	HRIMS	Human Resources Information Management System
DKK	Danish Krone		
DOC	Department of Coordination	HWA	Hargeisa Water Agency
DOT	Directly Observed Treatment	IATA	Integrated Air Transportation Association
DP World	Dubai Port World	ICAO	International Civil Aviation Organisation
DRM	Disaster Risk Management	ICDF	International Cooperation and Development Fund
EASSy	East Africa Submarine Cable System		

ICT	Information Communication Technology	MoHD	Ministry of Health Development
IDP	Internally Displaced Person	MoI	Ministry of Interior
IDSR	Integrated Disease Surveillance and Response	MoICNG	Ministry of Information, Culture and National Guidance
IFAD	International Fund for Agriculture Development	MoICT	Ministry of Information and Communication Technology
ILED	Inclusive Local and Economic Development	MoJ	Ministry of Justice
IMACC	Inter-Ministerial Aid Coordination Committee	MoLFD	Ministry of Livestock and Fishery Development
IMF-GFS	International Monetary Fund-Governmental Financial Statistics	MoPCA	Ministry of Parliamentary and Constitutional Affairs
INGO	International Non-Governmental Organisation	MoPND	Ministry of Planning and National Development
IOM	International Organisation for Migration	MoPWLH	Ministry of Public Works, Land and Housing
IT	Information Technology	MoRD	Ministry of Rural Development
ITAS	Integrated Tax Administration System	MoTRD	Ministry of Transport and Road Development
IWRMIP	Integrated Water Resources Management & Investment Plan	MoTT	Ministry of Trade and Tourism
JNA	Joint Need Assessment	MOU	Memorandum of Understanding
JPLG	Joint Programme on Local Governance	MoWRD	Ministry of Water Resources Development
JRES	Joint Review of the Education Sector	MoYS	Ministry of Youth and Sports
KSA	Kingdom of Saudi Arabia	MRC	Migration Response Centre
LGI	Local Government Institute	MRCC	Marine Rescue Coordination Centre
LHG	Livestock Holding Ground	MSME	Micro, Small and Medium Enterprises
LMIS	Logistics Management Information System	MTCT	Mother-to-Child Transmission
LPG	Liquified Petroleum Gas	MW	Megawatts
LRC	Law Reform Commission	MVC	Most Vulnerable Children
M&E	Monitoring and Evaluation	MYRP	Multi-Year Resilience Programme
MAM	Moderate Acute Malnutrition	NACF	National Aid Coordination Forum
MDA	Ministries, Departments and Agencies	NADFOR	National Disaster Preparedness and Food Reserve Authority
MDG	Millennium Development Goals	NAO	National Audit Office
MDR-TB	Multi-Drug Resistant Tuberculosis	NASP	National Agriculture Strategic Plan
MEAL	Monitoring, Evaluation, Accountability and Learning	NCD	Non-Communicable Disease
MESAF	Ministry of Employment, Social Affairs, and Family	NCHE	National Commission for Higher Education
MFI	Micro-Finance Institution	NDP	National Development Plan
MIDAS	Migration Data Analysis System	NDRA	National Displacement and Refugee Agency
MMTF	Mixed Migration Task Force	NEC	National Electoral Commission
MoAD	Ministry of Agriculture Development	NFE	Non-Formal Education
MoD	Ministry of Defence	NGO	Non-Governmental Organisation
MoECC	Ministry of Environment and Climate Change	NOK	Norwegian Krone
MoEM	Ministry of Energy and Mining	NPC	National Planning Commission
MoES	Ministry of Education and Science	NPL	Non-Performing Loan
MoFAIC	Ministry of Foreign Affairs and International Cooperation	NQCC	National Quality Control Commission
		NSP	National Service Programme
MoFD	Ministry of Finance Development	NTB	National Tender Board

NTP	National Tuberculosis Program	SLNHRC	Somaliland National Human Rights Commission
NTT	National Technical Team (NDP III formulation)	SLPF	Somaliland Police Force
ODA	Official Development Assistance	SlSh	Somaliland Shillings
PCR	Pupil-Classroom Ratio	SME	Small and Medium Enterprises
PESS	Population Estimation Survey	SMGA	Somaliland Marine Authority
PFM	Public Finance Management	SNDF	Somaliland National Disability Federation
PHEPR	Public Health Emergency Preparedness and Response System	SNE	Special Needs Education
PLWHIV	People Living With HIV	SOB	Sexual Offence Bill
PPF	Project Preparation Facility	SOLNAC	Somaliland National Aids Commission
PPP	Public Private Partnership	SOP	Standard Operating Procedure
PSD	Planning and Statistical Department	SRHR	Sexual and Reproductive Health and Rights
PTR	Pupil-Teacher Ratio	SQKM	Square Kilometre(s)
PV	Photovoltaic	STI	Sexually Transmitted Disease
PWD	People With Disabilities	SYDF	Somaliland Youth Development Fund
QASS	Quality Assurance and Standard Service	T&D	Transmission and Distribution
RBM	Result Based Management	TB	Tuberculosis
RDA	Road Development Agency	TEU	Twenty-foot Equivalent Unit
RDP	Reconstruction and Development Plan	TFR	Total Fertility Rate
REO	Regional Education Officer	TOT	Training of Trainers
RMNCAH	Reproductive, Maternity, Newborn, Child, and Adolescence Health	TVET	Technical and Vocational Education and Training
ROA	Return on Assets	UAE	United Arab Emirates
ROE	Return on Equity	UN	United Nations
RTG	Rubber-Tyred Gantry	UNDP	United Nations Development Programme
RVF	Rift Valley Fever	UNFPA	United Nations Population Fund
SAHAN	Somaliland HIV/AIDS Network	UNHCR	United Nations High Commission for Refugees
SAM	Severe Acute Malnutrition	UNICEF	United Nations Children's Fund
SBC	Somaliland Braille Centre	USA	United States of America
SDF	Somaliland Development Fund	USD	United States Dollar
SDM	Service Delivery Model	WAAPO	Women Action for Advocacy and Progress Organisation
SEAP	Somaliland Electricity Access Project	WASH	Water, Sanitation and Hygiene
SEC	Somaliland Energy Commission	WFP	World Food Programme
SEN	Special Education Needs	WHO	World Health Organisation
SEZ	Special Economic Zone		
SEZA	Special Economic Zone Authority		
SIAR	Somaliland Institute of Agriculture Research		
SIBC	Somaliland Immigration and Border Control		
SLCG	Somaliland Coast Guard		
SLFMIS	Somaliland Finance Management Information System		
SLHDS	Somaliland Health Demographic Survey		
SLNCTE	Somaliland National College of Teacher Education		
SLNEB	Somaliland National Education Board		

TABLE OF CONTENTS

FOREWORD

The Government of Somaliland has developed successive development plans to address its national development challenges. The National Development Plan (NDP III, 2023-2027) is a medium-term strategy designed to unlock the country's potential in all sectors of the economy to achieve inclusive, sustainable development and poverty reduction. The NDP III builds on the achievements and lessons learned during the NDP II period (2017-2021), which concluded in December 2021, and aims to achieve the socio-economic transformation envisioned in the Somaliland National Vision 2030. During the NDP II period, the country grappled with external shocks and the persistent drought in the sub-region. The global shock of the COVID-19 pandemic taught Somaliland – and the entire world – the importance of building resilience in the economy, especially for the poor and vulnerable. As such, one of the notable updates to the NDP III is the addition of the Social Protection sector and climate change adaptation alternatives to strengthen the economy's resilience to recurrent shocks.

The NDP III envisages a diversified and resilient economy anchored on the principles of sustainable development. The plan prioritizes physical and human capital development as conduits to economic development. The NDP III will include significant investments to uplift infrastructure, mining and extractives, water facilities, and food security, and build on achievements in the health and education sectors. As in the past, the government's investments in the overall governance architecture remain high, as no meaningful development can occur without democracy and the rule of law. The NDP III has many strategies to support economic development by improving the business environment for the active participation of domestic investors and attracting foreign direct investment. The plan will continue to emphasise easing the process for registering businesses through one-stop shops, enhancing financing conditions, improving energy access, and lowering costs to reduce the burden on businesses.

The NDP III outcomes and cost estimates are the aspirations of the various sectors and government institutions over the next five years. The plan is meant to clarify the direction and structure of Somaliland's national development, providing common ground for dialogue, facilitating the participation of a wide range of stakeholders and development partners, and promoting synergies to achieve shared goals. In this context, an essential precondition of successful implementation is "mutual alignment". As the government is committed to aligning resources from the national budget with the NDP III, development partners are encouraged to follow suit based on international principles of development cooperation, as enshrined in the Paris Declaration on Aid Effectiveness.

As part of the NDP III implementation strategy, the government has initiated a National Development Fund (NDF) that is based on transparent and accountable governance principles to facilitate joint financing of priority interventions. The government will engage with development partners to build the NDF into a central financing mechanism for Somaliland's long-term development.

The implementation of the NDP III will also involve the government engaging with its development partners and inviting them to jointly formulate National Flagship Programmes (NFPs) with clearly defined plans, budgets, implementation arrangements, and committed finances. These NFPs are designed to address the following priorities:

- Boosting Somaliland's economic and private sector development and exploring and maximizing opportunities and multiplier effects created by recent significant private sector investments.
- Improving the resilience and livelihoods of agro-pastoral and pastoral communities in areas most vulnerable to climate change and recurring droughts.
- Developing climate-smart infrastructure in partnership with local governments and the private sector to improve access to affordable services crucial for developing value chains and private sector initiatives, such as energy, water, roads, information and communications technology, and markets, among others.
- Broadening and accelerating support to the decentralisation process that was started with support from the UN Joint Programme on Local Governance (JPLG).

The government will commit sufficient resources to monitor the NDP III during its implementation. All ministries, departments, and agencies (MDAs) are called upon to reinforce their internal capacity to continuously monitor progress through outcome targets and annual operational benchmarks. A separate NDP III Monitoring, Evaluation, Accountability, and Learning (MEAL) supplement provides technical guidance to MDA staff to harmonise monitoring and reporting efforts across government institutions. The learning from the mid- and end-term evaluations will offer vital recommendations for the formulation of Somaliland's next Vision Paper. It is critical that monitoring and evaluation are conceived and implemented as joint exercises, leading to broad ownership of conclusions and recommendations.

Finally, I want to reiterate the importance of alignment by all stakeholders in terms of objectives, choice of interventions, financial commitments, institutional and implementation arrangements, and monitoring and reporting on progress. I am confident that with the spirit of alignment, the NDP III will successfully improve the lives of my fellow citizens.

H.E. Muse Bihi Abdi
President of the Republic of Somaliland

ACKNOWLEDGEMENTS

BACKGROUND & CONTEXT

1.1 Introduction

In 1991, Somaliland had the enormous task of building a functional state after the devastating effects of the civil war that caused tremendous damage to the country. With determination, successive governments laid the foundations upon which to build future developments.

Thus, the country's development evolved out of a process of more than twenty years of grassroots peacebuilding and state-building. Over this time, the Somaliland government started engaging a range of international partners, including the United Kingdom, Denmark, Germany, Norway, the Netherlands, the European Union, the World Bank, the African Development Bank, and a range of United Nations agencies and national and international non-governmental organisations (NGOs/INGOs).

The first joint effort to work towards a common understanding of the priorities of Somaliland was the 2006 Joint Needs Assessment (JNA), leading to the 2007-2010 Reconstruction and Development Plan (RDP), conducted together with the United Nations and the World Bank.

These processes informed the thinking behind Somaliland's first National Development Plan (NDP I, 2012-2016). The then Ministry of National Planning and Development (MoPND) went on to develop the Somaliland Vision 2030. NDP I was written to operationalise the country's vision and communicate with citizens and the diaspora.

At the start of NPD I, Somaliland was considered, by World Bank estimates, to be one of the poorest countries in Sub-Saharan Africa, with a per capita Gross Domestic Product (GDP) of US$347. At the time, this was the fourth lowest in the world, ahead of Malawi, the Democratic Republic of the Congo, and Burundi.

With perseverance and much needed reforms, including improved budgeting and planning of domestic resources, the National Development Plan II (2017-2021) achieved steady growth for the period, with GDP per capita increasing from US$557 to US$775. Compared to initial estimates in 2012, this is a jump from the fourth poorest country in the world to the eighteenth poorest in the world.

This steady growth has caused changes to the structure of the economy. Although still largely pastoralist and with livestock rearing a mainstay in the economy, other sectors have witnessed significant growth over the years. This is especially true of the service sectors, notably in retail trade, tourism (due to relative peace), and financial services, with remittances playing a catalytic role in the economy. Leveraging the significant diaspora population, remittances continue to be the main flow of finance into the country together with development assistance. These serve as both a social safety net and key contributors to the growth in various sectors, especially in construction.

The re-emergence of the Berbera Port, with investments of US$440 million from Dubai Ports World, and its complementary infrastructure, the Berbera Corridor, is a testimony to the growing strategic role Somaliland could play in the Horn of Africa, reaping a peace and stability dividend. This is indicative of the improved investment climate in the country, with increased opportunities for Foreign Direct Investment (FDI) into other underdeveloped sectors such as fisheries and commercial agriculture. The oil exploration deal with Taiwan is another example of the improvements to and confidence in the business environment in Somaliland.

1.2 Demographics of Somaliland

The population of Somaliland was estimated to be 3.6 million in 2014 (47.9 percent male and 52.1 percent female) and projected to increase to 4.2 million in 2020, using a growth rate of 2.93 percent, with the bulk of the population living in urban centres.

The population of Somaliland has an average household size of six with 48 percent of the population being under the age 15 and roughly 72 percent of the population being under 30 years. Similarly, 48 percent of the population is within the working age group (15-64).

Somaliland's population is young and has become more urbanised over time due to several factors, including repeated droughts. However, there is still a significant proportion of Somaliland's population living outside of urban areas, whether living in rural settlements or as nomadic pastoralists. Urban, rural, and nomadic households differ significantly in terms of economic activities, sources of income, and consumption patterns, but also in terms of public service delivery challenges, such as the basic services of education, health, water, and sanitation. Although poverty is present across the country, those in non-urban areas are more deprived.

The different population groups stand at 53 percent urban dwellers, 11 percent residents in rural settlements, and 34 percent nomadic and agro-pastoral communities. Meanwhile, two percent of the population lives in settlements for Internally Displaced People (based on government and UN estimates). Having one of the highest fertility rates in the world, Somaliland has a broad-based age pyramid. The population is demographically very young, with nearly two-thirds (61 percent) of Somaliland's population aged less than 25 years and around three-quarters (74 percent) aged below 30 years.

Youth between 15-29 years of age constitute 26 percent of the population, while older persons (65 years and above) comprise only 6 percent of the total population. Nearly half (48 percent) of the population is within the working age (15-64 years), highlighting the need to create jobs and ensure that training or education address the needs of the labour market. The sex and age distribution of the population is presented by the population pyramid in Figure 1.

The growing urban population is already reshaping the socio-economic dynamics in Somaliland. More individuals in cities mean an increased demand for services and jobs. Also, this new trend is putting pressure on prices, particularly for food and housing.

Somaliland's economy is based on a dichotomous employment situation. Unemployment levels in urban Somaliland are exceptionally high – as much as 70 percent nationally.

On the one hand, there is an emerging service sector, which is generating increasing levels of quality jobs, but which are not adequately catered for by the local educational and training institutions.

On the other hand, the bulk of the population is engaged in the traditional sectors of pastoralism, agro-pastoralism, artisan fisheries, and trade, which require minimum levels of education and are not expected in their present situation to lead to improved livelihoods. To the contrary, these sectors are coming under increased threats due to the consequences of climate change.

Diversifying the income sources of the population is a challenge that Somaliland must face. The creation of meaningful and adequate employment sources is a challenge every government must tackle.

Figure 1: Population Pyramid of Somaliland
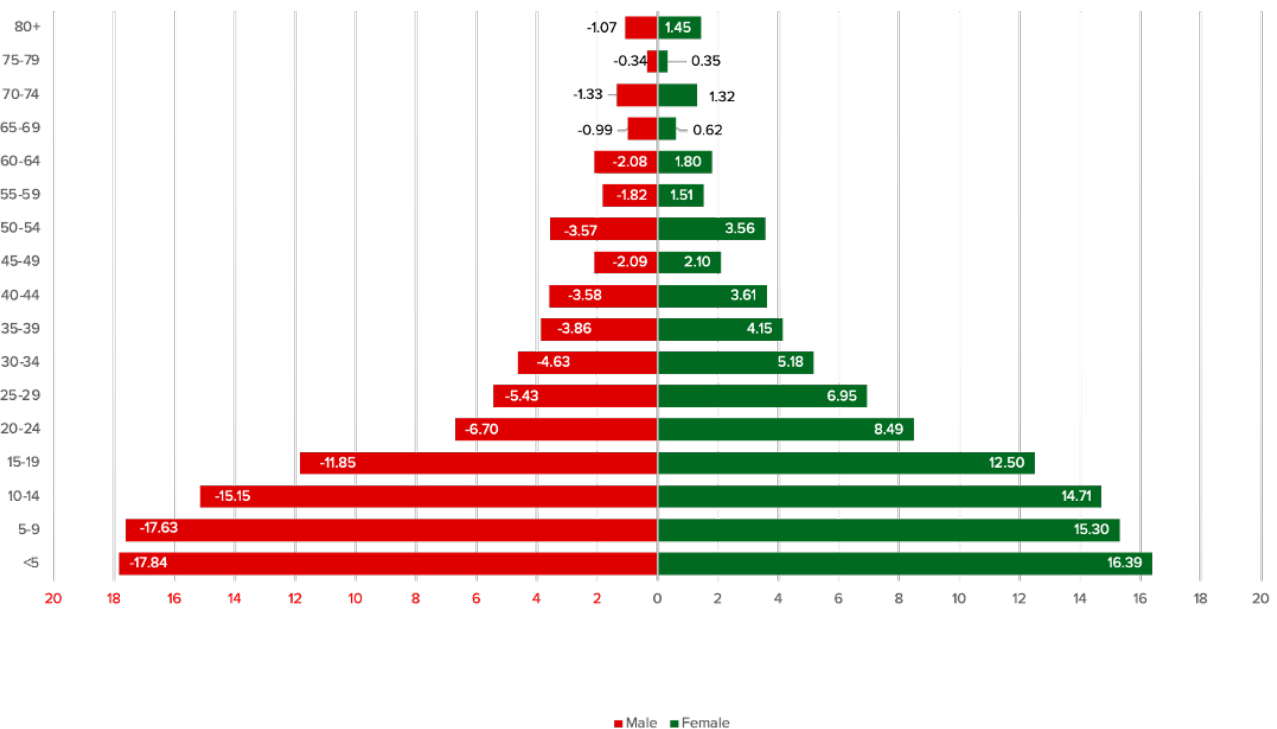
Source: MoPND estimates for 2016, based on UNFPA

ACHIEVEMENTS TOWARDS VISION 2030 GOALS

2.1 Somaliland Vision 2030 and NDP III Structure

Pillars and Sectors

In 2011, after 20 years of remarkable progress as an independent country, Somaliland decided to embark on the formulation of a vision that could encapsulate its long-term aspirations. *The Somaliland National Vision 2030: A Stable, Democratic and Prosperous Country Where People Enjoy a High Quality of Life* was developed, considering Somaliland's past, present, and envisioned future.

Since its inception, the Somaliland National Vision 2030 has provided common goals concerning Somaliland's future, enabling the country to take ownership of its development agenda. It also inspires the nation and its leadership to mobilise resources and overcome development challenges to attain higher standards of living. Moreover, the vision guides development partners to align their assistance with national priorities and aspirations. Importantly, it provides a framework upon which national strategies and implementation plans can be anchored.

The pillars upon which the Somaliland National Vision 2030 rests are i) Economic Development, ii) Infrastructure Development, iii) Good Governance, iv) Social Development, and v) Environmental Protection.

Expanding upon the five pillars of the National Vision 2030 and the NDP II, and based on requests from the affected government institutions, the National Planning Commission (NPC) decided to introduce changes in the planning structure of NDP III.

Please note:
- The Judiciary Pillar was added to accommodate the courts. The Ministry of Justice remains in the Governance sector.
- The Social Protection sector was added to the Social Development pillar.

Underpinning and Cross-cutting Themes

As in the NDP II, the underpinning themes of Resilience and Human Rights are key and critical conceptual areas that provide the foundational basis for development that each sector rests upon.

Cutting across each of the ten sectors are the following thematic areas:
- Displacement affected communities
- Gender
- Children's rights
- HIV/AIDS
- People with disabilities
- Youth

2.2 Poverty and Inequality

Data on poverty and inequality dates back to the poverty report in 2013, done in collaboration with the World Bank. The findings suggest that poverty is more prevalent in rural communities, where the poverty headcount stood at 37 percent. The urban areas were slightly better, with 29 percent of the urban population considered living in poverty.

It is important to mention that significant changes occurred between 2013 and the present, with the economy moving away from livestock dependency to be more service-oriented. The GDP per capita increased from an initial US$347 in 2013 to US$681 in 2022. This is likely to impact the population in different ways, ranging from economic activities to employment rates and household sources of income.

Based on the last labour force survey (2015), 50 percent of the population is in the labour force, but the poverty headcount ratio remains high among the economically active.

2.3 Social Development

Education

As in many other countries, education is highly correlated with poverty in Somaliland, and it can be a route out of poverty. Household heads with higher education levels are less likely to be in poverty. Although adult literacy is close to the Sub-Saharan Africa average, Somaliland children are much less likely to attend primary school than children in other countries in the region.

Children who do not attend primary education are likely to grow up lacking basic cognitive skills. The lack of basic cognitive skills will reduce their productivity and wages as adults as well as reduce their ability to adapt to changes and shocks in their environment. Children in rural areas of Somaliland are much less likely to attend secondary school compared to those in urban areas, raising concerns about the disparities in education access between rural and urban Somaliland. Cognizant of its obligation under Article 6 of the Universal Declaration of Human Rights, which states that every child has a right to education, the government of Somaliland has initiated various programmes over the period of NDP II. Despite the challenges, the Gross Enrolment Rate in primary education has improved only marginally from 29 percent in the 2018/19 academic year to 32 percent in 2020/21. However, the Gross Enrolment Rate in secondary education remained the same at 18 percent.

The Gender Parity Index at both primary and secondary levels decreased from 0.84 to 0.81 and 0.78 to 0.75, respectively. These are areas NDP III will strive to improve upon over the next five years.

Figure 3 compares educational attainment by sex. Educational attainment is higher for men than it is for women. Overall, 21 percent of women have no education, compared to 17 percent of men. Approximately 50.9 percent of women and 42.9 percent of men in the households surveyed have not completed primary education. Ten percent of men attended secondary or higher schooling, compared to 9 percent of women.

Figure 2: Changes to pillars and sectors in the NDP III planning structure

VISION 2030
A stable, democratic, and prosperous country where the people enjoy a high quality of life

PILLAR 1	PILLAR 2	PILLAR 3	PILLAR 4	PILLAR 5	PILLAR 6
Economic Development	Infrastructure Development	Good Governance	Social Development	Environmental Protection	Judiciary Development
SECTORS	**SECTOR**	**SECTOR**	**SECTORS**	**SECTOR**	**SECTOR**
1. Economy 2. Energy & Extractives 3. Production	4. Infrastructure	5. Governance	6. Education 7. Health 8. WASH 9. Social Protection	10. Environment	11. Judiciary

Health

Although there are still considerable challenges in the health sector, noticeable progress has been registered in many health outcomes, as per the Health and Demographic Survey from 2020.

Maternal mortality was reduced from 732 per 100,000 live births to 394 per 100,000 live births during the NDP II period. It is important to note in this context that the proportion of births attended by skilled health personnel increased from 33 percent to 40 percent in the same period.

Between 2016 and 2021, the under-five mortality rate went down from 137 per 1,000 live births to 91, and the infant mortality dropped from 85 to 72 per 1000 live births. However, neonatal mortality went up slightly, from 40 to 42 per 1,000 live births. Breastfeeding is almost universal in Somaliland, with 94 percent of children born over the last two years being breastfed and the prevalence of early initiation of breastfeeding in the first hour of birth is 69 percent. Malnutrition improved marginally from 14 percent in 2016 to 13 percent in 2021.

Also, in the context of communicable diseases, the incidence of new HIV infections per 1,000 uninfected people dropped from 6.8 to 0.03, while the incidence of tuberculosis dropped from 285 to 200 per 100,000 people and the incidence of hepatitis B dropped from 150 to 51 per 100,000 people.

Figure 3: Education levels by sex
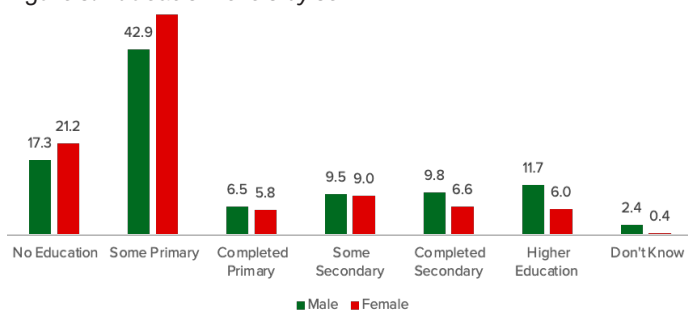
Related to out-of-pocket expenditures, the Somaliland Health Demographic Survey (SLHDS) reports on households' expenditures on health services based on the last month prior to the survey, showing that 27 percent of households spend less than $US50, whereas 28 percent spend US$50-99, 18 percent spend US$100-199, 7 percent spend US$200-299, and 20 percent spend US$300 or more on healthcare.

Water, Sanitation and Hygiene

According to the recent SLHDS, 41 percent of households get their drinking water from improved water sources. However, there is a slight discrepancy between the urban and rural population, as shown in Figure 4.

This data shows that less than half of the population has access to improved drinking water sources, defined as piped water on premises and other drinking water sources, like public taps or standpipes, tube wells or boreholes, protected dug wells, protected springs, and rainwater collection. Table 1 shows the number of additional functioning improved drinking water sources constructed or rehabilitated during the NDP II period.

The main interventions by the Ministry of Water Resources Development (MoWRD) are the construction (drilling) or rehabilitation of boreholes, together accounting for 50 percent of the 639 additional water supply systems, and the establishment or rehabilitation of mini-water systems (27.5 percent).

2.4 Economic Development

The Impact of Drought

In recent times, particularly beginning in 2010, there have been repeated droughts in Somaliland due to low and erratic rainfall. Currently, Somaliland is experiencing a drought. The drought has led to a severe reduction in the quantity and quality of grazing pastures and the water available for livestock. The effect on livestock herds has been devastating. Some regions have seen herd sizes fall by over half due to death, distress selling, and low birth rates. As a result, some families have lost their entire herd.

Figure 4: Access to improved drinking water sources
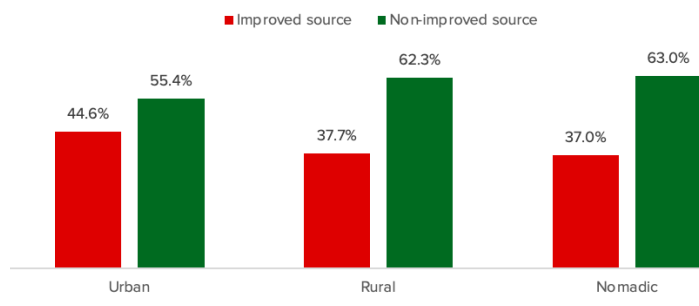
Around half of the population are pastoralists and livestock play a crucial role in supporting their livelihoods. They are a source of income and calories as well as a major capital asset. For many pastoralists, livestock are the only asset they own. Their living standards are intimately connected with the health of their livestock.

Besides a damaging impact on the health of livestock herds, the drought has had a significant direct impact on those who are engaged in agricultural production. It has also had an indirect impact on those working in the non-agricultural sector through reduced economic growth and inflation.

Crop Production

Somaliland's agriculture is dominated by subsistence farming, mainly dependant on traditional small-scale sorghum-based dryland agriculture (mono-cropping), although maize is also grown, especially in years with better rainfall. Mono-cropping has made soil less productive and is one of the attributed factors to land degradation in traditional farmlands. Most agriculture related programmes focus on emergency response and resilience enhancement, with very few working on agricultural development.

Table 2 below shows how both yields/ha and the total cultivated area vary widely from year to year.

Livestock

Livestock exports represent about 80-90 percent of the total value of all exported goods and services of Somaliland, indicating their importance. The Kingdom of Saudi Arabia (KSA), Yemen, Oman, and the United Arab Emirates (UAE) are the main destinations for Somaliland livestock exports.

The bulk of the live animals being exported are small ruminants (sheep and goats). Saudi Arabia is the main destination for these animals, with 70 percent of the exports taking place during the Hajj season. Based on health grounds, Saudi Arabia imposed a ban on imports between November 2016 and May 2020, based on claims that it found Rift Valley Fever (RVF) in Somali livestock. A second import ban was instituted in March 2020 following the onset of the COVID-19 pandemic and was ended in December 2022.

Figure 5 shows the export figures for sheep and goats between 2016 and 2020. The clear drop after the 2016 peak year is explained by the combined effect of the drought and the Saudi Arabia import ban.

Over the same period, stable numbers of live animals were slaughtered annually for domestic consumption in the seven urban slaughterhouses (approximately 530,000 goats and sheep, 23,000 camels, and 18,000 cattle per year). In the domestic market, the negative impact of the drought was compensated by the fact that more animals were available for the domestic market due to the Saudi Arabia import ban.

Fisheries

More than 95 percent of fish currently caught in Somaliland are estimated to be from registered national fishing boats, with an estimated 80 percent of this coming through the Berbera Port. Data from other locations (Maydh, Las Khorey) is currently not reliably collected.

Table 1: Number of water supply systems constructed or rehabilitated during the NDP III period

Description of Activities	2017	2018	2019	2020	2021	Total NDP II period	% of total
New Boreholes Drilled	39	27	31	45	22	164	25.7%
Boreholes rehabilitated	36	17	66	10	26	155	24.3%
Mini Water System established & rehabilitated	22	51	50	16	37	176	27.5%
Shallow wells Constructed & rehabilitated	25	18	25	5	6	79	12.4%
Construction & rehabilitation of earth dams	15	12	8	10	20	65	10.2%
Additional functioning improved drinking water sources	137	125	180	86	111	639	100.0%

| Proportion of total | 21.4% | 19.6% | 28.2% | 13.5% | 17.4% | 100.0% | |

Table 2: Cereal production between 2015 and 2019 (cultivated land, production, and yield)

		2015	2016	2017	2018	2019
Maize	Area (ha)	9,465	2,000	300	2,250	400
	Production (tons)	498	1,200	90	450	170
	Yield (kg/ha)	53	600	300	200	425
Sorghum	Area (ha)	43,824	26,000	21,600	24,500	35,000
	Production (tons)	8,410	20,800	15,610	10,600	33,630
	Yield (tons/ha)	192	800	723	433	961
Total (grain)	Area (ha)	53,289	28,000	21,900	26,750	35,400
	Production (tons)	8,908	22,000	15,700	11,050	33,800

Figure 5: Number of live goats and sheep exported during the NDP II period

	2016	2017	2018	2019	2020
Goats and sheep	2,875,770	1,770,968	1,280,252	1,710,646	1,105,054
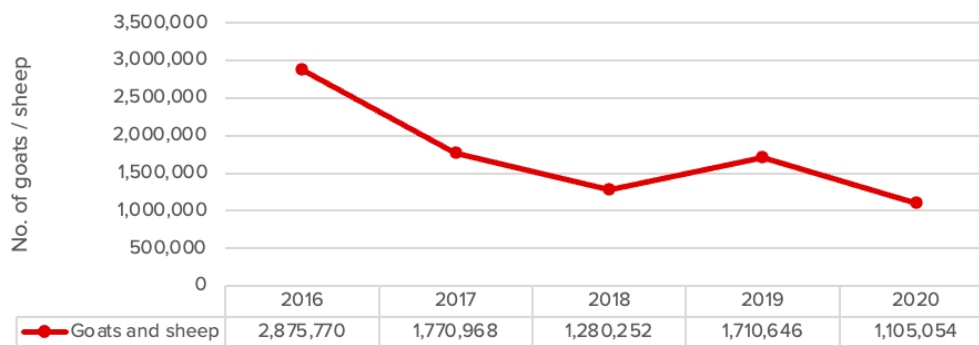
International vessels can operate through a locally established partner company and are currently (as of 2021) limited to a maximum of four licensed vessels after a complete ban was imposed by the Ministry of Livestock and Fishery Development (MoLFD) in 2018 and 2019. The growth of the annual catch from international vessels is therefore limited. The official annual catch from international vessels dropped from 830 tons in 2017, to zero during the period of the imposed ban, and back to 219 tons in 2020 and 162 tons in 2021.

The limitations have been imposed for environmental reasons, as MoLFD does not have the capacity to regularly conduct stock assessments and establish sustainable fishing quotas or ensure sufficient oversight to limit the damage to coral reefs.

Figure 6 shows a steady increase of the annual catch from registered national fishing vessels over the NDP II period, with a total increase of 74 percent between 2016 and 2021.

The fleet of national fishing vessels that were registered with the Fishery Department consisted in 2021 of 245 smaller vessels with an engine capacity of less than 25 hp, 123 vessels with an engine capacity between 25 hp and 100 hp, and only seven bigger vessels with an engine capacity of more than 100 hp

Energy

The recently updated National Energy Policy estimates that 80.7 percent of Somaliland urban households have access to electricity, whereas 20.3 percent of rural and nomadic households have access to electricity. These figures are slightly below the target outcome indicators of the NDP II.

Energy is relatively expensive, which has a negative impact on household income and business development. Efforts

by the Ministry of Energy and Mining (MoEM) to reduce the average tariff charged by energy service providers have been a priority and during the NDP II period there has been a reduction of 35 percent, according to a survey in the 9 major towns, which slightly surpassed the 30 percent target.

It is estimated that 16.2 percent of the total installed 150 MW capacity comes from renewable energy sources, considerably above the NDP II target of 10 percent. The main renewable energy projects implemented during the NDP II period include:

- Energy Security and Resource Efficiency Somaliland (ESRES) was a US$34 million clean energy investment and technical assistance programme in Somaliland.
- The Somali Electricity Access Project (SEAP) is a US$2.6 million clean energy investment and technical assistance programme in Somaliland.
- Somaliland Energy Transformation was a US$4 million renewable investment that targeted maternal and child health facilities, schools, and water points in the rural areas of Somaliland.
- A US$2.6 million investment in solar streetlights and renewable energy installations for Las Anod and Erigavo hospitals.
- The Berbera Solar Project that installed 7 MW of solar capacity in Berbera.

In terms of improving the policy and legal framework, the Somaliland Electrical Act was passed by the parliament in 2018 and signed off by the president. However, there are important sections, such as tariff regulation, that were removed by the parliament during the review.

Upon the approval of the Act, the Somaliland Electricity Commission was appointed, and they are currently regu-

Figure 6: Annual catch from registered national fishing vessels over the NDP II period (in tons)

	2016	2017	2018	2019	2020	2021
Annual catch from national fishing vessels (tonnes)	4,900	5,300	5,817	7,761	7,683	8,532
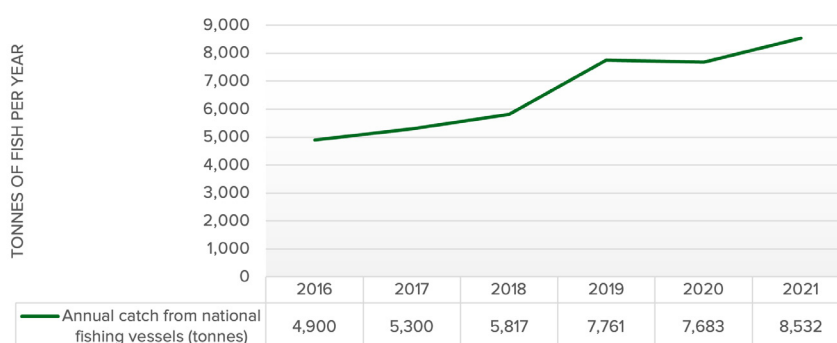
lating the sector. The Commission is currently working to establish the certification and licensing system of the electrical workers and contractors. The MoEM also developed and endorsed the temporary distribution guidelines.

In early March 2017, consultancy services were contracted for the development of a Power Master Plan. This Power Master Plan captures the current situation within the Somaliland power sector as well as suggests ways to improve efficiency. The Power Master Plan of Somaliland was launched in 2020.

Extractives

The MoEM formulated and facilitated a multi-client 2D seismic project, which it presented to all international oil companies that have production sharing agreements with government. The first project of the multi-client arrangement was concluded in January 2018, with the acquirement of 3500 km of 2D seismic surveys for Genel Energy on blocks SL6, SL7, SL10, and SL13. The second project was concluded six months later in July 2018, with the acquirement of 800 km of 2D seismic surveys for RAK GAS on block SL9. In mid-2019, both RAK Gas and Genel carried out seepage analysis surveys. These oil and gas exploration surveys covered 17 percent of Somaliland's land mass, exceeding the NPD II target of 10 percent.

The extractives sector has also implemented numerous mineral exploration undertakings, including the following:

- Small scale jade mining
- Abdulqadir Mining exploration survey
- Dhagax Guure mining exploration survey
- Sheiklh (Sule Malable) mining exploration survey
- Laaso Surad mining exploration survey
- Exploration and small-scale mining of gold in Sanaag
- Siimoodi gemstone project.

2.5 Environmental Management

The following developments are noteworthy achievements during the NDP II period:

Biodiversity Protection

A total of 5,000 km^2 of land has been gazetted as protected areas and four biodiversity hotspot sites have been identified and evaluated.

In terms of wildlife protection, 90 cheetahs, approximately 40 antelopes, and numerous birds of prey, wild cats, caracals, and about 400 lizards and tortoises were saved. Three wildlife orphanage centres have been established in Dabis, Masalaaha, and Geeddeeble. The Ministry of Environment and Climate Change signed an agreement with Sweden for a project to assist in the establishment of Somaliland's first marine conservation area, to be established during the NDP III period.

Soil and Water Conservation

Various soil and water conservation programmes have been implemented, including the construction and rehabilitation of 30 berkhads in Togdheer and 11 berkhads in Sanaag, as well as soil bunds, stone terraces, check dams, and gabions. Four sand dams and two earth dams were

constructed at Arabsiyo, Dabis, Aw Barkhadle, Diinqal, El Ayfwein, and Balli Gubbedle.

Communal Grazing Reserves

Five communal grazing sites were brought under the management of the local communities of Bancawl, Casuura, Bookh, Aroori, and Tuuyo. An additional 20 potential communal rangeland sites have been assessed, while dozens of illegal private enclosures were eliminated, mainly in the Maroodi Jeex and Togdheer regions. A rangeland demonstration site was established at Illinta Bari.

Forestry and Tree Planting

Approximately 820,000 seedlings were distributed to major urban centres and at least 70 percent of trees were successfully planted. Five new tree nurseries were established in Debis, Geeddeeble, El Afweyn, Ainaba, and Shurko and an additional five nurseries were rehabilitated in Borama, Berbara, Erigavo, Burao, and Hargeisa.

Reduction of the Use of Charcoal

The Ministry of Environment and Climate Change, with support from its development partners, distributed 15,000 energy-saving cooking stoves, 4,000 liquefied petroleum gas (LPG) cylinders, and 3,000 kerosene stoves covering all regions of Somaliland.

The policy and legal instruments were put in place to introduce a tax exemption for LPG and a tax reduction for equipment related to alternative energy. The ministry has also provided a subsidy for private investors interested in producing charcoal from mesquites (*Prosopis juliflora*), an invasive tree species in farmlands, especially in the west of the country.

Key Policies and Legal Instruments

Table 3 shows the policy formulation processes in each sector that were completed and led to approved policies during the NDP II period.

Table 4 shows several other policy formulation processes that led to draft versions that are available but have not yet been submitted to or approved by the cabinet.

2.6 The Somaliland Development Fund

The Somaliland Development Fund (SDF) is highlighted here as an excellent example of a jointly-managed development fund under the chairmanship of the Government of Somaliland, leading to the successful implementation of projects in several sectors at the value of almost US$60 million. It has been often recognised as the government's preferred financing mechanism.

Phase one of the SDF was successfully concluded at the end of 2018 and phase two has been initiated. As Table 5 shows, phase one had a total of just over US$59 million in donor contributions, used to finance 12 major projects.

In total, just under 500 procurement contracts were handled for the supply of goods and services for the design, preparation, implementation, and conclusion of these projects. The vast majority (approximately 90 percent) of these contracts were awarded to local contractors, providing a boost to the Somaliland economy as well as reinforcing

entrepreneurial skills and routines in operating under professionally executed contracts.

One important reason for the operational success of the SDF projects is the Project Preparation Facility (PPF) at the SDF Secretariat. Once an initial Project Concept Note is approved, this will unlock financial resources for technical assistance to support the requesting ministry in developing a professionally designed Final Project Proposal with a detailed budget.

Table 5 shows that just over US$50,000 was spent for the PPF assisting the line ministries in preparing 12 projects, with a total value of US$58.5 million, or less than 0.1 percent of the overall investments. The establishment of a Project Preparation Facility could greatly enhance the capacity of ministries, departments, and agencies (MDAs) to operationalise the NDP III and formulate properly designed interventions with sound budgets. Lessons could be learned from global funds that work with such a facility, such as the Green Climate Fund.

Table 3: Approved policies per sector during the NDP II period

Sector	Description	Assigned Government Entity	Status
Economy Sector	Investment Policy	Ministry of Investment and Industry	Approved by Cabinet after updating it
Economy Sector	Small, Medium Enterprises Policy	Ministry of Trade of and Tourism	Approved by Cabinet
Energy & Extractives Sector	Energy Policy	Ministry of Energy and Minerals	Approved by Cabinet
Production Sector	Fisheries Policy	Ministry of Livestock Husbandry and Fisheries Development	Approved by Cabinet
Governance Sector	Children's justice policy	Ministry of Justice	Approved by Cabinet
Education Sector	National Education Policy	Ministry of Education Science	Approved by Cabinet after updating it
WASH Sector	National Water Policy	Ministry of Water Resources Development	Approved by Cabinet

Table 4: Draft policies that have been formulated during the NDP II period

Sector	Description	Assigned Government Entity	Status
Economy Sector	PPP Policy	Ministry of Investment and Industry	Available as a Draft
Economy Sector	Cooperatives Policy	Central Bank	Available as a Draft
Economy Sector	Trade Policy	Ministry of Trade of and Tourism	Available as a Draft
Energy & Extractives Sector	Mine policy	Ministry of Energy and Minerals	Available as a Draft
Production Sector	National Agricultural Policy	Ministry of Agriculture Development	Available as a Draft
Governance Sector	Legal Aid Policy	Ministry of Justice	Available as a Draft 2014 which is not updated
Governance Sector	National Justice policy	Ministry of Justice	Available as a Draft
Governance Sector	National Planning Policy	Ministry of Planning and National Development	Available as a Draft
Environment Sector	Policy on Disaster Risk Management	National Disaster and food Security Authority	Available as a Draft
Environment Sector	Draft National Policy on Environment	Ministry of Environment	Available as a Draft
NDPII Cross-cutting Themes	National Youth Policy	Ministry of Youth and Sports	Available as a Draft

Table 5: SDF funded projects during Phase 1 (August 2013-December 2018)

Project holder	Approved projects	Status 31/10/2018
HWA	Hora Hadley well field and Hayaha 1&2 water supply	12,158,814
Land	Development of Land Policy	800,300
MoA	Maroodijex Upper catchment soil and water conservation project	4,912,714
MoERD	Capacity building for sutainable rangeland and forest management	2,346,020
MoL	Enhancing livestock export system with infrastructures and services	4,491,690
MoWR	Water Resources Development in Somaliland inc. Sool and Sanaag	7,251,187
RDA	Road rehabilitation Lafaruk - Berbera - Sheikh	10,440,149
MoNPD	Communication Hub	1,237,660
RDA	Road rehabilitation Kalabayd - Dilla	2,356,776
MoE	Education in Sool and Sanaag	4,971,709
MoH	Health in Sool and Sanaag	5,766,661
MoFMR	Strengthening Fisheries	1,737,464
	JSC Management	499,727
	Project Preparation Facility	50,683
		59,021,554

Chapter 3

MACROECONOMIC ANALYSIS

Figure 7: GDP growth rates between 2013 and 2020.
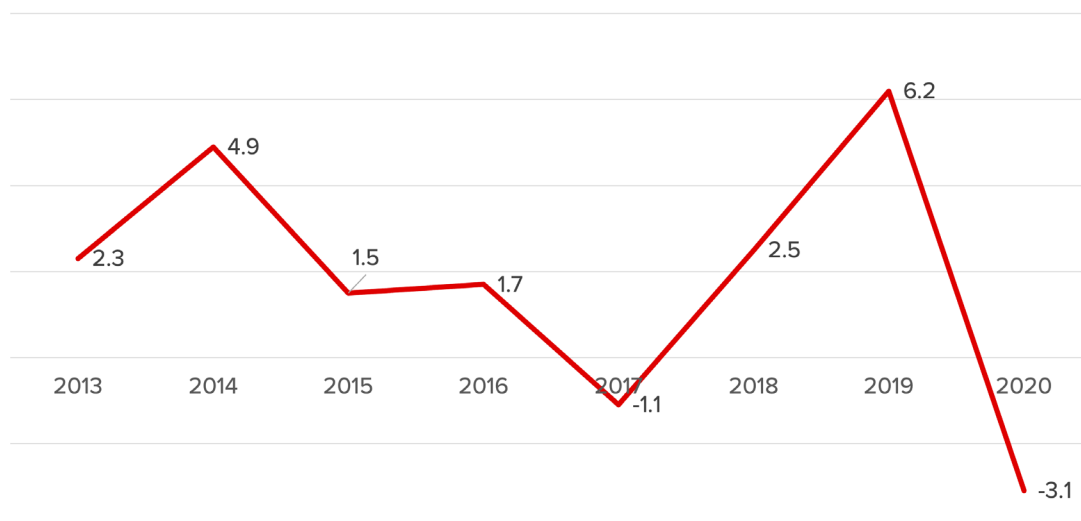
3.1 Gross Domestic Product

Somaliland started measuring its annual Gross Domestic Product (GDP) in 2012, with technical assistance from the World Bank, and later the Government of Sweden and the African Development Bank (AfDB). This coincided with the first National Development Plan (NDP I, 2012-2016). The economy registered a steady growth from 2013 to 2016, averaging 2.6 percent for the period under consideration (see Figure 7).

The start of the National Development Plan II (NDP II) coincided with negative growth, with the economy contracting at -1.1 percent, which was mainly attributed to the drought and restrictions imposed on livestock imports by Saudi Arabia. The subsequent two years registered significant growth under the circumstances, with 2.5 percent and 6.2 percent in 2018 and 2019 respectively. As Somaliland has one of the most open economies in the region and is connected to the world economy through trade, COVID-19 impacted the economy in 2020, as in most countries, with a contraction of -3.1 percent.

Table 6: Contributions to Somaliland's GDP by sector

Economic Sector	2019	2020
AGRICULTURE A	**8.1**	**6.9**
Crops	3.0	5.1
Livestock	87.5	75.6
Forestry	9.4	8.0
Fishing	0.2	0.5
INDUSTRY	**18.6**	**15.0**
Mining and Quarrying	2.4	2.7
Manufacturing	3.3	3.9
Electricity, gas, and water supply	0.0	0.0
Construction	94.4	93.4
SERVICES (HH + G + service export)	**73.3**	**78.1**
Food and Beverages	54.6	58.1
Housing	19.5	18.7
Government sector	7.0	6.4
Central Government	*90.2*	*88.8*
Local Government	*9.8*	*12.7*
Other services	18.9	16.8

Source: Central Statistics Department, MoPND, GDP Data, and author's estimations

The GDP at constant prices rose from US$1.9 billion in 2012 to US$2.3 billion in 2020, and GDP per capita (at current prices; 2017 base year) rose from US$544 to US$697. This highlights the significant potential for growth yet to be fully exploited due to economic vulnerability to external related shocks.

3.2 Sectoral Contributions to Economic Growth

Somaliland is attempting to develop non-livestock sources of growth for the economy to create additional revenues for the government to invest in social sectors, as well as to reinvest into the economy. The NDP II had strategies and interventions in agriculture, mining, manufacturing, and the ever-growing service sector, while identifying programmes to promote resilience to maintain comparative advantage in and grow the livestock sector.

Based on estimations from Somaliland's GDP figures, which is computed using an expenditure approach, sector contributions to GDP in the last two years confirm the growing importance of the service sector. Table 6 highlights the various components based on classifications of the System of National Accounts 2008 guidelines. The major contributions of the three main economic sectors to GDP in 2020 were 8.1 percent from agriculture (production sector), of which livestock clearly stands out, 18.6 percent from industry, and 73.3 percent from services.

The Agricultural and Production Sector

The contribution of the agriculture and production sector to GDP dropped from 8.1 percent in 2019 to 6.9 percent in 2020. The drop is mainly attributed to the impact of COVID-19 that curtailed livestock exports into the main market of Saudi Arabia, as there was limited Hajj and Umrah participation. Somaliland is the Horn of Africa's largest exporter of livestock - mainly goats, sheep, and cattle - into Saudi Arabia and other Gulf States, particularly during the Hajj. The livestock sector contributes over 75 percent of the total value of exports, as well as to the agriculture sector. Pastoralism continues to be the dominant economic activity for most of the six regions across Somaliland, creating jobs and employment for the greater part of the population.

There is limited economic activity in forestry, fisheries, and

crop production. With a coastline of over 800 kilometres, fisheries are one of the most underdeveloped sub-sectors. There is just one commercial fish processing factory in the country. Despite livestock's significant contribution to the Somaliland economy, all three sub-sectors, including livestock, continue to lag due to their strictly subsistence nature.

The Industrial Sector

The contribution of the industrial sector to GDP dropped slightly from 18.6 percent in 2019 to 15.0 percent in 2020. All the sub-groups, i.e., construction, manufacturing, and mining, registered drops in overall activity. The construction industry remains the most buoyant, contributing to 93.4 percent of industry, with both private and public investment in the sector. The construction sub-sector is highly dependent on remittances from Somalilanders abroad. Mining and quarrying contributions to growth remain largely underdeveloped whilst manufacturing is mainly in light industries.

The Services Sector

The contribution of the services sector to GDP increased slightly from 73.3 percent in 2019 to 78.1 in 2020. All sub-sectors showed a great deal of resilience despite the pandemic, with just moderate drops in a few instances.

Food and beverages constitute 58.1 percent of the total services sector, followed by other services, which include wholesale and retail, telecoms, financial services, hospitality, etc. Public administration remains strong, especially from the central government, constituting 6.4 percent of the sector, a drop from seven percent in 2019. Prospects in the service sector depend on the rebound of activities in accommodation, professional services, administration, remittances (to support consumption), and hospitality, which contracted during the pandemic due to travel restrictions.

The tourism sector could pick up as travel restrictions are eased due to improved health responses, the administration of COVID-19 vaccines and increased international travel. However, the outlook for the tourism sector remains fragile due to uncertainties surrounding the potential appearance of new variants of the COVID-19 virus and potential need for new travel restrictions.

3.3 Fiscal Operations

The Government of Somaliland's fiscal position over the last three years of NDP II was strong despite challenges posed by COVID-19 for revenues and unexpected expenditures. In the fiscal year 2019, the overall budget balance (including grants) was a surplus of SlSh 90.4 billion. Due to the pandemic, the deficit widened to SlSh 29.7 billion in 2020, attributed mainly to a reduction in grant flows as well as increased spending on goods and services.

The budget balance was restored from a deficit to a positive of SlSh 97.2 billion in 2021 as economic activities bounced back. Figure 8 highlights the government's fiscal balances considering grants and loan repayments. The objective of the analysis is to delineate the effect of grants and loan repayments on current efforts to gain a strong fiscal position. The budget balance (excluding grants) and primary balance (excluding grants and loan repayments) were both positive for the last three years of NDP II. The budget balance, excluding donor funds and loan repayments, was consistently positive, reflecting good fiscal management.

Domestic Revenue

Domestic revenue, as indicated in Figure 9, increased by 26 percent from SlSh 1.8 billion to SlSh 2.0 billion, or 7.9 percent of GDP in 2020. The revenue-GDP ratio highlights the need for significant improvement in revenue generation, as the World Bank's minimum recommended ratio is 14 percent for Sub-Saharan Arica countries. Tax revenue continued to be the main source of revenue for the gov-

Figure 8: Somaliland's fiscal balances, 2019-2021 (SlSh)
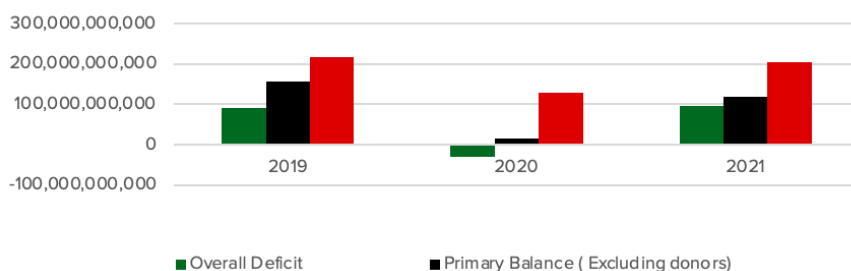
Figure 9: Revenue composition in Somaliland (SlSh)
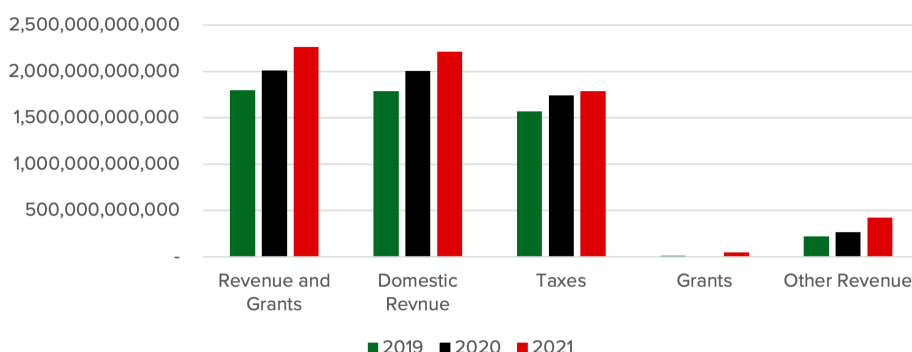
Figure 10: Government expenditures (SlSh)
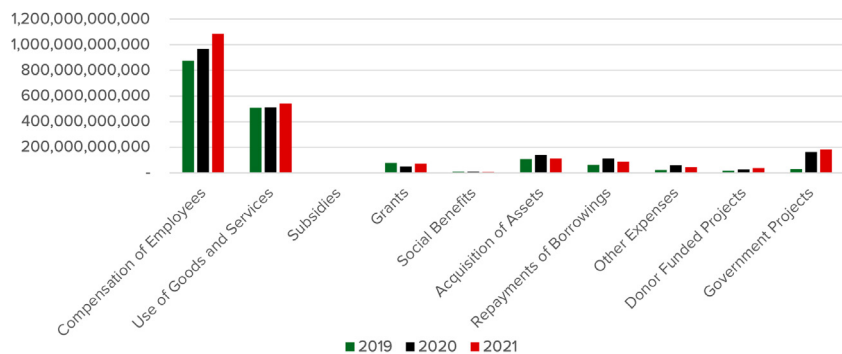
Figure 11: Repayment on loans
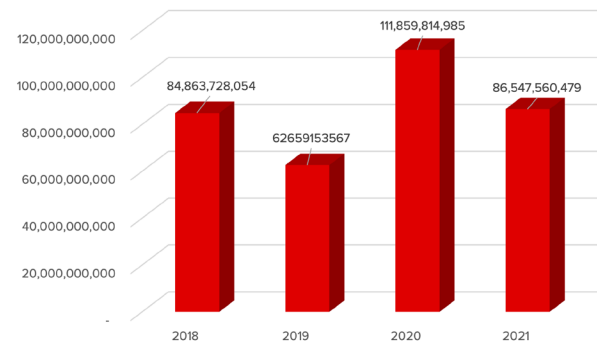
ernment over the NDP II period, accounting for 87.8, 86.8, and 80.8 percent of total revenue in 2019, 2020, and 2021 respectively. The contribution of taxes to domestic revenue is slowly reducing as non-tax revenues grow, a positive development in expanding the revenue base.

Government Expenditures

Similarly, government expenditure grew in nominal terms alongside revenues. Compensation of government employees continues to be the main expenditure, with a majority going to the security sector.

Of particular importance is the increase in project financing from the government over the years, which grew from SlSh 27.7 billion to SlSh 182 billion, an increase of over 500 percent. To address the infrastructure deficit, which is required to spur economic growth, this trajectory must be sustained.

Donor funds using Somaliland's country systems continue to be extremely low compared against recommendations set out in the Paris Declaration, which encouraged donors to use country systems as opposed to creating parallel structures.

Domestic Debt Market Developments

The domestic debt market remains shallow and is constituted largely of arrears accumulation by Ministries, Departments, and Agencies (MDAs). There is no accessible capital market for the government or private sector to raise required funding for investments. Due to a lack of access to international financial markets and financing from multilat-

eral financial institutions, all of the country's debt is domestic. Additionally, due to an absence of financial assets such as treasury bills and central bank bonds, all loans accrued are mainly arrears accumulated by MDAs and central bank advances. There is an existing debt manual that guides the validation and payment of debt.

Total domestic debt payment as of December 2021 amounted to SlSh 86.5 billion, dropping from a high of SlSh 111.9 billion in 2020, a 22 percent reduction (see Figure 11).

3.4 Financial Sector Development

Financial indicators of the banking industry remain within prudential requirements, indicating a well-capitalised and highly liquid industry.

Growth in the banking industry is evident in its asset base. Total assets grew by 22 percent from 2019 to stand at US$290.6 million by the end of December 2020. Overall, the assets of the banking industry grew by 64 percent from 2017 to 2020. There was also a significant rise in bank deposits from US$120.3 million in 2017 to US$291.1 million by the end of 2020. This is a significant indicator of the banking sector's liquidity and ability to supply credit to the economy. Although there is considerable room for improvement, the banking sector's catalytic role and contribution to the economy is growing. Gross loans as of December 2020 stood at US$184.3 million, up from US$49.7 million at the end of 2017, a growth of 271 percent. Private sector credit growth, a universal indicator of business growth, grew 124 percent

Table 7: Financial soundness indicators of the banking sector in Somaliland

Banking Sector Financial Indicators					
Year	2017	2018	2019	2020	Prudential Requirement
Adequacy Ratio					
Capital Adequacy Ratios (CAR)	17.2	14.2	13.2	12.9	N/A but it's around the recommended ratio per Basel Accords
Liquidity Ratios					
Current ratio (%)	1.18	1.03	1.03	1.04	N/A
working capital (US$)	22,094,054	5,458,759	5,929,696	9,160,310	N/A
Net Assets					
Total debt to total assets (%)	86.2	88.2	89.2	89.6	N/A
Total debt to total equity (%)	625.1	776.9	845.5	865.7	N/A
Total equity to total assets (%)	13.8	11.4	10.5	10.4	N/A
Financial leverage (%)	725.4	881	948.1	965.7	N/A
Profitability ratios					
ROA (%)	0.6	0.7	0.7	0.8	N/A
ROE (%)	4.6	5.8	6.9	7.7	N/A
Financial ratios					
Loan to Deposit ratio (%)	41.3	31.3	33.3	63.3	N/A
Loan to asset ratio (%)	28.1	26.6	28.2	63.4	N/A
Others					
Asset Growth (%)		12.5	20.2	17	N/A
Net Assets (US$)	24,435,578	24,893,305	25,772,645	30,093,201	N/A

Figure 13: Inflows and outflows of remittances vs. the trade balance

	2017	2018	2019
Remittances	65%	41%	45%
Trade decificit	-42%	-38%	-38%

Source: Central Bank of Somaliland

Figure 14: Exchange rate and trade balances

Source: MoPND, GDP Database

in 2020. Unfortunately, there is no data on Non-Performing Loans (NPLs). This makes it impossible to estimate significant asset quality measures, such as gross NPLs to gross loans, provisions to NPLs, earning assets to total assets, etc.

Table 7 shows that the banking industry capital adequacy ratio averaged 12.9 percent at the end of December 2020, compared to 13.2 percent a year ago, representing a drop of 0.3 percentage points. Although 12.9 percent is above the prudential requirement of 10 percent, the rate at which it dropped since 2018 is concerning.

The industry remained highly liquid, with a liquid to total asset ratio of over 80 percent since 2017, reaching a peak of 90 percent at the end of December 2020. This is well above the prudential requirement of 30 percent. This indicates that banks are holding onto significantly more cash than required, possibly due to the lack of safe investment options. The ratio of liquid assets to deposits as of December 2020 was 89 percent, high enough to meet short-term liabilities.

Return on Assets (ROA) and Return on Equity (ROE) from the end of December 2019 to the end of December 2020 rose from 0.8 percent and 7.7 percent to 0.7 percent and 6.9 percent, respectively. The moderate returns could be attributed to excessive liquidity, as some of the liquid assets could be invested for higher returns.

The non-bank financial sector serves the informal component of the economy and is often used as a good indicator of financial inclusion. In Somaliland, non-bank financing is provided by microfinance institutions (MFIs) and mobile financial services. Both are expanding, in volume and in value, contributing to the rapid expansion of the digital financial space.

MFI's assets, capital, and income continue to grow. Total capital grew by 21 percent from US$5.7 million at the end of December 2018 to US$6.8 million at the end of December 2019. MFIs registered 24 percent and 27 percent growth in total assets and total loans, from US$7.4 million and US$6.0 million in 2018 to US$9.4 million and US4 7.5 million, respectively. Finally, MFIs registered their highest recorded growth rates during this period, rising from US$252,118.47 to US$ 484,867.69, an increment of 92 percent.

3.5 Balance of Payments

The balance of payment is not estimated in Somaliland as the system of national accounts is not fully estimated. As a result, this section analyses the goods and services of a typical current account, depicting persistent deficits financed through remittances and official flows. The goods account balance is estimated to be at a deficit of US$109.8 million as of December 2021, compared to a deficit of US$106.6 million the previous year. The deterioration in the goods account balance mainly reflects an increase in the importation of goods, which offsets the slight growth in exports.

Figure 12: Goods, services, and trade account balances (in USD millions)
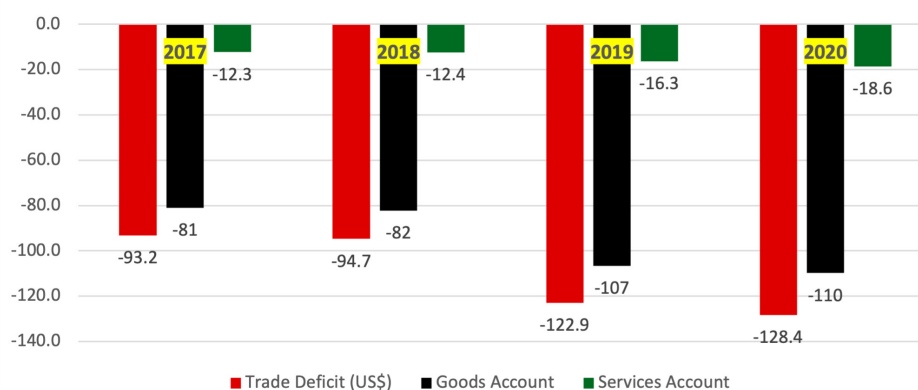
Source: MoPND, GDP Database

The services account balance decreased 14 percent, from a deficit of US$16.3 million in 2019 to US$ 18.6 million in 2020. The widening deficit is attributed to a drastic drop in both tourism and personal travel due to COVID-19.

Both the services and goods accounts persistently recorded increasing deficits from 2017 to 2020. As a result, the trade balance worsened over the same period, exerting more pressure on financing the deficit. As depicted in Figure 12, the trade deficit widened from US$ -93.2 million in 2017 to US$ -128.4 in 2020, representing a negative growth of 38 percent.

The main sources of financing the trade deficit are remittances from abroad and Official Development Assistance (ODA). There is limited data on Foreign Direct Investment (FDI) and Portfolio Investment Flows (PIFs) into the country. Figure 13 compares the trade deficit with remittance flows.

3.6 Exchange Rate Development

The foreign exchange market continues to be awash with liquidity largely due to export receipts and ODA. However, it is equally under pressure as net flows of remittances registered in 2021 were negative.

The Central Bank of Somaliland's main monetary policy tool to manage inflation is the exchange rate corridor. Based on movements in the market, the bank embarks on open market operations, through auctions, to stabilise the Somaliland shilling. The bank injects more shillings into the market when the value of the currency is considered overvalued (appreciates) against the US dollar. Alternatively, when the shilling depreciates, which impacts price stability, the bank intervenes by withdrawing more shillings using the US dollar. The market volume for US dollars then increases and slightly depreciates against the shilling.

In Figure 14, the exchange rate (period average) depreciated 10 percent from 2017 to 2018. Subsequently, the shilling appreciated by 14 percent in 2019 and one percent in 2020. Overall, currency depreciation or appreciation within a five percent band is acceptable, as it is considered non-volatile.

In this regard, the stability of the shilling from 2017-2020 bodes well for inflation and overall macroeconomic stability. The Bank of Somaliland intervened in the market on multiple occasions in 2021 to influence the market rate of the shilling. Overall, the net injection was SlSh 48 billion, indicating a strong performance of the shilling against the US dollar.

3.7 Price Development (Inflation)

Although Somaliland is vulnerable to external shocks that can spike inflation, such as high imports (imported inflation), persistent trade deficits, and exchange rates, inflation has been low and stable over the last two years. Headline inflation has consistently been below double digits since August 2018, when it was 13.6 percent following high spikes in much of 2017 and 2018. Over the last two years, prices have, to a large extent, been stable within the central bank target of single digit inflation. Much of the inflation is driven by food inflation, except from April 2021 to July 2021 as depicted in Figure 15. The price stability towards the end period of NDP II is much more pronounced, as the last six months of 2021 registered subdued prices, peaking at one percent in July 2021.

The rise in food prices is influenced by the increase in "food crop and related items" prices, which increased by 3.7 percent in July and 1.8 percent in August before declining 0.2 percent in September. The other volatile component of headline inflation is energy prices, which also remained low in the last six months, peaking in December at 2.6 percent. As expected, core inflation is less volatile than food and non-food inflation. This is because core inflation measures fundamental changes in prices of goods and services in the economy, minus the volatile items. For the last six months, core inflation has never reached one percent. In fact, in December 2021, it was constant at 0.5 percent from the previous month. Indeed, the economy has experienced price stability for the past two years, aided by central bank monetary operations which keep inflation at reasonable levels as COVID-19 continues to impact lives and livelihoods.

Figure 15: Inflation rates from 2017 to 2021
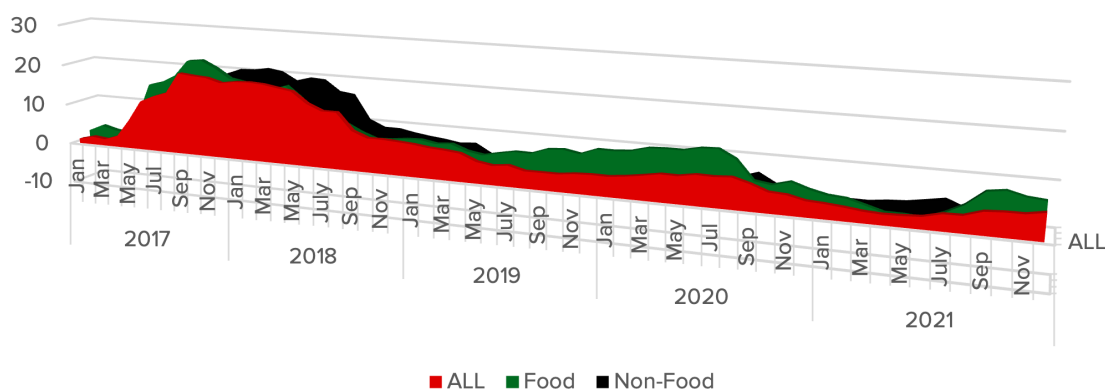
Source: MoPND

Chapter 4

MACROECONOMIC STRATEGIES FOR GROWTH

DRIVERS OF GROWTH IN SOMALILAND

IMPROVED MONETARY POLICY FRAMEWORK

GROWTH DIVERSIFICATION

BUSINESS ENVIRONMENT

STRENGTHENED STATISTICS VIA INTERAGENCY MACROECONOMIC WORKING GROUP

REVENUE MOBILISATION & EXPENDITURE RATIONALISATION

DOMESTIC MONEY MARKET DEVELOPMENT

FINANCIAL SECTOR STABILITY, COMPETITIVENESS & SAFEGUARDS
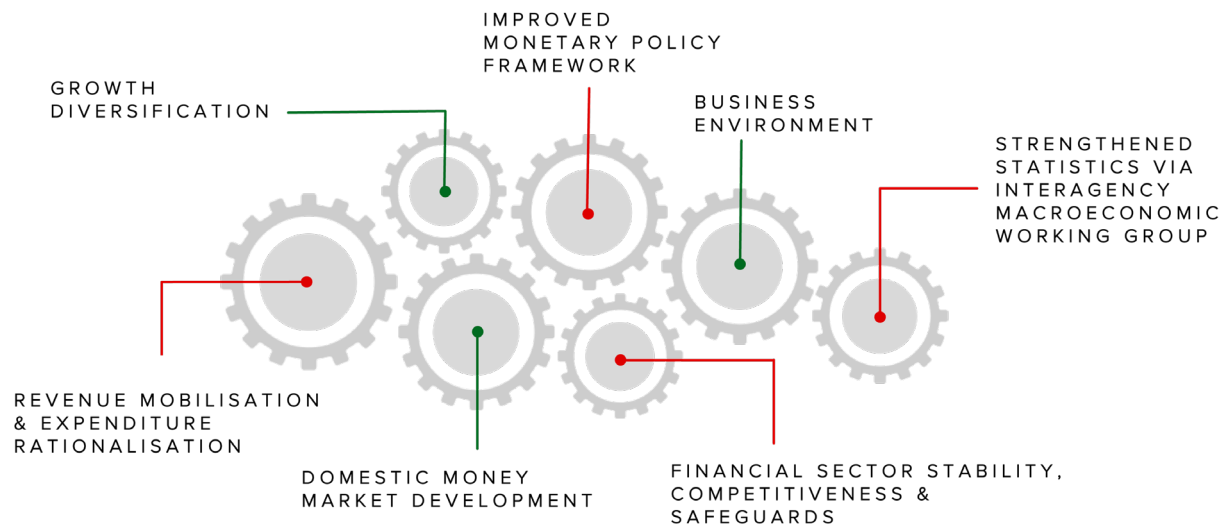
4.1 Introduction

The Somaliland economy continues to grow, riding on the peace dividend as well as the government's commitment to diversify the economy away from pastoralism. Prospects remain good in the medium and long term. The macroeconomic framework to support growth within the period of NDP III, in line with the objectives of Vision 2030, will specifically include, among others, the following reforms:

- Growth diversification
- Revenue mobilisation and expenditure rationalisation
- Domestic money market development
- Improved monetary policy framework
- Financial sector stability, competitiveness, and safeguards
- Business environment improvements
- Strengthened statistics via an inter-agency macro-economic working group

4.2 Fiscal Policy

Domestic revenue (tax and non-tax) mobilisation is imperative to generate additional revenue and achieve greater budgetary flexibility, especially on development and project financing. The fiscal envelope will be expanded to increase expenditures on social services and infrastructure development. Options include improving revenue collection and streamlining expenditures to more strategic issues. Although sensitive for a low-income country, taxation will be fair and non-distortionary, forming the bedrock of sustainable revenue mobilisation.

Revenue Mobilisation

Independent and semi-autonomous revenue authorities have proven to be effective in improving compliance in many areas. As a result, the Somaliland Revenue Authority will be established. Tax exemptions will be streamlined for both inland revenue and customs. The exemption rules and procedures will be strict. There will also be improved tax exemption reporting for inland revenue as part of annual tax returns and partner funds will be incorporated into the budget.

For inland revenue:

- The revenue base will be expanded by encouraging Micro, Small, and Medium Enterprises (MSMEs) into formal structures and/or improving overall compliance in the informal sector.
- The Integrated Tax Administration System (ITAS) in the Public Financial Management (PFM) reform strategy will be prioritised in phase II of the World Bank project, replacing the PFM Support project. The automation will improve general taxpayer information and, eventually, compliance.
- The capital gains tax will be reformed so taxes will be paid after disposal. It is beneficial to have a specific tax on the sale value or a percentage of the consideration made, whichever is higher. Presently, any gain or loss from the disposal of an asset is included in gross income or the loss is permitted as a deduction of gross income. This is prone to non-compliance.
- Telecoms taxation will be improved by introducing an excise on telecoms, a Global System for Mobile Communication (GSM) tax on all calls, and the standard corporate tax on profits payable by GSM companies. This will be followed by telecoms audits, possibly with external technical assistance.

In the context of customs revenue:

- In line with the PFM Strategy, the customs department will receive funding to transition to the Automated System for Customs Data (ASYCUDA) system, which will reduce most of the current manual valuation.
- Utilising the Berbera Oil Terminal, and the overall Barbera Corridor, the government will continue to devise strategies to increase imports from Ethiopia, including fuel.
- The taxation regime on khat, cigarettes, and other tobacco products will be overhauled based on World Health Organisation (WHO) recommendations. There will be an ad valorem tax and a specific tax on all tobacco products.

Rationalised Expenditures

With limited domestic resources, the government will rationalise expenditures to be efficient and effective, reducing waste and improving impact.

In line with the PFM Strategy, the government will work on the establishment of the Procurement Authority, working closely with the National Tender Board (NTB) and parliament. This will pave the way to decentralise procurement in government, improving capacity at the MDA level and increasing value for money.

Linking the budgeting process to the National Development Plan will address the mismatch between the annual budgets and the NDP III. Additionally, extrabudgetary expenditures will be reduced to keep arrears at sustainable level by MDAs.

4.3 Monetary Sector Developments

Currently, the only monetary policy tool utilised by the Central Bank is the exchange rate corridor. This requires building foreign exchange buffers as part of the reserve management. There are downside risks to the effectiveness of this strategy, particularly the vulnerability of livestock exports, volatile inflow of remittances, and reduced ODA.

In the near future, the Central Bank intends to adopt a monetary targeting regime using Narrow Money (M1) and Broad Money (M2). It will consider reserve requirements as one of its morphing strategies. A well-capacitated research department, rather than a monetary policy unit, will be established to help the bank's continuous assessment of the economy to prescribe the right policies for price stability, financial sector management, and economic growth.

On financial inclusion, a credit information system will be established to reduce possible excessive credit concentration and work on creating a platform for guarantees for SMEs. Presently, Somaliland's banks have too much liquidity. Therefore, financial sector policies to incentivise lending to the private sector will be promoted. This will create a win-win situation, where liquidity could increase yields for banks while providing needed credit to the private sector.

4.4 Financial Stability and Safeguards

The banking sector is in good condition, but financial inclusion remains limited despite recent gains, especially among women in the informal economy. The sector is dominated by a few large players, organised in an oligopolistic structure, with limited information provided to the Central Bank on important indicators that gauge asset qualities, such as on Non-Performing Loans (NPLs). The Central Bank will continue to build its supervisory capacity, utilising standard reporting tools for all bank and non-bank financial institutions. There is a need to improve data sharing obligations so that banks and non-banks regularly supply information to the Central Bank, especially on credit distribution. This information will help the government avoid credit concentration and develop incentives to stimulate borrowing in critical sectors of the economy. Besides the building of a credit information system to reduce possible excessive credit concentration and improve inclusion, a platform for guarantees for MSMEs must be created to enhance inclusion.

Regulations and the payment architecture for mobile banking need to be improved. Mobile banking services have the potential to improve financial inclusion via an electronic payment platform in the country.

Risk-based bank supervision and the enforcement of prudential ratios must be introduced based on the Basel Committee recommendations. The whole range of financial sector indicators will be subjected to prudential requirements.

4.5 Domestic Currency and the Debt Market

The government of Somaliland, through the Central Bank, will work on modalities to introduce money markets into the country in line with the principles of Islamic banking, as required by the Islamic Banking Act.

Due to limited domestic resources, much of Somaliland's development budget comes from international partners. Domestic revenue is mainly comprised of taxes, especially on international trade. The government doesn't have access to multilateral financial institutions, hence the need to create an avenue to raise funds both from domestic economic players and Somaliland's diaspora. This will serve both the government and corporate sectors, as there is a need for a domestic money market to raise capital for investments.

For the establishment of a domestic debt market, strictly based on Shariah-compliant investments, the government will study the model in other Islamic countries and Sukuk markets and adjust for local context. Furthermore, a national development forum on domestic market development will be organised, including discussions on establishing diaspora bonds, a financial tool available in other countries in the region.

Prior to the establishment of the money market, a debt law must be enacted. The law can legislate the "golden rule principle", taking debt only for capital expenditures. Moreover, it can introduce an explicit debt anchor by, for example, targeting a specific debt-to-GDP ratio. A debt management strategy will then be developed based on the proposed legislation, based on the objectives of contracting debt at the lowest cost and risk to future generations.

4.6 Improving the Business Environment

The business environment in Somaliland remains good, but improvements will further support private sector-led growth. The World Bank's 2012 Doing Business Index (DBI) ranked Hargeisa 174 out of 183 in doing business. Since then, there was no other DBI report that included Somaliland. Recently, the Ministry of Finance Development conducted a study of the business environment in the county, based on the recommendations in the 2012 DBI report. This study concluded that:

Momentum needs to be sustained in the following areas:
- The number of days it takes to register a business has been reduced and Somaliland is now competitive among East African countries. Only Rwanda is doing better, with just 4 days.

- Continue the one-stop shop for investors.

Improvements are needed in the following areas:
- Improvements in the energy sector will be geared towards reducing costs, establishing a national grid, improving the energy mix for sustainability, strengthening regulations, and enhancing standardisation.
- Access to credit remains a challenge - out of the eleven indicators in the 2012 DBI report, access to credit was ranked the lowest. The policies mentioned previously under the financial sector are expected to improve this indicator.
- Although competitive in the region, paying taxes will be made more efficient for the taxpayer and less costly for the government to collect, especially for land and buildings. There will be an inter-agency committee to review reforms and create a roadmap on how to address reforms, if needed.
- Land banking for investment will be prioritised based on the recently approved Land Policy in 2021, which establishes reforms to the land tenure system.

Overall, these strategies are anticipated to address the maroeconomic risk summarized in Table 8.

Table 8: Macroeconomic risk assessment matrix

	Source of Risk	Rate	Potential Impact	Policy Response
GLOBAL RISK				
	Weaker than expected global growth, specifically related to COVID19 induced impact.	High	Negative Impact on donor Financing and execution of required projects would be affected; lower trade will impact international trade volumes at Berbera; overall economic growth will slow down	Diversify the economy and sources of investment financing to more domestically raised financing
	Heightened risk in the HOA and Middle East / Gulf region.	Medium	Imports to Berbera destined to Ethiopia will be affected as well as Livestock market in the Gulf	Diversify the economy to incentivse more domestic consumption; Development partner support
COUNTRY SPECIFIC RISK				
	Recession or slow down of economic activities in Ethiopia	High	Ethiopia is the main source of Somaliland's imports, and recent escalations of events could influence the volume of imports. This constitutes 60 percent of Customs Revenue in Somaliland	Encourage diversification of economic activity to reduce dependence on the ports. Expand trade networks to new markets in Africa.
	Lower-than-expected efficiency of, and returns of, public investments	Medium	Lower-than-expected growth, less social services, higher fiscal deficit due to increased recurrent expenditure	Synerges between public investment; aligning national projects into district plan objectives; More stringent project appraisal
	Banking crises	Medium	Disruptions in financial intermediation; tighter financing conditions; dampened investor confidence; weaker Shilling induced inflation	Enhanced financial supervision using the Basel Committee recommendations as guide. Banks to report at least monthly with prudential requirements enforced.
	Investment incentive regime	Medium	More than required incentives especially sectors government is eager to incentivise such as mining, fisheries etc. Reduced government revenue in relation to economic performance	Multisectoral committee to review project proposals and advise on domestic investment certificates; review amount of tax waived

MAINSTREAMING CLIMATE CHANGE IN NDP III IMPLEMENTATION

5.1 Introduction

Somaliland is highly vulnerable to the risks of climate change and extreme weather conditions. The NDP III comes at a time when Somaliland has experienced five consecutive failed rainy seasons, and forecasts indicate that the rainfall in 2023 will be below the average, devastatingly impacting the ecosystem. These droughts and shocks are increasingly becoming recurrent and disproportionally affecting vulnerable groups, including women and girls, children, the elderly, people with disabilities, and other marginalized groups. Frequent and intense droughts undermine food security and worsen livelihood conditions, fuelling societal grievances, increasing competition over scarce resources, and exacerbating existing community tensions and vulnerabilities. Climate change has complex and interlinked implications for natural resources, peace and security, human health, migration and displacement, gender equality, and vulnerable and marginalized groups. Hence, the NDP III is adopting a climate resilience approach in its implementation by mainstreaming climate change mitigation and adaptation strategies to respond to the needs and priorities of different communities.

Compared to other nations, Somaliland emits relatively low levels of carbon dioxide (CO2) into the atmosphere but suffers from the impact of global greenhouse gas emissions. In the NDP III, Somaliland is committed to reducing the emission of greenhouse gases by increasing the share of renewable energy sources and generation and planting trees in urban and rural areas.

5.2 Climate Change Adaptation Approaches

The NDP III will embed climate change adaptation approaches in its implementation to combat the climate crisis and achieve Somaliland's national development priorities.

Climate-resilient Infrastructure

Somaliland aims to build advanced infrastructure that enables economic and social development while facilitating local, regional, and global trade. The priority is a domestic road network that connects the different parts of the country. 37.71 percent of the cost of the NDP III is dedicated to building to climate-resilient infrastructure such as roads, bridges, ports, airports, and telecommunication lines that can withstand shocks from extreme climate impacts. Investing in resilient infrastructure is a key strategy for adapting to climate change and will save billions of dollars worth of damages while reducing vulnerabilities. More resilient infrastructure assets pay for themselves with extended lifecycles and more reliable services.

Early Warning Systems

Somaliland relies on regional institutions for climate information and early warning systems. Although the Ministry of Agriculture Development (MoAD) keeps weather records at specific meteorological stations across the country and NADFOR disseminates periodic weather information through radio, rural communities seldom access this information to take necessary actions. Historically, rural communities have relied on natural indicators like wind direction, the location of stars in the sky, and cloud movements to predict the weather. However, these typical climate patterns no longer exist or are more difficult to predict because of climate change. Early warning systems are becoming a critical adaptation measure that can reduce the damage of droughts to the economy, specifically for agro-pastoralists and vulnerable groups. In the NDP III implementation, the Government of Somaliland will establish the National Meteorological Agency (NMA) for the documentation and timely dissemination of climate information to stakeholders to prepare for eminent droughts and other climate patterns.

Water Supply and Security

Recurrent droughts from declining rainfall have significantly reduced the availability of water in Somaliland. Water scarcity kills livestock, dries crops, and forces pastoralists and agro-pastoralists to move from one place to another in search of water and pasture. In urban areas, families prioritise water for cooking and drinking and forgo bathing and washing clothes during dry seasons when water is scarce and expensive. In its implementation, the NDP III invests in rainwater harvesting systems to increase water availability. These measures will be complemented by the installation of green technology, such as solar water sources, to improve water supply sustainability and reduce the cost of operations and maintenance. It is also vital to adopt a policy of Integrated Water Resource Management (IWRM), which considers the entire water cycle from source and distribution to treatment, reuse, and return to the environment in a sustainable manner

Natural Landscape Restoration and Reforestation

Over the past two decades, the degradation of natural resources and deforestation, mainly driven by charcoal production and overgrazing, have rapidly increased Somaliland's vulnerability to climate change-induced droughts and desertification. The Environment chapter of the NDP III outlines nature-based solutions or ecosystem-based adaptations for the climate crisis. This includes planting trees in urban and rural areas and on mountain slopes and planting mangroves in coastal areas to significantly reduce heatwaves, provide natural sea defences from storm surges, and prevent desertification.

Sustainable Production Practices

In Somaliland, most food production depends on weather conditions as a majority of the country's agriculture is rain-fed. Changing rainfall patterns make it difficult for farmers to determine when to sow the seeds, which can lead to reduced food production and availability. For example, farmers typically sow their fields in February each year and expect rainfall between March and May, while finally harvesting in July or August. However, infrequent rain and shifting rainfall patterns lead to smaller yields or, in some cases, total crop failure for the year. The Production chapter of the NDP III outlines the implementation of sustainable agricultural practices to achieve food through strengthening communities' resilience and adaptive capacity, while also protecting marine resources and adopting climate-resilient livestock management approaches.

Considerations for Vulnerable Groups

The NDP III reflects the needs and priorities of the vulnerable group in the Cross-cutting Themes chapter while also being inclusive in its implementation. Implementing

the NDP III strengthens vulnerable groups' resilience and reduces their exposure and vulnerability to climate-related events and shocks. For example, the implementation of national social protection systems and measures for vulnerable groups, including women and children, people with disabilities, displacement affected communities, and people living with HIV/AIDS, will strengthen resilience and adaptive capacity to climate-related hazards and natural disasters. Moreover, ensuring that vulnerable groups have equal rights to economic resources, access to basic services, and ownership and control over productive resources will further insulate them from climate-related crises.

Long-term Planning

The NDP III envisages climate adaptation solutions that could be more effective if integrated into national development policies, strategies, and plans. Somaliland will develop a National Adaptation Plan (NAP) which will consolidate and harmonize strategies, plans, and policies to strategically prioritize adaptation needs to address climate change-related crises. The NAP will inform government decisions on investments and regulatory and fiscal framework changes and raise public awareness of climate change risks. Given the unique case of Somaliland, the government will work with the UN Environment Programme (UNEP) to explore ways to support the development of the NAP, which will also be used to improve adaptation elements for Nationally Determined Contributions (NDCs), which are a central part of the Paris Agreement.

5.3 Financing Climate Change Mitigation and Adaptation

Somaliland is committed to upholding the UN Framework Convention on Climate Change (UNFCCC) and other international treaties in tackling the risks of climate change. Although Somaliland cannot directly participate in global climate change discussions as a state, it can still participate and play an active role through the UN, regional bodies, friendly states, and other multilateral agencies. For example, in collaboration with the UN Development Programme (UNDP), the Ministry of Environment and Climate Change (MoECC) organizes annual climate change forums where participants exchange updates about the impacts of climate change and adaptation strategies. The MoECC will expand these forums by inviting all relevant public and private institutions, development partners, and think tanks and research firms. The MoECC will also organize regional events to cascade climate change discussions to affected communities and their governance structures. Furthermore, the MoECC will coordinate with relevant stakeholders, such as UNEP, to formulate the NAP that will guide the national adaptation needs.

Like many other developing countries, Somaliland needs to finance its climate change mitigation and adaptation measures. There are several global funds available for climate change mitigation and adaptation. While Somaliland may not be able to benefit directly from these funds as a state, it can still access financing through the UN, specifically UNEP, and other multilateral agencies.

These funds include:
- The Global EbA Fund provides grants to innovative approaches to ecosystem-based adaptation (EbA).

- The Adaptation Fund Climate Innovation Accelerator (AFCIA).
- The Green Climate Fund (GCF).
- Strengthening Endogenous Capacities of Least Developed Countries to Access Finance for Climate Change Adaptation (UNI-LEAD) and others.

Moreover, the announcement of a global Loss and Damage Fund at the most recent United Nations Climate Conference (COP27) is an opportunity for Somaliland and other developing countries to finance their climate mitigation and adaptation needs. Since Somaliland is likely to face restrictions and challenges in accessing climate change adaptation and mitigation financing, the country needs to develop an innovative strategy to coordinate with UN agencies and other multilateral agencies to benefit from available funds.

Chapter 6

ECONOMY SECTOR

6.1 Introduction

Somaliland's Vision 2030, with respect to the state of the economy, is to be "a nation whose citizens enjoy sustained economic growth and reduced poverty levels". To achieve this objective, the government will prioritise expenditures on core sectors such as health, education, and water. The emphasis will be on improving human capital as a bedrock of development. Furthermore, development will always be anchored on sound macroeconomic policies and enabling factors, such as trade facilitation and investment policies, which will lead to job creation and ultimately improve livelihoods through increased incomes.

The anchor of the Somaliland economy used to be livestock and livestock-related activities, but over the years this has shifted, at least in terms of market value, to the service industry. This is a common trajectory of economies in Sub-Saharan Africa - skipping growth in industrialisation and instead focusing on services.

In the services subsector, the dominant players are retail trade, telecoms, tourism, and financial services. Remittances play a catalytic role in the economy and are supported by the large diaspora population. Remittances and the export of livestock ensure a steady supply of much-needed foreign currency to finance the persistent account deficit.

The economy is growing as an important logistics hub for the Horn of Africa, riding on the Berbera Corridor and the peace dividend. The successful Dubai Ports World investment in the Berbera Port and a logistic hub by trading giant Trafigura are good indications of the investment climate in the country. Investments in fish processing from artisanal fishing can be an important source of value added in the economy.

Notwithstanding these gains, Somaliland's economy remains vulnerable to shocks. To grow on a sustainable path, a reform agenda should be pursued to improve the enabling business environment. A key component of this is expanding the financial sector to support economic growth, which will be complemented by public sector reforms.

6.2 Situational Analysis

The NDP II period witnessed successes and challenges regarding the economy. Although external factors continue to hinder the growth of the economy, challenges also remain on the domestic front. This section highlights the progress as well as the challenges in this sector.

Policies and Legal Reforms

The government's role in a typical liberal economy is to create an enabling environment through appropriate policies and legal instruments for the private sector to prosper, as well as to address market failures and the provision of public goods. The policies and laws in Table 9 were approved during the implementation of NDP II.

Table 9: Policies and legal instruments developed during NDP II

POLICIES	ACTS
Somaliland Investment Policy 2019	The Public Procurement Act: Law no. 82/2018
National Employment Policy 2020	Anti-money Laundering /Counter Financing of Terrorism Act: Law no. 79/2019
National Insurance Policy 2021	Remittance Act: Law no. 86/2019
Mobile Money Regulation 2022	Business Licensing Act: Law no. 98/2021
Public Private Partnership Policy 2022	Companies Act: Law no. 80/2018
National Micro, Small and Medium Enterprise Policy 2019	Somaliland Labour Act: Law no. 31/2020
Clearing House Regulation 2022	Civil Service Act: Law no. 97/2022
Cash Management and Control Policy 2021	Armed Forces Pension Act: Law no. 88/2019
Standard Chart of Accounts 2022	National Insurance Authority Act: Law no. 92/2020
National Tax Policy 2021	Insurance Company Act: Law no. 104/2022
National Fixed Asset Management Policy 2019	Special Economic Zones Law: Law no. 93/2021
International public sector accounting standard policy 2021	

The reforms in Table 9 highlight the commitment of the government to continually improve the business environment for improved inclusive economic growth.

Public Financial Management

Public Financial Management (PFM) was driven by its reform strategy, which has several important reform programmes, i.e., in the budgeting process, increasing domestic revenue, automating the country's payment system, and building the capacity of public services to better manage the country's finances.

The Ministry of Planning and National Development led a prioritisation process of Somaliland's NDP II (2017-2021), and subsequent budget cycles were informed by these outcomes. The Ministry of Finance Development has also engaged with communities and held public hearings on the budgetary process to enhance citizen engagement and accountability. One of the PFM targets included improving human capital, IT infrastructure, and automation, as well as legal and regulatory frameworks. This has been partially achieved, as mentioned in the policies and reforms subsection.

There has been a strong focus on improvements to the inland revenue system. As a result, the government has updated its tax policy – which aims to broaden the tax base – and has introduced progressive and fair taxes, modernised tariffs, and has improved overall efficiencies in the tax system.

In line with the PFM Strategy, the government has reviewed its fiscal transfer provisions, particularly concerning local governments, which has led to improvements in this area.

The Somaliland Financial Management Information System (SLFMIS) has been operational since 2017. The system has had significant positive impacts on government public financial management, including improvements in the accuracy and efficiency of processing transactions and reporting, more efficient domestic revenue collection and reporting, improved budget discipline for government spending, and enhanced transparency and accountability in the collection and utilisation of public funds.

The SLFMIS has enabled the government to align budget classifications with international standards, such as the Classification of the Functions of Government (COFOG), as well as the development of charts of accounts that are compliant with the International Monetary Fund Government Financial Statistics (IMF-GFS) guidelines.

On budget transparency and accountability, the government has been actively engaging the public, especially civil society. The Ministry of Finance Development has published all budgets since 2017, the Ministry's Strategic Plan 2019-2023, and annual fiscal reports, as well as key statistics, such as on annual trade. Importantly, a citizens' budget has also been prepared and disseminated.

Finance and Banking

The Central Bank of Somaliland regulates the country's finances, with a key mandate to ensure price stability with a target of inflation of, at most, 10 percent. This goal has been achieved despite global economic shocks.

Key steps taken include managing the fluctuations in the exchange market as well as building the capacity and raising awareness of financial institutions to pending policies, laws, and regulations.

As Somaliland is a dollarised economy, there must be a sufficient supply of foreign currency in the market. The Central Bank intervenes in the market to stabilise the exchange rate to avoid volatility passing onto prices.

On banking regulations and licensing, the Central Bank has streamlined the registration and licensing of all financial institutions operating in Somaliland. A total of six banks are currently in operation. A banking association was established to increase collaboration on financial intermediation and interbank activities in all areas of operations, including financing and credit references. The Central Bank has also developed the 2022 Clearing House Regulation.

Four non-banking financial service providers were licensed between 2018-2021. There were only two licensed mobile money service providers before 2017. However, in 2019, a new entrant was granted a license by the Central Bank.

The Central Bank granted licenses to over 1,200 foreign exchange dealers between 2017 and 2021. It also took a bold step towards organising foreign exchange traders through support from mobile money service providers.

Insurance

The Insurance Authority was established in 2021 and is mandated to regulate and supervise the growing number of insurance companies in Somaliland that were previously regulated by the Central Bank. While the insurance industry is still in its infancy stage, there are now nine licensed insurance companies in Somaliland.

The Gross Premium in the emerging insurance subsector increased from US$1 million to US$1.7 million in 2021. Major business portfolios included the medical, marine, and motor industries, amounting to 99 percent of the total gross premiums written within the insurance industry in Somaliland in 2021.

Table 10: Categorisation of MSMEs

Enterprise	Employees	Annual sales/turnover or total assets
Micro Enterprises	1-4	Up to USD 5,000
Small Enterprises	5-20	Between USD 5,000 – 50,000
Medium Enterprises	21-100	Between USD 50,000 – 500,000
Large Enterprises	Over 100	Over USD 500,000

Micro, Small, and Medium Enterprises

Micros, Small, and Medium Enterprises (MSMEs) play a key role in inclusive growth and employment. In Somaliland, MSMEs are enterprises that employ less than 100 people and have sales turnover or total assets of less than US$500,000.

MSMEs contributed significantly to the post-war recovery in Somaliland following independence and remain a core element of the country's private sector-driven economy. A 2017 study by Cardiff University and Gollis University showed that most enterprises in Somaliland are informal and involved in trade. The study estimated that in Hargeisa alone, the informal economy provides 77 percent of the city's total employment. To facilitate the ease of doing business, the Ministry of Trade and Tourism has established a Business Information Centre (BIC), or Xogsiiye-9444, aimed at providing information to small businesses. The BIC provides information across Somaliland in Somali, English, and Arabic on business start-up practices, access to finance, and business development services.

Following the approval of the MSME Policy 2019, the ministry drafted a roadmap for implementation and established a technical working group to guide the process.

The Ministry of Trade and Tourism established a business licensing inspection team that has been undertaking inspection activities since 2018 to ensure that all types of

businesses operating in the country legally exist and are registered. This measure aims to reduce the growing number of unregistered and unlicensed enterprises.

The one-stop shop platform for business registration and licensing was established in 2021, which aims to ease the process of registering businesses by both national and international investors. This will help streamline and automate business registration as well as increase certainty and transparency in setting up businesses, which will increase investor confidence.

The government extended COVID-19 support to businesses in 2020 by cutting the cost of registering a business in Somaliland by both citizens and foreign nationals by 50 percent. In addition, 20 start-ups were granted a 65 percent reduction on business registration and licensing fees.

Tourism

On tourism, the government undertook certain measures primarily linked to the protection and preservation of historical and archaeological sites in Somaliland. Sites that have been protected include Laas Geel, Dhagah Kuurre, Abbasa, Qiblatayn, Dhagah Nabi Galay, and Old Amoud, among others. These measures are geared towards contributing to their long-term preservation, especially the Laas Geel heritage site, which is being promoted as a tourist attraction so it can to be better integrated into the local economy.

Trade and Investment

The Investment Policy 2019 and the Investment Act (Law No. 99/2021) introduced measures to promote, strengthen, and streamline foreign and domestic investment in Somaliland, as well as improvements to productivity and competitiveness. The Berbera Corridor is considered a strategic trade and transit route for the Horn of Africa and beyond. To leverage this opportunity, the Government of Somaliland established the Berbera Special Economic Zone (SEZ), which extends 12 km from the Port of Berbera, to be the leading integrated maritime, logistics, and industrial hub in the Horn of Africa. The Somaliland Special Economic Zones Law 93/2021 was passed in 2021 and aims to provide local and foreign investors with a conducive and competitive environment for investment and trade.

The SEZ's one-stop shop will be managed by Dubai Ports World and provide a range of fiscal and non-fiscal incentives. These include exemption from corporate taxes, duty-free storage of goods and 100 percent foreign ownership, as well as the ability to operate through branches of foreign companies.

Complementary investments by partners to build the road leading to Ethiopia and the Hargeisa bypass, as well as other investments at the border town of Tog-Wajaale, were all geared towards leveraging the Berbera Port. Dubai Ports World and the Ethiopian Ministry of Transport signed a Memorandum of Understanding (MoU) in 2022 with the aim of developing the Ethiopian side of the road, linking Addis Ababa to Berbera, with the goal of establishing a major trade and logistics corridor in the region.

Labour and Employment

The key labour focus during NDP II was promoting employment-related programmes that target youth and women.

Several successful programmes were implemented with a focus on youth entrepreneurship and creating jobs. Most of these programmes are implemented by international non-governmental organisations (INGOs).

The government initiated the National Service Programme (NSP) in 2018, aimed to foster youth employment and create a platform that provides internships to young professionals. In September 2022, the Civil Service Commission announced the placement of 482 NSP trainees (171 women and 311 men) as full-time government employees in all six regions of the country. This was the third batch of NSP trainees given job placements since the programme was launched by the president in 2018.

In 2018, the Labour Act was amended and the first guidelines for work permits for foreign workers were developed. Furthermore, an online system for work permits has been established and made operational. A labour union was established to promote and strengthen social dialogue.

6.3 Challenges and Key Issues

The major challenges identified for the NDP III period are the following:

- With limited funding - attributed to the international status of the country - fiscal sustainability is a key challenge. Domestic resources alone are not sufficient for major capital investments and the prioritisation of funding for critical social sectors remains a concern.

- Human resources and technical capacity needed to support institutions in the economy remain limited. Additionally, the effective utilisation of external financial and technical assistance remains a challenge.

- The economy is minimally diversified, depending mostly on imports of goods from abroad, making it vulnerable to external shocks such as conflicts, pandemics, and supply chain disruptions. Due to the structure of the economy, domestic revenue is dependent more on customs (77 percent) than inland revenue.

- There is a low uptake of insurance products due to low levels of awareness. Additionally, insurance authorities lack the capacity to support a conducive environment for insurance service providers or educate the public about the benefits of using insurance services. For a modern economy with risk and uncertainty, this limits possible international investments.

- Access to finance is one of the key challenges facing the private sector, especially for MSMEs, and could hinder attracting investment in key sectors. This is related, to some extent, to the state of the financial sector. Modern capital market structures that align with Islamic principles, such as Sukuk markets, are limited. There are also no commercial banking laws in Somaliland.

- Somaliland must strengthen the efficiency and effectiveness of the regulatory framework for MSMEs to address business environment constraints.

- MSMEs with high potential for job creation must be more effectively supported, especially priority sectors where value chains are limited.

6.4 NDP III Outcomes and Priority Interventions

Strategic Objective 1: To promote a sound and stable macroeconomic environment.

Outcome 1: By 2026, Somaliland will achieve inclusive and sustainable economic growth through sound macroeconomic frameworks and policies.

The Ministry of Finance will achieve this outcome through the following priority interventions:

1. Establishing policy and administrative reforms to strengthen compliance and improve domestic revenue mobilisation. On domestic revenue generation, as the country has a large informal sector, this means expanding the tax base to include MSMEs by further encouraging their integration into the formal economy. Key reforms may include increased automation of tax collection through a more integrated structure, such as the widely used Integrated Tax Administration System (ITAS). This includes the adoption of ASYCUDA World software and systems for customs operations.

2. Stringently enforcing a tax exemption regime for both international trade and inland revenue. Particular emphasis will be placed on domestic taxes, as current tax expenditures are only monitored for revenue loss on international trade.

3. Exploring different financing schemes due to limited access to development financing from multilateral development banks. This includes climate financing, blended financing, diaspora bonds, and Islamic capital markets.

4. Continuing to realign the budget and prioritising expenditures for growth-enhancing sectors, as well as the provision of social services. Priority will be given to education, health, livestock and fisheries, environmental management, food security, the digital economy, and growth-inducing expenditures in the areas of oil and gas, infrastructure, trade facilitation, and soft infrastructure, among others.

5. Ensuring that the Budget Committee, chaired by the minister of planning, allocates resources in line with national development goals, barring any emergency circumstances.

6. Strengthening the democratic gains of the country and upholding budget transparency. The national budget, monthly budget reports, and the citizens' budget will be made widely available to the public. It is envisaged this will generate a feedback mechanism for future consultations with the public.

Furthermore, the Central Bank of Somaliland will prioritise the following interventions:

1. Maintaining domestic monetary policy for price stability. The ultimate objective for all Central Banks is price stability, and the Somaliland Central Bank is no exception. The bank will continue to pursue policies geared towards expanding the toolkit at its disposal to fight inflation. Currently, the only mechanism is exchange rate market intervention. A broad-based approach, including targeting monetary aggregates, will be established.

Outcome 2: By 2027, Somaliland will have strengthened the capacity of domestic financial institutions to encourage and expand access to banking, insurance, and financial services for all.

The Central Bank of Somaliland will achieve this outcome through the following priority interventions:

1. Improving financial intermediation in the economy, especially interbank transactions for overnight lending. Currently, financial penetration through banks remains low, especially for MSMEs and women-led businesses. Additionally, there are virtually no interbank transactions in Somaliland, which is an issue that must be remedied in collaboration with the Bankers' Association. Relatedly, developing subregional banking links with Ethiopia will be prioritised to ease trade financing and support transit trade with Ethiopia.

2. Undertaking financial sector reforms, including expanding money markets based on Islamic Sukuk principles as used in other countries.

3. Regulating the financial sector in line with market-based principles. This will be the foundation on which a national payment system for the country will improve interbank connectivity.

4. Developing innovative financial products to support growth. This is especially important for financial inclusion, especially for MSMEs and women.

Furthermore, the National Insurance Authority will achieve this outcome through the following priority interventions:

1. Developing the insurance industry to help mitigate risks for businesses and consumers. This ensures that slight shocks, disasters, and vulnerabilities have a limited impact on businesses and individuals.

2. Enhancing the oversight and supervision of the insurance industry. The regulatory environment will be strengthened to protect all policyholders and beneficiaries. The speed at which claims are addressed will be crucial to building confidence in the industry. This will promote the maintenance of a fair, safe, and stable insurance industry.

3. Increasing insurance uptake. There will be more advocacy programmes to increase awareness of and education on the strategic role insurance can play in the economy.

Strategic Objective 2: To facilitate a conducive environment for investment and private sector development, whilst promoting decent work conditions and labour productivity.

Outcome 3: By 2027, Somaliland will have strengthened institutions and regulatory frameworks through the development and promotion of development-oriented policies and acts that support productive activities, entrepreneurship, decent job creation, creativity, and innovation.

The Ministry of Trade and Tourism will achieve this outcome through the following priority interventions:

1. Strengthening the legal frameworks that support the business environment, private sector, and production sector, such as frankincense production and tourism, to foster their development.

2. Improving the enabling environment for businesses

through a private sector development programme that:

- Fosters the formalisation of informal businesses
- Provides adequate fiscal incentives in line with existing fiscal policies
- Promotes Alternative Dispute Resolution (ADR) and enables better access to commercial justice for MSMEs
- Enables the simplification of regulatory processes for business registration and licensing to lower transaction costs, and improve timeliness

Outcome 4: By 2027, Somaliland will have expanded its programmes and policies that promote sustainable tourism to create jobs and promote Somaliland's local culture and products.

The Ministry of Trade and Tourism will achieve this outcome through the following priority interventions:

1. Conserving and restoring archaeological sites, which are currently the main tourism assets for the country.

2. Developing more culture-based tourism products, leveraging the wider Somali culture spread through the diaspora population.

3. Supporting the design of more tourism products.

4. Formulating and implementing tourism-friendly legislation.

5. Implementing research-backed marketing through activities such as strengthening data, research, and statistics and improving tourism movement facilitation (visas, movement facilitation forms, etc.).

6. Developing marketing strategies based on:

- Attending travel and tourist fairs such as World Travel Market (London, UK), Vakantiebeurs (Utrecht, Netherlands), Fitur (Madrid, Spain), and ITB (Berlin, Germany)
- Using social media to promote the destination of Somaliland
- Conducting joint marketing with airlines already operating in the country
- Establishing an agency for destination marketing, similar to other African countries

Outcome 5: By 2027, Somaliland will have diversified its economy through improved trade facilitation and economic cooperation.

The Ministry of Trade and Tourism will achieve this outcome through the following priority interventions:

1. Developing a Somaliland trade policy that will provide an evidence-based strategic direction for export promotion, import substitution, value-addition, and the overall trade balance. This will be aligned with the Industrial Policy and the Tariff Policy to assess the potential impacts of targeting specific markets and sectors. This will contain specific targets for exports, imports, and value-additions.

2. Deepening economic integration through bilateral MOUs, especially in the subregion. These platforms will facilitate partnerships between Somaliland

traders and their partners, especially the MSMEs, which could be used to improve the livelihoods of cross-border communities.

3. Eliminating tariff and non-tariff barriers to regional trade routes. These will complement the gains made from infrastructure development along the Berbera Corridor.

4. Designing and implementing capacity-building programmes for MSMEs, ranging from entrepreneurship skills and bookkeeping to improving e-commerce skills, with the goal of equipping MSMEs with skills to conduct online business.

5. Formulating intellectual property law and commercial codes to encourage innovation and protect budding entrepreneurs. This will also encourage more foreign investment and business activity, as the enforcement of contracts is an integral component of business confidence indicators.

6. Creating platforms to increase the access of information to traders through various mechanisms such as trade fairs, business-to-business meetings, and the use of trade magazines and brochures for publicity.

The Somaliland SEZ Authority will achieve this outcome through the following priority interventions:

1. Strengthening the legal framework, governance structures, management systems, and human capabilities of the authority to attain higher productivity.

2. Creating 1,200 employment opportunities in five years through the SEZ scheme.

3. Establishing a collaboration mechanism with key stakeholders (public institutions and the private sector) to foster the functionality of the SEZ.

4. Boosting trade facilitation through an efficient SEZ by:

- Offering fiscal incentives for all operators in the SEZ
- Attracting FDI by relaxing restrictions in the SEZ and in Somaliland in general
- Improving government processes, such as customs clearance for goods and other re-export products
- Developing infrastructure for the SEZ

Outcome 6: By 2027, Somaliland will have adopted Investment and industrial development regimes to promote sustainable development.

The Ministry of Investment and Industrial Development will achieve this outcome through the following priority interventions:

1. Creating and strengthening the enabling environment for investment in Somaliland, based on investment policy guidelines. This includes one-stop shops for investors to improve the clarity and speed of government procedures. Furthermore, The Ministry will strengthen the collaboration amongst national institutions related to investment facilitation

2. Developing a sound and comprehensive industrial

sector policy and strategy, and aligning harmonised procedures, regulations, and guidelines.

3. Developing and establishing Industrial Zones for all regions in Somaliland.

4. Prioritising the Public-Private Partnerships (PPP) policy and legal frameworks to encourage PPP projects, especially in infrastructure.

5. Attracting foreign investments from diaspora communities in strategic sectors including real estate, manufacturing, services, and infrastructure, potentially in the form of diaspora bonds, which are used in countries such as Ghana and Ethiopia.

6. Promoting investments in critical, climate-smart infrastructure to improve trade and industrial development. This will establish a path for sustainable industrial productivity.

7. Conducting industry-related data collection, research, and studies to increase access to industrial information for the country.

Outcome 7: By 2027, Somaliland will have increased decent employment for women and men, including for young people and persons with disabilities, and equal pay for work of equal value.

The Ministry of Employment, Social Affairs, and Family will achieve this outcome through the following priority interventions:

1. Bridging the skills mismatch between education and the labour market. MESAF will embark on activities geared towards skills development needed to increase employability, especially through TVET programmes, in collaboration with other partners, such as the Higher Education Commission.

2. Promoting employment protection for those already employed and labour market reforms to ease labour market entry, especially for lower skill sectors of the economy. This will contribute to a more competitive labour force.

3. Promoting economic opportunities and equitable livelihood schemes for vulnerable groups.

6.5 Cost Estimates per Outcome and MDA

ECONOMY SECTOR		SECTOR TOTAL (USD)	52,218,000

	USD	
MINISTRY OF FINANCE DEVELOPMENT	USD	16,500,000
CENTRAL BANK	USD	17,225,000
NATIONAL INSURANCE AUTHORITY	USD	3,525,000
MINISTRY OF TRADE AND TOURISM	USD	2,800,000
SPECIAL ECONOMIC ZONE AUTHORITY	USD	0
MINISTRY OF INVESTMENT AND INDUSTRIAL DEVELOPMENT	USD	3,018,000
MINISTRY OF EMPLOYMENT, SOCIAL AFFAIRS AND FAMILY	USD	9,150,000

SDG	NDP Outcome	NDP Outcome Indicator	Unit	Baseline (2021)(*)	Target (2027)	COST ESTIMATE
SDG - 10	ECO - 1: By 2027, Somaliland will achieve inclusive and sustainable economic growth through sound macroeconomic frameworks and policies.	ECO - 1.A: Gross Domestic Product per capita (at current prices)	USD	775	1,160	31,540,000
		ECO - 1.B: Proportional share of tax revenue in GDP.	%	9.5%	15.0%	
		ECO - 1.C: Annual inflation in Somaliland stays within its target margin during the NDP III period.	%	5.6%	<10,0%	
	OUTCOME ECO - 1: Cost estimate per government instiution / MDA				MoFD	16,500,000
					CB	15,040,000
SDG - 8	ECO - 2: By 2027, Somaliland will have strengthened domestic financial institutions to encourage and expand access to banking, insurance, and financial services for all.	ECO - 2.A: Average completion rate of all the Outcome's operational benchmarks	%	- -	>60%	5,710,000
	OUTCOME ECO - 2: Cost estimate per government instiution / MDA				CB	2,185,000
					NIA	3,525,000
SDG - 8	ECO - 3: By 2027, Somaliland will have strengthened institutions and regulatory frameworks by developing policies and acts that support productive activities, decent job creation, entrepreneurship, creativity, and innovation.	ECO - 3.A: Average completion rate of all the Outcome's operational benchmarks	%	- -	>80%	700,000
	OUTCOME ECO - 3: Cost estimate per government instiution / MDA				MoTT	700,000
SDG - 8	ECO - 4: By 2027, Somaliland will have expanded its programs and policies that promote sustainable tourism to create jobs and promote Somaliland's local culture and products.	ECO - 4.A: Average completion rate of all the Outcome's operational benchmarks	%	- -	>80%	1,450,000
	OUTCOME ECO - 4: Cost estimate per government instiution / MDA				MoTT	1,450,000
SDG - 8	ECO - 5: By 2027, Somaliland will have diversified its economy through improved trade facilitation and economic cooperation.	ECO - 5.A: Average completion rate of all the Outcome's operational benchmarks	%	- -	>60%	650,000
	OUTCOME ECO - 5: Cost estimate per government instiution / MDA				MoTT	650,000
					SEZA	0
SDG - 9	ECO - 6: By 2027, Somaliland will have adopted Investment and industrial development regimes to promote sustainable development.	ECO - 6.A: Proportion of customers that find the One-stop shop service for investors at least satisfactory in the Customer Satisfaction Survey.	%	N.A.	>70%	3,018,000
	OUTCOME ECO - 6: Cost estimate per government instiution / MDA				MIID	3,018,000
SDG - 8	ECO - 7: By 2027, Somaliland will have increased decent employment for women and men, including for young people and persons with disabilities, and equal pay for work of equal value.	ECO - 7.B1: Employment to population ratios in the age group 15 to 24 years old have increased 25% as compared to the rates from the Labour Force Survey 2012 in Hargeisa, Borama and Burcao (M/F).	%	6% / 4%	7,5% / 5%	9,150,000
		ECO - 7.B2: Employment to population ratios in the age group 25 to 34 years old have increased 16% as compared to the rates from the Labour Force Survey 2012 in Hargeisa, Borama and Burcao (M/F).	%	36% / 15%	42% / 17,5 %	
		ECO - 7.B3: Employment to population ratios in the age group 35 to 54 years old have increased 10% as compared to the rates from the Labour Force Survey 2012 in Hargeisa, Borama and Burcao (M/F).	%	42% / 23%	46,2% / 25,3%	
	OUTCOME ECO - 7: Cost estimate per government instiution / MDA				MESAF	9,150,000.00

		OUTCOME ECO - 6: Cost estimate per government instiution / MDA				**MIID**	3,018,000
SDG - 8	**ECO - 7: By 2027, Somaliland will have increased decent employment for women and men, including for young people and persons with disabilities, and equal pay for work of equal value.**	ECO - 7.B1: Employment to population ratios in the age group 15 to 24 years old have increased 25% as compared to the rates from the Labour Force Survey 2012 in Hargeisa, Borama and Burcao (M/F).	%	6% / 4%	7,5% / 5%	**9,150,000**	
		ECO - 7.B2: Employment to population ratios in the age group 25 to 34 years old have increased 16% as compared to the rates from the Labour Force Survey 2012 in Hargeisa, Borama and Burcao (M/F).	%	36% / 15%	42% / 17,5 %		
		ECO - 7.B3: Employment to population ratios in the age group 35 to 54 years old have increased 10% as compared to the rates from the Labour Force Survey 2012 in Hargeisa, Borama and Burcao (M/F).	%	42% / 23%	46,2% / 25,3%		
		OUTCOME ECO - 7: Cost estimate per government instiution / MDA				**MESAF**	9,150,000.00

(*) The Outcome baseline value is from 2021, unless indicated otherwise

Please note that each NDP III Sector Outcome has a separate detailed RBM Matrix, which specifies Critical Outputs and Operational Benchmarks. These are important for monitoring and can be found in Annex 1 of the NDP III MEAL Supplement.

Chapter 7
ENERGY AND EXTRACTIVES SECTOR

7.1 Introduction

The energy and extractives (mining) sector is critically important for Somaliland's current and future socio-economic development and is represented within two pillars of the National Vision 2030. Energy is a key component of Pillar Two (infrastructure development), with a vision for Somaliland to become a nation with an advanced infrastructure network that facilitates economic and social development. Extractives has a key role in Pillar One (economic development), which envisions a nation whose citizens enjoy sustained economic growth and reduced poverty levels. A sound energy sector will stimulate economic growth, social development, agriculture productivity, industrialisation, and mining. In this sense, the vision for the broader energy and extractives sector is to contribute to social and economic development through the sustainable utilisation of the country's energy, minerals, and petroleum resources.

The 2018 Electrical Act sets the legal frameworks for the provision of electricity and electricity-related activities, including the regulation of private sector players, which continues to be a pivotal factor in the energy and extractives sector. Similarly, in the area of extractives, the 1984 Mining Code and Regulations are still the guiding policies in the sub-sector. With respect to petroleum, the Upstream Petroleum Act was passed by the parliament in 2022, whilst other related bills are still under consideration.

Energy is key to modern economic activities and is often regarded as one of the main enablers of business in Somaliland. The growth and expansion of industrialisation relies heavily on the success of government and stakeholder interventions in the energy sector. As there is no national grid or transmission system, all of Somaliland's power generation is produced close to its point of use. Only local level distribution systems operated by private Energy Service Providers (ESPs) exist. In this context, it should also be noted that power generation, transmission, and distribution are done by the same provider, and that the unbundling of these activities is generally considered to be an important prerequisite to improve electricity provision in the country.

Despite the challenges, recent investments by various actors, particularly in renewable energy installations, have improved service delivery. Similarly, streetlights, including solar powered lights, have enabled economic activity as well as improved security. Investments in solar water pumps at the household and community levels have significantly improved access to water. These small pilot projects demonstrate the potential for continued growth in the energy sub-sector. Key priorities are to increase efficiencies, provide better regulation, introduce a dynamic tariff pricing mechanism, and continue to invest in technical skills and infrastructure.

The extractives sub-sector can potentially have positive impacts in Somaliland on job creation, community development, and local economies. To secure this potential, the Somaliland government promotes the principle of corporate social responsibility when granting exploration rights to private companies. This can take the form of co-financing local investments in community infrastructure, such as health facilities, schools, the provision of education materials, and the drilling of boreholes.

Hundreds of local people are employed either directly or indirectly via sub-contractors in the extractives sector. Local businesses are often sub-contracted to supply food, fuel, vehicles, water, heavy machinery, and security services.

7.2 Situational Analysis

Energy: Policy and Legal Reforms
The energy industry in Somaliland is dominated by the private sector as the government continues to create the enabling environment for them to thrive. Over the period of NDP II, various legal and policy reforms were prioritised.

Key among these are:
- The Somaliland Electrical Act, 2018
- The establishment of the Somaliland Regulatory Commission pursuant to the Electrical Act, 2020
- The Power Masterplan, 2019
- The Draft Energy Policy, 2020

Access to Electricity
Investments by the government, development partners, and the private sector significantly increased access to electricity across the country. It is now estimated that 80.7 percent of Somaliland urban households and 20.3 percent rural and nomadic households have access to electricity. While these figures are slightly below the NDP II targets (85 percent in urban centres and 35 percent in rural centres), the progress is impressive given the 2017 starting point of 77 percent for urban households and 17 percent for the rural areas.

Affordability of Electricity
The general reduction in electricity tariffs over the course of the NDP II period is significant for increasing affordability. The average tariff reduction is estimated to be around 35 percent across the assessed major towns (Badhan, Borama, Budhodle, Burao, Gebiley, Sheikh, Berbera, Erigavo, Lasanod, and Hargeisa). This exceeds the target indicator in the NDP II of 30 percent. However, the tariff reduction is not uniform across communities. In general, increased tariff reductions in rural areas have been set as a major priority for the government due to disparities in access and affordability compared to the major towns.

Relatedly, transmission losses affected consumer prices and energy affordability. Technical losses have reduced drastically, as reported in a 2020 losses study, from 40 percent in 2016 to approximately 32 percent in 2020. The reduction in inefficiencies is crucial for a thriving energy sub-sector, especially as a private sector dominated industry. ESPs have also invested in new Transmission and Distribution (T&D) systems with support from the government and partners based on the T&D guidelines. Lessons learned in the losses study continue to be relevant as the sector moves forward.

Renewable Energy
The proportion of energy provision using renewable energy sources is estimated to be 16.2 percent, which exceeds the NDP II target of 10 percent. The total estimated renewable energy capacity installed in the country is 24.4 MW out of a total capacity of 150 MW. This is a conservative estimate, as there are many small renewable systems that have been

installed by private businesses, public institutions, and households (both rural and urban), that are not factored into this estimate.

Target of investments in renewable energy technology, infrastructure, and research for NDP II was estimated at US$30 million cumulatively. By the end of 2021, mainly due to multiple collaborations with partners, the total amount invested surpassed the US$30 million target.

Improved planning helps in the efficient utilisation of limited capacity. This is vital for both service provision and regulation. To support this, geospatial surveys and planning was accelerated to enable energy actors to successfully plan electricity for each location across the country. This process will be digitalised and available on an online platform that can readily enable authorities to track load demand dynamics more easily.

Extractives: Policy and Legal Reforms
To improve preparedness and the capacity to respond to demands, the following policies and strategies were adopted:
- The Petroleum Act 2020
- The Upstream Petroleum Policy

Exploration for Oil and Gas
A multi-client 2D seismic project was developed and presented to all international oil companies with production sharing agreements with the government. The first project of the multi-client arrangement was concluded in January 2018, which acquired 3,500 km of 2D seismic data for Genel Energy on blocks SL6, SL7, SL10, and SL13. The second project was concluded in July 2018, acquiring 800 km of 2D seismic readings for RAK Gas on block SL9. In mid-2019, RAK Gas and Genel carried out seepage analysis surveys. These oil and gas exploration surveys covered 17 percent of Somaliland's land mass, exceeding the 10 percent outcome indicator of the NPD II.

Exploration for Minerals
Mineral exploration in various forms and sizes were conducted over the years. These projects are dispersed across different regions. These projects include:
- Small scale jade mining
- The Abdulqadir Mining Exploration Survey
- The Dhagax Guure Mining Exploration Survey
- The Sheiklh (Sule Malable) Mining Exploration Survey
- The Laaso Surad Mining Exploration Survey
- The exploration and small-scale mining of gold in Sanaag
- The Siimoodi Artisanal Gemstone Project

In addition, all geological data from the country has been collected.

Revenue Generation
The revenue generated through the taxation of minerals has increased following a modification and expansion of mineral licenses. The different categories of licenses now include prospecting, dealing, small mining, and quarry licenses. Although COVID-19 affected the production and export of minerals, in 2020-2021, the contribution of the mining sub-sector to government revenue is estimated at US$271,684.75.

7.3 Challenges and Key Issues
The major challenges identified for the NDP III period are the following:

Energy
- Expanding the capacity and quality of urban electricity supply for domestic consumption and to support commercial activities and industrialisation.
- Improving operational efficiencies to reduce the high cost of electricity for all users in all regions.
- Expanding access to renewable energy to improve the energy mix of conventional and renewable sources.

Extractives
- Expanding the number of areas explored for minerals and petroleum.
- Creating the laboratory capacity to analyse minerals in Somaliland.
- Promoting investments by marketing opportunities in the extractives sub-sector in terms of exploration, exploitation, and value-addition (export of polished gems).

7.4 NDP III Outcomes and Priority Interventions

Strategic Objective 1: Increase access to safe, affordable, and reliable energy and improve efficiencies.

Outcome 1: By 2027, Somaliland's urban electricity supply will increase to a total of 50 megawatts for a total of 30,000 customer connections.

The Ministry of Energy and Mining will achieve this outcome through the following priority interventions:
1. Strengthening the capacity of the Somaliland Energy Commission (SEC) to regulate the electricity market, in addition to improving the legal, regulatory, and institutional frameworks of the sector. The key policy, legal, and institutional reforms that will be developed and endorsed in the coming five years include**:**

   - An update to the National Energy Policy
   - The amendment and approval of the Electrical Energy Law No.82 (Act)
   - Licensing procedures and fees for ESPs to provide electricity
   - Procedures for setting and approving tariffs
   - Reviewing the national power master plan
   - Creating an energy research centre
   - Further developing overall human capacity in the sector

2. Mobilising resources to invest in additional renewable energy capacity, mini grids, off grids, and grid extensions. This includes improving the efficiency of existing hybrid mini grids (diesel and solar/wind) by

optimising the generation capacity and the possible reduction of the diesel consumption by enhancing installed capacity and hybridisation with a battery storage system. The systems will be interconnected with existing ESPs' privately owned generation systems. In line with the Power Master Plan, additional efficient diesel generators will complement the renewable energy component.

3. Working on viable PPP projects, using PPP guidelines and regulations, to increase access to electricity and improve affordability. This will be an opportunity for rural communities to access affordable electricity. This is the most feasible approach to provide electricity access to marginalised and poor people in rural and peri-urban communities.

Outcome 2: By 2027, 25% of national energy generation will be provided by renewable energy resources

1. Providing incentives to pilot and scale the use of appropriate renewable energy technology. There is relatively limited application of appropriate technology in the production sector (agriculture, livestock, and fisheries) and this needs to be promoted along value chains. The usage of renewable energy and appropriate technology can be improved in value addition activities such as cold storage and processing. Additional applications of solar power will be considered for daytime water pumping for urban and agricultural water supplies. This will free up diesel fuel costs and permit diesel generators to be re-tasked for electricity generation for other commercial or urban loads.

2. Investing in renewable energy capacity for the electrification of health facilities and schools in Somaliland. This intervention will also consider the application of Battery Energy Storage Systems (BESS) for health facilities, schools, and water points. This will require the regulation of quality materials, as well as the technical know-how to install, operate, and maintain such systems.

3. Expanding the availability of affordable micro and solar home systems as part of initiatives to increase access in rural communities and reduce the cost of energy. Incentives will be provided to the private sector to expand the use of quality pico- and micro-grid home-based solutions, particularly for rural and nomadic communities. Guidelines will be developed to support these grid extensions.

4. Piloting the use of biomass energy as an alternative use of fuel for cooking and heating, in cooperation with the Ministry of Environment and Climate Change.

Outcome 3: By 2027, the average electricity price charged by the ESPs will be reduced by 15% compared to 2021 levels through increased efficiencies in the energy value chain.

The Ministry of Energy and Mining, together with sector stakeholders, will achieve this outcome through the following priority interventions:
1. Establishing a city grid for Hargeisa to serve as a distribution supply point. This will enable various ESPs and their distribution networks to have access

to the main distribution power supply point. Additionally, it will enable the interconnection of all current operating ESPs in Hargeisa into a single distribution network, operated by an independent entity.

2. Supporting other ESPs outside Hargeisa to improve their distribution networks for better system efficiency.

3. Collaborating with ESPs to implement recommendations from the losses study that could improve the performance of their distribution networks. Among other priorities, this will include smart metering and other measures to increase the efficiency of systems to reduce cost. This will include incorporating unmetered customers in public and community facilities for sustainability.

4. Using BESS to store and save energy. Despite the initial challenges of increased technical capacity, upfront capital costs, and system management and maintenance, the benefits of BEES outweigh the challenges. Recommendations on the possible applications of batteries in hybrid solutions needs to be revisited.

5. Developing capacity building programmes targeting specialised skills. One of the main limiting factors across the energy sub-sector is the lack of suitable technicians and engineering firms that can provide installation of and long-term maintenance for energy systems.

> Strategic Objective 2: Sustainable and environmentally sound exploration and exploitation of the country's minerals and petroleum resources for the benefit of all.

Outcome 4: By 2027, 27% of Somaliland's land mass will have been explored for oil and gas (land mass = 177.000 sq. km).

The Ministry of Energy and Mining will achieve this outcome through the following priority interventions:
1. Working with lawmakers to finalise key regulations, such as on upstream petroleum revenue and production, as well as regulations on health and safety, environmental protection, data management, national content, and petroleum measurement fees, among other key issues.

2. Continuing community engagement and development to ensure that communities directly benefit from the oil and gas drilling through the community engagement programme developed during the exploration stage. This includes outreach activities such as the election of community committees and community engagement officers, mobilisation workshops for community leaders, and community awareness raising through local media, public debates, radio programmes, and billboards.

3. Intensifying the marketing of the extractive sub-sector, ranging from petroleum and gas to other minerals. This includes establishing bilateral relations and participating in regional and global oil and gas fairs. Subsequently, the MoEM will conduct rounds of bidding for licenses for various empty blocks.

4. Developing capacity building programmes to im-

prove the human resources of the Ministry of Energy and Mining. These will include a mix of targeted long-term trainings as well as short-term and on-the-job training programmes including on geology, gemstone cutting, and gemology.

Outcome 5: By 2027, 18% of Somaliland's basement area with potential for mineral exploration will have been explored (Total area = 30,000 sq. km).

The Ministry of Energy and Mining will achieve this outcome through the following priority interventions:

1. Enhancing the overall contribution of the extractives sub-sector to the economy through viable public and private sector engagement. To improve the enabling environment by the government, the policy and regulatory environment needs to be improved. MoEM will work towards the approval of both the mining policy and code as building blocks for the sector.

2. Providing training to develop and implement the mining and minerals regulations to continuously improve the legal, regulatory, and institutional framework of the sub-sector. MoEM will draft and implement supportive regulations on environmental protection, health and safety, licensing, and mining services.

3. Providing geographic and scientific data to investors to reduce explorative risk. The government will provide comprehensive primary geo-data to investors and support the private sector, when necessary, with additional data requirements. Additionally, the MoEM will work on commercialising these activities to improve sustainability.

4. Attracting investors in the exploration and exploitation of the unoccupied mining blocks. Where it concerns small scale local miners, the MoEM will:

   - Develop training programmes for artisanal miners to build their capacity in safe mining practices, improved extractive techniques (including environmental safeguards), and gem handling.

   - Support training programmes for artisanal miners, including literacy and numeracy skills, business skills, enterprise/cooperative organisations, and access to market information.

   - Support for artisanal miners in the establishment of cooperatives and small-scale mining businesses.

Outcome 6: By 2027, Somaliland's capability on minerals laboratory analysis will be enhanced.

The Ministry of Energy and Mining will achieve this outcome through the following priority interventions:

1. Establishing a mineral analysis laboratory to routinely perform multi-element analysis, targeting a wide variety of elements in many types of sample matrices. In addition, the laboratory will design tailor-made analytical packages and provide a high level of standardised service.

2. Establishing a minerals registration system and a geo-data bank which will be available to different stakeholders depending on needs and user access arrangements.

Outcome 7: By 2027, increase the number of investments in mining and value addition.

The government aims to promote exports in gemstones that have been cut and polished, rather than only raw materials, by:

1. Establishing a Gemstone Value Addition Centre, where private miners will be able to bring their gemstones for cutting and polishing services. The centre will also provide gemstone identification services.

2. Deploying complementary measures, including product diversification, unlocking trade restrictions, and setting local content requirements and fiscal policies.

3. Conducting product promotion and marketing to attract local and international investors. The MoEM will host mineral exhibitions, with a focus on gemstones, for the benefit of interested investors.

7.5 Cost Estimates per Outcome and MDA

ENERGY AND EXTRACTIVES SECTOR

SECTOR TOTAL (USD) | 158,890,003

MINISTRY OF ENERGY AND MINING

TOTAL MoEM (USD) | 158,890,003

SDG	NDP Outcome	NDP Outcome Indicator	Unit	Baseline (2021)	Target (2027)	COST ESTIMATE
SDG - 7	EEX - 1: By 2027, Somaliland urban electricity supply will increase by a total of 50 megawatt for a total of 30,000 additional customer connections	EEX - 1.A: Expansion of electricity services through regulated Electricity Service Providers (ESPs) in the urban areas	MegaWatt	135	185	2,200,003
			Customer connections	78,796 + HGA	Baseline value + 30,000	
SDG - 7	EEX - 2: By 2027, 25 % of national energy generation will be provided by renewable energy resources	EEX - 2.A: Proportion of national energy generation that is provided by renewable energy resources	%	16.2%	25%	45,000,000
SDG - 7	EEX - 3: By 2027, the average electricity price charged by the ESPs will be reduced by 15 %, compared to 2021 levels, through increased efficiencies in the energy value chain.	EEX - 3.A: Average kW price charged by ESPs in 10 assessed major towns	USD	0.57	0.48	11,250,000
		EEX - 3.B: Average proportion of Energy Service Providers' energy losses	%	31.9%	27.0%	
SDG - 8	EEX - 4: By 2027, 27 % of Somaliland's land mass will have been explored for oil and gas (Land mass = 177.000 sqkm)	EEX - 4.A: Somaliland land mass explored for oil and gas	%	17%	27%	97,240,000
			sqkm	30,000	48,000	
SDG - 8	EEX - 5: By 2027, 18 % of Somaliland's basement area with potential for mineral exploration will have been explored (Total area = 30.000 sqkm).	EEX - 5.A: Part of Somaliland basement area explored for minerals	%	8%	18%	2,000,000
			sqkm	2,373	5,400	
SDG - 9	EEX - 6: By 2027, Somaliland's capability on minerals laboratory analysis will be enhanced.	EEX - 6.A: The majority of Somaliland's mineral samples will be analyzed locally in the newly established Mineral Analysis Laboratory according to international standards.	No. of labs	0	1	990,000
			% of samples analyzed locally	0%	80%	
SDG - 9	EEX - 7: By 2027, increase in investments in mining and value addition.	EEX - 7.A: Gemstone Value Addition Centre is operational and serviced provided to local mining companies.	Boolean (Yes/No)	No	Yes	210,000

Please note that each NDP III Sector Outcome has a separate detailed RBM Matrix, which specifies Critical Outputs and Operational Benchmarks. These are important for monitoring and can be found in Annex 1 of the NDP III MEAL Supplement.

Observations

Outcome 1 targets improvement in access to electricity. This activity is estimated to cost US$2.2 million. As part of improving the energy mix and provide power from renewable sources, an estimated US$45 million is needed to realise Outcome 2. This is the largest proportion (77 percent) of the investment needed for the electricity component. In Outcome 3, interventions are geared towards affordable electricity through reduced tariffs.

Outcomes 4 and 5 indicate progress made in the exploration for oil, gas, and minerals. The estimated cost for the exploration of oil and gas constitutes the highest for the sector, amounting to US$97.2 million, while the exploration of minerals is projected to cost US$2 million over the planned period. For a thriving extractive industry that localises earnings, improved capacity on laboratory analysis will be needed, estimated to cost US$990,000 under Outcome 6. Similarly, investments will be needed to increase value additions in the mining industry, for example in gemstones. The interventions under Outcome 7 are estimated to cost US$210,000.

The following outcome targets include:

- Increasing the urban centre installed energy generation capacity by 37 percent over the planned period, from the current 135 MW to 185 MW in 2026. This is expected to lead to an additional 30,000 customer connections. The MoEM indicated that currently it cannot provide reliable data about the installed capacity in rural areas.

- Increasing the proportion of this generation capacity coming from renewable energy from 16 percent (of 135 MW) to 25 percent (of 185 MW), coming mainly from already committed investments in new solar energy systems and increasing the availability and sale of micro-solar home systems through twelve private sector suppliers.

- Expanding the areas explored for petroleum and gas from 30,000 to 48,000 hectares, as well as for minerals, from 2,373 to 5,400 hectares.

- Boosting the local economy by creating the capacity to analyse mineral samples in-country in a local laboratory by 2023 and promoting a local gemstone polishing industry through the establishment of a Gemstone Value Addition Centre.

PRODUCTION SECTOR

8.1 Introduction

The production sector consists of the livestock, agriculture ,and fisheries sub-sectors and is important for Somaliland's food security.

Food security is an outcome of people's ability to secure access to and utilise adequate quantities of food, either by producing it, purchasing it, or a combination of both. Similarly, at the national level, food security can be achieved through a combination of self-sufficiency (growing food within the country) and self-reliance (importing food from the world market). Food security in the Somaliland context is intimately linked to the availability and access to water, particularly in rural areas where agriculture and livestock are the main livelihood sources.

Most small farmers and pastoralists are unable to feed their households due to their narrow production base and unfavourable terms of trade for their livestock. Their livelihood base is not sufficiently diversified to insulate them and their households from external shocks, most often drought. Therefore, Somaliland relies on imports as its main source of food supply. With high global demand and low domestic food production, Somaliland is facing upward pressure on food prices in the country with deteriorating terms of trade and a larger food import bill to pay. The urban and rural poor, disabled people, elderly people, the unemployed, and IDPs are the most negatively affected.

Furthermore, high food prices are adversely impacting fishermen, small farmers, and pastoralists. They are net buyers in value terms because they sell their produce at low prices at harvest time to finance essential needs, repay loans and buy back the same common commodities at high prices later in the season when they run out of their stocks. The dollarised market has other negative consequences which hardly documented.

The interventions from the production sector have therefore to be seen in the wider context of food and water security. The Somaliland Food & Water Security Strategy (2011) was formulated by the Government of Somaliland through a consultative and participatory process under the guidance of the Ministry of Planning and National Development, with technical support from the UN Food and Agriculture Organisation (FAO), the International Fund for Agriculture Development (IFAD), the UN Development Programme (UNDP), the World Food Programme (WFP), and other development partners.

Although more than ten years old, the basic premises of the Somaliland Food & Water Security Strategy have not changed, and based on its situational analysis three out of seven strategic goals are directly relevant to the production sector:

- Increase agricultural production and productivity (crops, livestock, and fisheries)
- Develop export markets for livestock and fisheries, including added-value products
- Improve nutrition and food safety

8.2 Situational analysis

Livestock

Somaliland has a large livestock population estimated at 18.6 million, consisting mainly of camels, sheep and goats, and cattle. Livestock is a valuable asset for the national economy, contributing in most years to more than 80 percent of foreign exchange earnings. It plays a crucial role in rural poverty reduction with significant effects on the livelihoods of people in rural areas. As such, there is a strong case to invest in the development of the livestock value chain.

The nomadic and agro-pastoralist systems characterise the country's livestock industry. The nomadic pastoralists keep small herds of sheep, goats, and camels for subsistence. In nomadic livelihoods, pasturelands are mostly communal. On the other hand, agro-pastoralists keep smaller herds of mostly cattle, goats, and a few camels, and grow crops in rain-fed farms. The dominant land use is pasture-based livestock production on communal land in varying scales of intensity. The main livestock products include milk, ghee, meat, hides, skins, manure, and draught power.

Type of livestock	Estimated population
Camels	1.6 million
Sheep and goats	16.6 million
Cattle	0.4 million

Policy and Legal Reforms

The operations of the livestock subsector are guided by the following national laws, policies, and strategic plans:
1. Meat Inspection and Control Act (Law No. 57/2012)
2. Livestock Production Law No. 34/2006
3. Somaliland Animal Production Strategy (2018-2022)
4. National Livestock Policy 2006-2016 (outdated)
5. Standard Operating Procedures (SOPs) for nine priority diseases, including quarantines (2015)
6. Dairy Act, 2013 (draft)
7. Somaliland Food and Water Security Strategy, 2013
8. The National Veterinary Code (Law No. 34/2006), reviewed in 2015 (draft)
9. The National Livestock Policy, 2006, reviewed in 2015 (draft)
10. Animal Welfare Code (passed through ministerial decree) in 2015
11. Institutional Procedures and Regulations of the Ministry of Livestock, 2008
12. Six disease contingency plans, 2015 (draft)
13. Assessment Report of the Somaliland Livestock Sector Human Resource Requirements and Plans in 2012

Rangelands

Somaliland has diverse ecosystems, including coastal plains, escarpments, plateaus, and woodlands. Goats and camels thrive more in the woodlands (Hawd) and escarpments, whereas sheep, cattle, and donkeys flourish in open plains. Rural households often keep a few donkeys for domestic transport. The number of cattle shrunk in the past ten years because of successive droughts and dwindling indigenous grass species.

The productivity of the Somaliland rangelands has been declining over the decades due to climate change, livestock population increases, poor natural resource management, uncontrolled land grabbing, and limited policy enforcement. The government destroys illegal enclosures from time to time, but with limited success.

Fodder Production in Private Enclosures

The agro-pastoralists conserve fodder in their enclosures while competing with the nomadic pastoralists in the common grazing lands during wet seasons. The landowners either leave the grass in the field for the animals to graze on during dry spells or cut and pile it in their homesteads. The farmers also store sorghum and maize stalks for the same purpose. During recent droughts, when pastures became scarce and fodder reserves were exhausted, the herders fed animals with boiled grains and other complementary feeds.

Landowners cut grass with sickles and pile it on higher grounds on the farm or carry it to the homestead. The grass is often cut when very dry, but ideally should be cut when still green. The quality of the fodder is affected by excessive heat, rain, and strong winds. When taking it to other locations, the fodder is heaped on trucks with ropes, rather than baled, which is more efficient.

Grazing Reserves

The establishment of grazing reserves in strategically chosen locations is an important measure taken during droughts to increase resilience. The areas can also be used as livestock holding grounds.

According to data from the Ministry of Environment and Climate Change (MoECC), a total of 116,700 hectares of grazing reserves have been brought under community management. This is an area where coordination and cooperation between MoLFD and the MoECC are of crucial importance. The ministries simultaneously achieve important targets for the livestock sector and improved environmental management.

The grazing reserve in the Aroori plateau, located between the towns of Burao and Odweyne, is a prime example of indigenous plant species regeneration. Closing strategic locations across the country would enhance the gene preservation and regeneration of indigenous plants.

Livestock Exports

Livestock exports are important for income generation, government revenue, foreign currency earnings, and the exchange of other commodities, including food.

Livestock exports represent, in most years, more than 80 percent of the value of Somaliland's exports. The Kingdom of Saudi Arabia (KSA), Yemen, Oman, and the United Arab Emirates (UAE) are the main destinations for Somaliland livestock exports. Saudi Arabia is the main destination for small ruminants (sheep and goats) as 70 percent of the exports takes place during the Muslim Hajj season. Yemen and Oman are two major destinations for cattle exports. Only male animals are exported whilst the females are reserved for breeding and domestic use.

Based on health grounds, importing countries imposed several bans on livestock exports from Somalia's ports. Saudi Arabia was responsible for most of the bans, based on claims that it found Rift Valley Fever (RVF) in Somali livestock. Livestock exportation data from 2010-2021 shows a steep decline since 2016, mainly due to large livestock mortality from droughts. For example, 3,175,650 sheep and goats were exported through Somaliland's ports in 2015, compared to only 864,179 in 2021.

Heavy dependence on the three month-long Hajj season for livestock exports puts pastoralists in a difficult income situation, as the sale of animals is the main source of household income. Alternative markets outside of Hajj season must be explored to spread out pastoralist income opportunities throughout the year.

Although there are significant external factors that affect the export of live animals, the MoLFD should:

- Rigorously implement all international animal health requirements (vaccinations, quarantines, certifications, risk-based disease analysis, etc.) for the export of livestock.

- Build and maintain effective infrastructure, including quarantine stations, livestock holding grounds, and community managed grazing reserves (in collaboration with the MoECC).

- Promote public and private partnerships to ensure the availability of water and fodder at key spots along livestock trading routes.

Moreover, the MoLFD, with support from development partners, should commission extensive marketing research to identify opportunities for the export of live animals, meats, and meat products.

The Domestic Livestock Market

Although less important in volume than livestock exports, there is an important domestic market for meat consumption, mainly in urban areas. Depending on the year, the domestic livestock market is estimated to be about 20-50 percent of the live-animal export market. As a result of its size, the domestic livestock market can only absorb the livestock export market to a small degree. The seven main urban centres' slaughterhouses, where a majority of animals are brought for slaughter, need substantial improvements. Data from urban slaughterhouses is readily available, whereas reliable records in the semi-urban and rural areas are not available as most animals are slaughtered in the homestead. Animals slaughtered for domestic use are mostly consumed on the same day. Butchers sell the meat spread on tables in open markets with minimum sanitary standards. The MoLFD should set sanitary standards and inspect meat markets.

Despite the sharp decline in livestock exportation in recent years, the price of meat in the local markets remains

beyond the economic means of poor urban households. Red meat is the only commodity in Somaliland that is not imported. This creates an opportunity for chicken and fish consumption, as they are relatively cheaper products.

Dairy Products

Nomadic pastoralists keep mixed camel herds for milk production and continually migrate in search of water and pasture. Agro-pastoralists, on the other hand, mostly reside in the western regions and rear dairy cattle of East African Zebu type. The herders send the daily milk yields of their herds in plastic containers to their agents in the markets. The plastic containers, mostly with small necks, are often not properly sterilised. For improved preservation, the milk is pasteurised or sterilized by heating, or sometimes antibiotics are added. The MoLFD should inspect milk in the local markets for antibiotics that cause antibiotic resistance. The ministry has registered 15 milk cooperatives in urban centres.

Milk consumption is high, both in urban and rural locations, as milk is often the only accessible and affordable drink and is traditionally important for pastoral communities. The high demand for milk is stymied by supply bottlenecks and a lack of capacity in the dairy process industry. At the same time, water and electricity, which are crucial for dairy processing, are expensive in Somaliland and are not always reliably accessible.

The prevailing demand for milk is supplemented by the importation of powdered and bottled milk, mainly sourced from Saudi Arabia, Yemen, New Zealand, and Holland, among others. In the period from 2019-2021, the country imported 35,601,103 kg of powdered milk and 23,072,179 kg of bottled milk, which extracted millions of USD from the country (Ministry of Finance Customs Office, 2022).

Businesspeople and diaspora groups are increasingly establishing commercial dairy camel farms on the outskirts of cities. The milk from these farms is transported in standard metallic containers to restaurants and distribution centres twice a day. With increased urbanisation, the demand for milk and other dairy products remains high and the current supply cannot satisfy market demands. Hence, the importation of powdered milk and other dairy products.

An estimated 50-60 percent of the milk produced in Somaliland comes from camels. Cow milk contributes about 35 percent of total production, while goat and sheep's milk make up 10 percent. The processing of dairy products into yogurt and cheese is limited. There is also a small industry that processes milk from imported powder milk.

Hides and Skins

The export of hides and skins, although potentially important, has dropped from approximately 13.5 million total exports in 2011 to less than two million annually in recent years. Value addition in hides, skins, leather, and leather products would foster the diversification of Somaliland exports. According to a recent study, the hides and skin sub-sector employs over 1,190 individuals (88 percent of which are male).

The exportation of hides and skins from Somaliland has drastically declined since 2019 and only limited quantities are now exported to Gulf countries. Chinese companies were historically the major buyers of Somaliland hides and skins, but they moved to Tanzania following the closing of the Dacarbudhuq tannery due to environmental concerns. Traditionally, hides and skins are mainly cured through salting and drying (dry salting). Hides and skins are often of low quality due to defects accumulated before, during, and after the slaughtering of animals.

The development of a policy framework for leather production should, among priorities, emphasise improving the quality of hides and skins and upgrading the existing animal slaughter facilities. Other aspects should include the adoption of salt recovery technologies such as those being used in tanneries in Ethiopia, to make the industry more environmentally friendly, and the intensification of value addition beyond the wet blue stage to produce finished leathers as well as leather products.

Disease Control and Prevention Measures

The disease control and prevention measures implemented by the MoLFD consist mainly of vaccinating sheep and cattle, the mandatory quarantine of live animals for export, general disease control, treating parasites, and oversight of veterinary medicine imports.

Disease control and vaccination interventions are conducted across Somaliland twice per year. With the financial and material assistance of the UN Food and Agriculture Organisation (FAO), and other development partners, the MoLFD carries out periodic vaccination and treatment campaigns.

Somaliland lacks a vaccine production institute to be able to produce inexpensive vaccines and prevent transboundary animal diseases of economic significance from impacting national herds.

Egg Production

Somali society traditionally does not appreciate white meat. Nevertheless, twelve small to medium poultry farms have recently been established in the country. On average, a poultry farm holds between 300 and 60,000 chickens, mostly for laying eggs. European breeds are kept on farms, which have a difficult time adapting to the local weather and existing endemic diseases. The core limitations of the poultry industry include the high feed cost, lack of local availability of chicks, limited experience of farmers in poultry rearing, and absence of local agencies that produce low-cost vaccines for the control of endemic poultry diseases.

Some households keep a few hens of the local breed, mostly for egg production. If well managed, small-scale poultry rearing can be a good source of supplementary income for households. The local breeds are characterised by low production and productivity, and established farms with local breeds are for egg production. Therefore, imported chilled chicken is available in supermarkets. The ministry should encourage the establishment of farms for broilers.

Agriculture

Sorghum is the dominant crop in Somaliland, taking up about 70 percent of the rain-fed farmlands. Another 25 percent is covered by maize, mainly grown as food for

human consumption. Other crops are cowpea, sesame, watermelon, millet, groundnut, and beans. Around 20-25 percent of the Somaliland population depends directly on the agriculture sector for their livelihoods and means of employment, particularly in rural settings. Crop production contributes to only 10 percent of cereal consumption in Somaliland.

The Ministry of Agriculture's National Agriculture Strategic Plan (NASP, 2021-2023), defines the following strategic goals:

1. Increase agricultural production

2. Improve access to agricultural markets and marketing services

3. Promote natural resource management

Policy and Legal Reform

- National Agriculture Atrategic Plan (NASP) 2021-2023

- National Agriculture policy (draft)

- Seed policy (draft)

- National pesticides policy (draft)

- Draft agriculture cooperatives policy

- Dryland Farming

The agro-pastoralists in the dryland areas grow a six month maturing sorghum variety (Elmi Jama) for human food and fodder for livestock. In addition, a short cycle variety has recently been introduced in the Odweyne district. To cope with unpredictable climatic patterns, farmers also grow maize, cowpeas, millet, and beans for food, plus sesame, watermelon, groundnuts, onions, and tomatoes as cash crops. Dryland farmers are also steadily adopting fruit trees such as citrus, guava, lemons, and mangoes through improvised drip irrigation during the sapling and flowering stages.

Most subsistence farmers use appropriate farming techniques passed down from generation to generation. It is a low-input, low-output farming system, which has not changed much over time. Technology transfer has shown very little success, despite heavy investments by NGOs in farmer training. Both the total area under cultivation and the yield per hectare fluctuate heavily from year to year, mainly as the result of rainfall patterns.

Main Crop Production Areas

Rain-fed farming is suitable in pockets across the country. Maroodi Jeex, Awdal, and Togdheer are the main food baskets of Somaliland, where farmers practice both rain-fed and small-scale irrigated farming. Agro-pastoralists in the Sanaag and Sahil regions also grow sorghum, mostly for animal fodder. Farmers in those regions also grow cash crops along the dry rivers and streams through irrigation from shallow wells.

Commercial Farming

Investment in agri-businesses seems to have increased during the last five years, although no reliable data is available. This seems to have taken place without any noticeable assistance from either the Ministry of Agricultural Development (MoAD) or aid organisations. Commercial farming could be a key driver to market-oriented sustain-

able agricultural development, which reduces widespread poverty in rural areas. Based on basic technical know-how, these farmers produce quality fruits and vegetables, largely for major markets in large cities and towns.

Greenhouses for commercial vegetable production are expanding in both dryland and irrigated farming areas. These enterprises use hybrid and genetically modified seeds and apply both chemical and organic fertilizers and pesticides. Commercial farming is often done without sufficient research on the soil type, appropriateness of seeds, climate, market demand and conditions, and quality of water for irrigation. Farmers also often do not consider the shelf lives and preservation of farm produce when the markets are unfavourable. Nevertheless, there are successful commercial farming enterprises in the Arabsio and Burao areas.

Agricultural Research and Extension

The NASP expresses MoAD's commitment to ensuring that:

- Agricultural production is increased through farmer-focused training and extension to enable the farmer to utilise appropriate farming techniques and technologies

- Enhanced institutional capacity exists to plan, develop, and provide agricultural support packages that are sustainable

- The focus will be on quality farm produce and improved marketing, leading to national food security

Finding appropriate technologies and disseminating them to farmers under agro-socio-ecological conditions like in Somaliland is a complex challenge anywhere in the world. This is even more challenging due to the face that there are currently no ongoing broad-based agricultural research and extension interventions in the country.

1. **Research:** The MoAD manages the dryland Agriculture Research and Training Institute (SIAR) at Aburin Agricultural Research Station, which has been rehabilitated with funds from the Somaliland Development Fund as a farmer's training and on-farm varietal evaluation centre. The institute is located about 42 kilometres outside of Hargeisa city, within Somaliland's prime dryland agro-ecological zone. Farmers from across the country take theoretical and practical short training courses at the SIAR and serve as junior extension workers in their respective localities. The MoAD and partners should commission a study exploring the relevant technology for the local farming systems. It would take time and needs functional links with agricultural research stations operating in similar agro-climatic zones. In this context, the MoAD must pursue stronger collaborative institutional links with relevant Consultative Group for International Agricultural Research institutes, a global partnership that unites international organisations engaged in research about food security.

2. **Extension:** The agricultural extension department has limited capacity in terms of effective boots on the ground, so conventional ways of getting valid cropping messages to farmers through a national network of field-level extension workers are not feasible. Therefore, in collaboration with development partners, the MoAD transfers appropriate farming and natural resource management techniques through

Farmer Field Schools (FFS) and demonstration farms. The MoAD must find innovative, demand-driven, cand ost-effective ways to reach and support farmers.

Agricultural Inputs and Credit

Both supply and demand for agricultural inputs – like certified seeds, pesticides, implements, equipment, etc. – are very limited and dispersed. Local dealers sell poor-quality imported farm inputs from overseas due to limited control and quality guarantee mechanisms. Genetically modified and untested vegetable and horticulture seeds from diverse sources are replacing indigenous seeds. On the other hand, farmers store seeds of cereal and legume crops from their harvest, purchase them from open food markets, or receive them through donations. Since farmers cannot easily access credits, traders often pre-finance the farmers and take the products at prices that may not be fair to the producers.

Although the ministry and its development partners promote climate-smart agriculture, including the use of organic pesticides, farmers often use globally banned chemical products and apply them to crops at different stages, including a few days before harvesting. Also, farmers use animal manure for enhancing soil fertility.

Agricultural Markets

The cash crops from the local farms are mostly consumed in the main towns of Somaliland. Farmers recognise that local harvests cannot satisfy market demand, and as a result, similar commodities are imported from Ethiopia and Somalia. The farmers send their products to their marketing agents, or traders purchase the harvests at the farm gate. The vegetables and fruits are transported to the markets in small crates, carton boxes, and sacks on trucks. The peasant farmers face numerous problems, such as poor access to markets, high transportation costs, unstable market prices, lack of processing facilities (value addition), and ineffective farmer organisations.

Non-public Stakeholders

The MoAD collaborates with international and local partners to realise the NASP milestones. About 20 partners support the ministry in enhancing the technical skills of the farmers and staff, natural resource management, water for irrigation, climate change, tillage hours, seeds, etc. The partners also invest in strengthening farmer organisations.

The engagement strategy of most NGOs focuses mainly on emergency management and implementing resilience programmes, which may include farmer group training, distribution of inputs, water-harvesting, construction of soil bunds, and/or support of income generation activities through market gardening.

The MoAD must step up its efforts to coordinate stakeholders in the sector and jointly identify potential interventions for upscaling.

Fisheries

The fishery sector is recognised as a vital economic driver for job creation and economic growth in Somaliland. Although meat consumption is high in the urban areas, the consumption of fish is limited, and fish consumption needs to be promoted to spur the market.

The MoLFD is mandated to regulate and promote the Somaliland fishery sector. However, the sector is still in the early stages of development, and the legal and regulatory frameworks that ensure effective governance are still being introduced, developed, and enforced.

The Somaliland Fishery Law is the only legal framework for the fishery industry. FAO and other development partners work with the MoLFD in reviewing and formulating its policy framework.

Legal Frameworks

The legal frameworks governing the fishers are fragmented and the implementation and enforcement have gaps. The Somaliland Government has introduced the following legal instruments:

- Somaliland Fishery Law (Law No. 84/2018); it was recently revised and amended and will be submitted to the Cabinet.

- Registration & Licensing of Fishing Vessels (No. 1/08/2012). The ministry worked on a fishery vessel registration exercise in 2022 and 455 fishery vessels were registered and are active in Somaliland waters. The ministry issues licenses to foreign fishing vessels for limited periods with specified fishing equipment.

- Somaliland company law gives licenses to fishing groups operating as companies.

- A fishery boat management regulation was developed in 2022.

- Cooperative guidelines were developed in 2022, as well as bylaws for cooperatives.

The MoLFD issues identification numbers and cards to the boats and fishermen, and licenses for the local and foreign fishing companies and cooperatives. The SLCG ensures compliance with the regulations for every sea-going boat and its crew. In addition, the government collects taxes from fishing activities.

Equipment and Facilities for Fishing Groups and Fishmongers

The Somaliland artisanal fishery sector predominantly operates in the inshore areas. Most fishermen use motorized boats equipped with drift nets and lines for catching the fish. About 250 small and medium-scale boats of 7 m and 8.5m long, equipped with 15 and 25 hp Yamaha engines, are used for fishing. The small boats are useful for the daily catch within a few kilometres from the shore, whilst the medium-scale boats, mostly with Volvo engines, can spend over a week at sea and sail up to 50km from the shore. In addition, individual fishers go to the sea on paddled canoes to catch small quantities of fish.

Fishing boats are insulated or equipped with coolers to preserve the fish on the boats while at sea. Fishers take sufficient quantities of ice flakes, packaged in 50 kg bags, depending on the fishing trip. The boat owners employ fishermen (4-5 per boat) for each fishing trip.

Fishing jetties were established and are operational in coastal Berbera and Maydh towns. The ministry also man-

ages a workshop in Berbera town for repairing boats and fishing gear, which are relatively expensive in Somaliland. The boat owners order the fishing gear and spare parts from Bossaso, Mogadishu, or Dubai, where they are cheaper.

Cold Chain Facilities
There are limited cold storage facilities in Somaliland's coastal towns. The fishmongers store fish stocks in freezers of 500 kg capacity whereas six enterprises have cold chains and icemaking plants, mostly in Berbera town, for short-term storage. The enterprises serve the fishermen and the fishmongers in the Berbera district with ice cubes and storage facilities. A kilogram of ice costs SlSh 1000 (US$0.12 USD) in Berbera.

In addition, the Fishery Centre Enterprise, constructed by Fairfishing in Berbera and currently managed by the ministry, has a freezer room to freeze the fish to -40 °C for indefinite periods. However, the room is seldom used due to expensive and unreliable electricity in Berbera.

Fish Species in Somaliland Waters
The fish species in Somaliland waters are classified into pelagic (migratory) and demersal (sedentary). The Pelagic species include the tuna family (yellowfin tuna, frigate tuna, longtail tuna, sailfish tuna, skipjack tuna, etc.) and Spanish mackerel. The common demersal species are scavengers, groupers, snappers, grunts, sharks, turtles, threadfin breams, lizardfish, goatfish, rays, and sea breams.

Despite Somaliland society historically consisting of nomadic pastoralists with plenty consumption of red meat, fish consumption has been steadily growing in the urban areas due to the expatriate and diaspora returnee populations, as well as due to health benefits, nutrition, and media influences. Yellowfin tuna, long-tail tuna, sailfish tuna, sharks, and kingfish are the most preferred fish species in the consumer markets for their high unit value and slow decomposition. The fish's body mass and consumer preference determine the price of the fish in the market. Although Somaliland's 850 km sealine is endowed with rich fishery resources, local fish consumption is relatively limited.

Seasonal Fish Production and Marketing
Access to the sea and availability of fish is determined by the southwest and northeast monsoons. Between May and August (sometimes mid-September), the southwest monsoon makes the sea cold and rough for the small boats. In this season, access to the pelagic fish species (the preferred) becomes scarce in Somaliland waters, as they migrate to places with higher ambient temperatures. Between September and April, pelagic fish species are abundant in the Gulf of Aden because of a higher ambient temperature and the availability of prey.

Opportunities exist for investors to partner with local fishing companies or invest in developing the fishing industry. No official fishery stock assessment was conducted for the last 30 years to determine the status of the fishery stock in Somaliland waters and determine the potential of the industry, which FAO currently estimates at 40,000 tonnes per year. However, the annual registered catch over the last few years has been around 3,000 tonnes, or less than 10 percent of the estimated potential.

Fish Markets
The fishmongers send the fish stocks on improved vans with large quantities of ice cubes. Around 80 percent of the fish catch ends up in Hargeisa and Burao cities, while smaller quantities go to Borama, Erigavo, Wajaale, Gabiley, Odweyne, and Las Anod towns. The ministry and development partners have established fish markets in Berbera and Burao towns with the necessary facilities.

The fishmongers sell a kilo of fish at SlSh 13,000(US$1.5) and resell it at SlSh 18,000 (=US$2) to the traders at the end markets, who in turn sell each kilo at around SlSh 29,000 (US$3.4) to hotels and restaurants, and SlSh 40,000 ($US4.7) to individual customers.

Foreign Fishing in Somaliland Waters
The MoLFD issues fishing licenses to large foreign vessels for a limited period in the Somaliland Exclusive Economic Zone (EEZ). Somaliland charges US$0.46 per kilogram of fish on licensed foreign vessels. Due to limited monitoring capacity, the ministry, however, is concerned that foreign vessels of all sizes are illegally encroaching into the Somaliland territorial waters. Illegal fishing has huge impacts on the marine habitats and sustainability of fish species from destroying coral reefs and using trawling equipment. Despite small units of navy guards in the coastal towns, Somaliland is ill-equipped to monitor and protect its marine resources. In the recent past, between 2017 and 2019, foreign trawlers were banned from Somaliland waters to protect the coral reefs. The ministry currently only issues a very limited number of licenses to foreign operators.

Commercial Fish Processing
Large-scale fish processing is still developing in Somaliland. Few companies have emerged in the past two decades to produce, preserve, and market for commercial purposes. However, those companies have either closed their businesses or managed only ice plants and cold storage facilities in Berbera town.

8.3 Challenges and Key Issues
The major identified challenges in the production sector for the NDP III period are the following:

Livestock
- Improving rangeland management and preservation, including in local communities as indigenous plant species are being replaced by exotic species, such as prosopis juliflora and parthenium weed. Trees are also cut indiscriminately for firewood and charcoal production in many places.

- Investing in a meat processing industry, as livestock is exported on the hoof. The recipient countries often send back livestock shipments from Somaliland because of enzootic diseases such as brucellosis. Exporting chilled meat would add value and increase earnings in foreign currency, as well as reduce the risk of rejected shipments and high mortality of livestock enroute.

- Improving sanitary measures for livestock and the handling of livestock products, like meat and milk. For example, it is important to avoid the spread of disease when livestock from different locations converge in unsanitary conditions. Regulations and

inspection need to improve to impose better hygiene and sales conditions in markets.

Agriculture

- Improving the subsector's policy, legal, and regulatory framework. The ministry has a three year strategic plan (2021-2023), a draft national agriculture policy, a seed policy, a plant protection policy, and a farming cooperatives' policy. Furthermore, the ministry should review the Somaliland Agriculture Land Ownership Law No. 08/99 in line with the recently approved land policy.

- Addressing in a more systematic way land conservation, management, and erosion control, together with other relevant government institutions, like MoLFD, MoECC, and MoRD. Soil fertility in agricultural areas has declined over time due to poor farming practices, inadequate natural resource management, and wind and water erosion.

- Mobilising additional resources so the MoAD is better placed to pursue its national mandate of creating an enabling environment for sustainable agricultural production. This would enhance the capacity of the ministry to identify, formulate, and enforce sectoral policies and guidelines and deliver necessary services to farmers, including training, certified seeds, and on-farm trials.

- Promoting private sector investments in activities like crop production, agro-processing, horticultural production in greenhouses, and the availability of quality agricultural inputs, equipment, and facilities. To increase crop production, farmers should be able to access quality and regulated certified seeds, farm machinery, botanical pesticides, affordable fuel for tillage, and irrigation facilities, among others.

- Promoting practices that reduce crop losses from pests and diseases or from inadequate on-farm storage facilities.

- Promoting better access to markets. Despite the extensive mobile phone network in Somaliland and other modern communication technologies, local farmers either have limited market information or are bonded to pre-financing traders in the end markets. In addition, farmers lose a significant percentage of yield value due to market saturation with unfavourable prices immediately after the harvest.

Fisheries

- Improving the availability of information about the status of Somaliland's marine ecosystem i.e., coral reefs, sponges, and seaweeds, which are the main habitat of many organisms. This information is important for investors, fishermen, and other stakeholder who wish to invest in the fishing sector.

- Establishing a standby rescue system for stranded fishermen and missing properties in the sea. The fishermen (fish harvesters) do not have diving kits to search for missing properties (e.g., anchors) and persons in distress. Fishing groups now employ private boats for rescue operations and hire expensive kits from local vendors for such incidents. The municipality occasionally contributes fuel for the rescue

operations, while the Somaliland Coastguard may tow the boats back to shore.

- Promoting the availability of essential tools, gear, and equipment for fishermen (like fish detecting instruments, GPRS, overcoats, life jackets, fire distinguishers, communication equipment, and first aid kits) and fishmongers at the markets (like proper gutting and filleting knives, weighing scales, and cutting boards). Storms and cyclones may capsize the fishing boats far into the sea. When stranded in the sea, the boats do not have communication facilities to appeal for assistance whilst the rescue mission cannot easily locate the distressed crew.

- Promoting measures that will allow the availability of cost-effective cold-chain facilities and rental space accessible to fishmongers, while guaranteeing the stability of a sustainable electricity supply.

- Expansion of the Berbera fishery jetty, which currently can handle only a few boats at any given time. This results in long queues for access to the landing site which can cause the fish to perish if not unloaded and frozen on time. Also, an unhygienic landing site may contaminate the fish.

- Additional investments to improve transport infrastructure. The traders deliver fish on improvised vans, which do not meet the fish delivery standards, compounded by poor road networks and other infrastructure. A significant percentage of fish stocks are lost before consumption due to poor handling and inadequate cooling systems while in transit, making postharvest losses unnecessarily high.

- Working towards meeting Hazard Analysis Critical Control Point (HACCP) standards in the fishery sector. This would allow it to export fish to neighbouring countries, Europe, or the United States. Somaliland's fishery sector currently supplies only the local markets and exports only insignificant amounts of ornamental fish to Djibouti.

- Promoting eating and preparing fish to challenge the cultural attachment to red meat and limited cooking skills. Cultural factors discourage many people from eating fish and has caused several companies to leave the market within a short period.

8.4 NDP III Outcomes and Priority Interventions

Strategic Objective 1: To improve resilience and livelihoods of rural communities by promoting sustainable production in livestock and agriculture with sound natural resource management.

Outcome 1: By 2027, livelihoods in rural and semi-rural areas will have improved due to better resilience in pastoralist and agro-pastoralist communities.

In collaboration with development partners, the Ministry of Livestock and Fishery Development will achieve this outcome through the following priority interventions:

1. Improving access to effective animal health services through quality drugs, disease surveillance, treatment, and vaccination campaigns.

2. Investing in livestock holding grounds (LHG), quarantine station farms, strategic water points, and fattening farms to improve the resilience of the sector towards drought.

3. In collaboration with MoECC, establishing community managed grazing reserves and seed banks for the preservation of resilient and nutritious indigenous grassland varieties.

4. Capacity building for veterinarians and animal health workers in animal health and communications skills. This will improve access to effective animal health services through the utilisation of quality drugs, disease surveillance, and treatment and vaccination campaigns.

5. Promoting public health protection measures against zoonotic diseases. This would improve the safety of meat and milk for consumers in both rural and urban settings. The ministry will inspect the meat and milk at the abattoirs and distribution (market) centres.

The Ministry of Agricultural Development and its development partners will achieve this outcome through the following priority interventions:

1. Proactively leading coordination of all intervening organisations working in Somaliland with a focus on enhancing the resilience of rural communities by improving their ability to adapt to climate change.

2. Ensuring on-going research programmes have a sufficient focus on appropriate technology that have the potential to improve rural communities to adapt to climate change.

3. Increasing farmer field school (FFS) groups, if warranted by recommendations, and undertake a field study on joint stakeholder FFS experiences in Somaliland.

Outcome 2: By 2027, the promotion of sustainable natural resource management will lead to a more sustainable use of land and water resources in the production sector.

The Ministry of Livestock and Fisheries Development, together with its development partners, will achieve this outcome through the following priority interventions:

1. Conducting at least one fish stock assessment to determine the sustainable exploitation of fish and other marine resources (fishing quotas).

2. Establishing marine protected areas in collaboration with the MoECC.

The Ministry of Agricultural Development and its development partners will achieve this outcome through the following priority interventions:

1. Promoting the development and sustainable utilisation of agricultural land resources. Farmers will be sensitised and trained on climate-smart agriculture and sustainable land use practices.

2. Promoting the development and efficient use of water resources. Farmers will be trained on the efficient use of water for irrigation such as drip irrigation and solar-powered systems.

Strategic Objective 2: To develop sustainable market-oriented climate-smart value chains in the production sector, involving all stakeholders.

Outcome 3: By 2027, the meat, dairy, feed, and fodder value chains will have considerably improved.

In collaboration with development partners, the Ministry of Livestock and Fisheries Development will achieve this outcome through the following priority interventions:

1. Addressing regulatory gaps for livestock, livestock products, and the export of live animals to facilitate competition. Implementing and enforcing the laws, regulations, and standard operating procedures will help access markets. The following are other documents that are to be developed within the NDP III timeframe:

   - Emergency preparedness and response (EP&R) laws, regulations, and guidelines.

   - A more comprehensive pharmacy and poisons act, bringing together the veterinary and medical services.

   - A pesticides act addressing veterinary, agricultural, and environmental concerns.

   - A veterinary code of ethics.

   - An aquatic animals and products act.

2. Capacitating all actors in the livestock value chains (meat, dairy, fodder) in good production practices. This will complement the continuous professional development of livestock extension workers towards overall improvement of knowledge and skills in the subsector, including breed selection and improvement.

3. Establishing demos for good animal production practices, fodder banks, and feed lots through climate-smart practices. The seed banks will be of improved varieties. This will lead to increased fodder production, seeds, and techniques.

4. Supporting actors in the fodder value chain regarding value addition of fodder, (baling, concentrates, milling, grinding, etc.), including the provision of inputs for pilot schemes to engage in such activities.

5. Rehabilitating and improving infrastructure in the dairy value chain (cold chain, processing).

6. Establishing a livestock marketing agency. The agency will prioritise trade facilitation initiatives across the value chain, dissemination of market information, and the development of market systems. The agency will work with all stakeholders to strengthen certification, inspection, and quality control, especially regarding requirements of export markets.

7. Strengthening extension advisory services to the private sector to improve farm management and overall farming practices.

Outcome 4: By 2027, MoAD will have increased institutional capacity to effectively support farmers to increase marketed production.

The Ministry of Agricultural Development and its development partners will achieve this outcome through the following priority interventions:

1. Developing a financially sustainable, innovative, producer-oriented support approach, together with all value chain stakeholders. The MoAD will study the agriculture value chains, explore innovative solutions, and develop financially sustainable producer support models.

2. Aligning the MoAD's institutional structure and capacity with a more producer-oriented support approach. The ministry will review its internal structures for effectiveness and devolve the technical operations closer to farmers.

3. Enhancing the MoAD's human resource capacity. The ministry has an adequate number of specialised staff whose technical skills shall be upgraded. Special emphasis will be given to the staff at the regional offices.

4. Developing the necessary MoAD physical infrastructure and equipment provision. The office facilities and necessary equipment will be provided to the regional and district offices and, where necessary, at headquarters.

5. Increasing access to quality inputs for both rain-fed and irrigation farmers. The MoAD will ensure the quality of seeds, pesticides, and other farm inputs. The farmers will be encouraged to use natural pesticides and will be advised on the safe use of agrochemicals. The MoAD will also inspect agrochemical pesticides in local markets and certify traders in this context.

6. Encouraging and regulating the growth of greenhouses. The number of greenhouses has increased in Somaliland over past ten years. The MoAD will promote greenhouses and develop regulatory frameworks. Farmers will also be advised on appropriate irrigation systems.

7. Developing a conducive environment for agricultural marketing investment. Somaliland businesspeople and foreign investors will be encouraged to invest in agribusinesses.

8. Establishing a marketing information system for the effective provision of market information to farmers and other market players. The ministry will develop effective marketing information systems which will be easily accessible to farmers, traders, and other agribusiness players.

9. Developing marketing sales promotions for agricultural products. The annual exhibition will be held in all Somaliland regions. In addition, the ministry will explore e-markets for agricultural produce.

10. Improving physical market infrastructure. In collaboration with municipalities, farmer facilities will be improved, such as warehouses, cold chains, etc.

Outcome 5: By 2027, the Somaliland fishery sector will have grown substantially in a sustainable manner.

The Ministry of Livestock and Fisheries Development and its development partners will achieve this outcome through the following priority interventions:

1. Expanding and upgrading necessary infrastructure and facilities to strengthen the fishery value chain:
   - Extension, expansion, and rehabilitation of existing fishing jetties and landing sites and the construction of new jetties.
   - Supporting increased capacity of existing cold storage facilities in seven coastal areas and establishing new facilities in two areas, plus facilities for ice-making.
   - Promoting the establishment of commercial fish processing plants (canning, drying, sorting, smoking, and fish meal).
   - Construction of fish market centres in Erigavo, Hargeisa, and Wajaale.
   - Supporting the establishment of operational fishing gear shops in Berbera, Zeylac, and Maydh.
   - Improving the mechanical workshop for marine engine maintenance in Berbera and establishing two mobile workshops in Zeylac and Maydh.
   - Establishing a Fishery Training Centre for training young fishermen.
   - Improving commercial fishing knowledge and disseminate to all relevant stakeholders.

2. Capacity building of key actors in the fish value chain (fishermen, fishmongers, mechanics, etc):
   - Training local fishermen in modern fishing gear techniques (hooks, long lines, trolling, etc.)
   - Training of trainers in maintenance and repair of marine engines, cold storage facilities, solar installations, etc.

3. Strengthening and streamlining the policy, legal, and regulatory framework in the fishery sector and its implementation:
   - Improving the legal framework for the establishment of fishery cooperatives.
   - Updating the fish quality control act to include specific requirements related to the fish value chain.
   - Improving the capacity to monitor and protect against illegal, unregulated, and unreported fishing, among other issues, through a vessel monitoring system.
   - Improving and encouraging local fish export and certification.
   - Improving and modernising the fishery licensing system.

4. Promoting market access (including export markets) by engaging in trade facilitation, dissemination of market information to all operators, marine products certification, and the establishment of a food safety control system (HACCP).

8.5 Cost Estimates per Outcome and MDA

PRODUCTION SECTOR   **SECTOR TOTAL (USD)**   159,966,045

MINISTRY OF LIVESTOCK AND FISHERIES DEVELOPMENT   USD   132,508,045
MINISTRY OF AGRICULTURAL DEVELOPMENT   USD   27,458,000

SDG	NDP Outcome	NDP Outcome Indicator	Unit	Baseline (2021)(*)	Target (2027)	COST ESTIMATE
SDG - 2	**PRO - 1: By 2027, livelihoods in rural and semi-rural areas will have improved due to better resilience in pastoralist and agro-pastoralist communities.**	GOV - 2.A: Average completion rate of the Outcome's combined operational benchmarks.	%	0%	>80%	**64,947,040**
	OUTCOME PRO - 1: Cost estimate per government instiution / MDA				MoLFD	64,947,040
SDG -15	**PRO - 2: By 2027, the promotion of sustainable Natural Resource Management will have led to a more sustainable use of land and water resources in the production sector.**	PRO - 2.A: Average completion rate of the Outcome's combined operational benchmarks.	%	0%	>80%	**20,800,000**
		PRO - 2.B: The total number of farmers considered early adopters of soil and water conservation practices on their farm, as reported on by all participating partners.	Number of crop production farmers	Not available	200	
		PRO - 2.C: For all relevant fish species, the annual fish catch does not surpass the corresponding fishing quotas that have been established on the basis of carried out stock assessments in the NDPIII period.	Boolean (Yes / No)	NO *(No assessment based fishing quotas)*	YES	
	OUTCOME PRO - 2: Cost estimate per government instiution / MDA				MoAD	16,800,000
					MoLFD	4,000,000
SDG -2	**PRO - 3: By 2027, the meat, dairy, and feed and fodder value chains will have considerably improved.**	PRO - 3.A: Increase of 20% in the export of live sheep and goats, comparing five-year averages (equals 3,1% growth per year).	No. of animals	1,546,917	1,856,300	**43,715,000**
		PRO - 3.B: Increase of 20% in the export of live cattle, comparing five-year averages (equals 3,1% growth per year).	No. of animals	112,896	135,475	
		PRO - 3.C: Increase of 20% in the export of live camels, comparing five-year averages (equals 3,1% growth per year).	No. of animals	33,377	40,053	
		PRO - 3.D: Domestic meat consumption from goats, sheep, camels, and cattle processed by main slaughterhouses in Somaliland (Hargeisa, Burco, Borama, Berbera, and Erigavo).	Kg	719,772	800,000	
	OUTCOME PRO - 3: Cost estimate per government institution / MDA				MoLFD	43,715,000
SDG -2	**PRO - 4: By 2027, MoAD will have increased institutional capacity to effectively support farmers to increase marketed production.**	PRO - 4.A: Increase of 20% in the total production of cereals (maize and sorghum), comparing five-year averages (equals 3,1% growth per year).	Rolling 5-year average in Tons	20,046	24,000	**10,658,000**
		PRO - 4.B: Average completion rate of the Outcome's combined operational benchmarks.	%	0	>80%	
	OUTCOME PRO - 4: Cost estimate per government instiution / MDA				MoAD	10,658,000
SDG - 14	**PRO - 5: By 2027, the Somaliland fishery sector will have grown substantially in a sustainable manner.**	PRO - 5.A: A 20% increase of the annual catch of fish (equals 3,1% growth per year)	Tons of fish	3,244	3,900	**23,846,005**
		PRO - 5.B: A 50% increase in the number of registered local fishing vessels (equals 7% growth per year).	Registered local fishing vessels	445	670	
	OUTCOME PRO - 5: Cost estimate per government instiution / MDA				MoLFD	23,846,005

(*) The Outcome baseline value is from 2021, unless indicated otherwise

INFRASTRUCTURE SECTOR

9.1 Introduction

Infrastructure is key to facilitating and accelerating socio-economic development as envisaged in Somaliland Vision 2030. The country aims to be a nation with an advanced infrastructure network that enables economic and social development. Therefore, improved infrastructure is critical to Somaliland's competitiveness to facilitate local, regional, and global trade. The priority has always been an internal road network that connects the different parts of the country, which will also indirectly support economic activities such as being a transit trade hub, access to health facilities, and linking production to potential markets.

It was in pursuit of the above objectives that, in addition to the Berbera-Wajaale road, the Hargeisa bypass was conceived, together with partners. Other strategic road networks include connections between Erigavo, Burao, and Las Anod. This will then establish good, paved road links between all the regional capitals and major cities.

Closely linked to the road network are developments in the maritime transport infrastructure. The Berbera Port and its economic zone are intertwined with the existing road network and planned road investments. The Berbera Port is quickly becoming the nucleus of economic opportunities in Somaliland. This ranges from being a major source of government revenues to being a key hub in the international livestock trade. The development of other jetties, like the one in Maydh, expands opportunities for more rural communities. To realize its full potential, Somaliland also needs a thriving aviation industry. Developments at Egal International and Berbera airports will ensure that connectivity to Somaliland is easy for its citizens and businesses. The recent resumption of domestic flights to Erigavo signals opportunities for domestic air connectivity.

The basis for a modern digital economy is a transformative telecommunication sector which adopts to the fast-changing digital world. As envisioned in Vision 2030, a good communication network will support the government's drive towards a modern digital world. This is expected to support e-economy, e-government, and e-learning. The government's main role is to create the enabling environment for the private sector to thrive. The recent developments on the fibre optic cable deployment will further boost the industry and ensure that internet access and internal supported economic activities will increase. Connectivity to the international fibre optic cable will also help increase internet access to every home, business, school, and government department.

9.2 Situational Analysis

Policy and Legal Reforms

Policy and legal instruments approved and enacted to improve the infrastructure landscape are limited. These policies, and a host of new ones, will continue to guide the sector in the foreseeable future. Key among them are:

- Four sustainable urban master plans developed for Las Anod, Erigavo, Borama, and Gabiley districts.
- Land Policy (2022)
- Fixed Asset Registry Policy
- E-Government Strategy (2021-2024)

Public Works, Land, and Housing

- The Ministry of Public Works, Land and Housing (MoPWLH) archives the original copies of all town plans in the country and maintains an asset register of public assets. There are currently 15,428 assets registered in the asset registry. The MoPWLH licenses an increasing number of engineers and skilled technicians, as well as the registration of building contractors, real estate developers, and quarries. Currently, the MoPWLH has registered 1,465 contractors and 1,550 engineers. The contractor licensing requires the owner to have engineering qualifications.

- The ministry has developed construction permit application guidelines and trained the ministry and district engineers in implementing the guidelines for the approval and oversight of building permit applications. The ministry has designed and supervised 182 projects since its inception in 1994.

- MoPWLH works closely with the Ministry of Transport and Roads Development (MoTRD) and local governments to identify primary and secondary roads to plan and manage cities' traffic volumes. This is taken into consideration when conducting town planning.

- The MoPWLH has completed the feasibility studies and detailed design of 400 government employee houses. The MoPWLH has allocated public-owned land for the construction of affordable housing and is currently exploring potential funding sources.

Road Transport

- Community fundraising has been a critical source of finance for constructing paved roads in rural and urban areas. Examples of such funding models are the roads connecting Borama and Dila (35 km), Hargeisa and Ina Guuhaa (about 30 km out of 80 km), Hargeisa and Balligubadle (about 15 km out of 80 km), and Erigavo and Ina Af-Madow (about 150 km out of 280 km).

- The Roads Development Authority (RDA), together with key partners, has delivered several vital roads. Since 2013, Somaliland, together with the SDF, has invested in the rehabilitation of 149.5 km of paved roads, which included 130.3 km of paved road between Hargeisa and Sheik and rehabilitating 19.2 km of paved road between Kala-baydh and Dila.

- The upgrades to the Berbera Corridor, which links the Berbera Port to Ethiopia, are significant developments. Road upgrades will be completed by the end of 2022 with investments from the Abu Dhabi Fund (US$90 million), the Prosperity Fund of the UK Government (US$33 million) for the Hargeisa Bypass, and the European Union, which has upgraded the road from the bypass to Gabiley. The RDA has been a key partner in this process. Berbera Port, Berbera Airport and the Berbera Corridor Road connecting to Ethiopia are nearly completed.

- The Erigavo road, constructed with government funds and an extensive community fundraising effort, both in Somaliland and from the diaspora, is expected to be completed at the end of 2022. Despite this progress, infrastructure remains one of the biggest challenges for businesses in Somaliland, particularly transportation.

Maritime Transport

- There is a new container terminal at Berbera Port, a quay of 400 m, and three Ship-to-Shore (STS) gantry cranes which can handle the largest container vessels in operation today and increases the port's container capacity from the current 150,000 Twenty-Foot Equivalent Units (TEUs) to 500,000 TEUs annually. The terminal includes a modern container yard with eight Rubber-Tyred Gantry Cranes (RTGs). A new port one-stop service centre is also being built and will be ready in 2022. The port can handle up to two million TEUs a year and multiple large container vessels simultaneously.

- Recent investments, albeit small, in regional jetties have the potential to develop an interconnected marine transportation network which will open potential markets, promote value chains, and improve local economic development in many rural areas.

- The Maydh Jetty in Sanaag has also been upgraded, which will improve interconnectivity by sea between Berbera and Sanaag and parts of the Togdheer regions. It is expected that with complementary investments in the road to Erigavo, this upgrade could spur economic potential benefiting about 750,000 people and providing opportunities for economic diversification with investments in the fisheries sector.

Air Transport

- Air access has improved in recent times, with four international airlines currently operating in the country providing daily flights from Mogadishu, Djibouti, Addis Ababa, and Dubai. The United Nations and the European Commission have weekly humanitarian flights linking neighbouring countries.

- Berbera International Airport reopened for international air travel in November 2021. The airport upgrades complemented the expanded port of Berbera, and both play an important role in the potential success of the SEZ in Berbera, which will transform Berbera into an integrated maritime, industrial and logistics hub in the Horn of Africa.

- The government has rehabilitated the Erigavo airport with an unpaved runway and currently there are local flights to and from Hargeisa. There are six major Somali-owned and operated fleets.

Telecommunications Infrastructure

- A mobile phone penetration rate of only 45 percent and fierce competition has led mobile network operators to offer some of the world's cheapest mobile rates.

- The telecommunications industry invested heavily to improve connectivity, with 3G and 4G already rolled out across Somaliland. The port city of Berbera is to be connected to the Eastern Africa Submarine Cable System (EASSy), a medium of internet connectivity carrying telecom traffic for all African operators from the Eastern and Southern African markets to connecting cable networks in Europe, Asia, and the Americas.

- The telecommunications industry remains competitive in the region as international calls made from Somaliland are some of the cheapest in Africa. Somaliland is also one of the most active mobile money markets in the world, with 26 percent of subscribers using mobile money to pay bills – one of the highest user rates in the world.

- The Ministry of Information and Communication Technology (MoICT) established a spectrum management monitoring system for the first time. The spectrum management system regulates radio frequency to promote efficient service, mitigating radio spectrum pollution and maximizing the benefit of usable radio spectrum.

- In 2021 an innovation zone was launched. The main objective of the innovation zone is to train public servants, as the government transitions to providing e-services and rolls out its digital transformation strategy. The facility is expected to develop into an e-learning, e-health, and e-commerce platform, and supports a data exchange platform and capacity building. It is expected, at later stages, to provide advanced trainings on topics such as programming, digital marketing, and cybersecurity.

- A significant development in early 2022 is the public-private partnership with three leading telecommunication providers agreeing to share the landing and operation of submarine cables to enter the country. Each telecommunication provider will own 31.67 percent of the new joint company, while the government will own five percent. Currently, a total of 1,200 km of optic fibre cable has been laid and four out of six regions are connected.

- Following the laying of foundations to reopen postal services in the country, the international postal service resumed in March 2019 following an agreement with Djibouti. International post will be channelled through the Djibouti Postal Agency (La Poste de Djibouti). The Djibouti Postal Agency agreed to represent Somaliland at all the regional and international conferences that Somaliland cannot attend due to lack of recognition.

9.3 Challenges and Key Issues

The major challenges identified for the NDP III period are the following:

- Improving the large physical infrastructure deficit to support the population in different facets of their lives. The land, sea, and air access routes need to be strengthened for a more frequent, efficient, profitable, and sustainable means of transport services.

- Strengthening the ICT infrastructure to support the transformation of digital services. The expansion of the fibre optic cable network and the provision of quality and affordable internet services form the cornerstones of this challenge.

- Strengthening physical planning, which will serve as the catalyst to increased access to decent and affordable housing with green and socio-environmentally friendly surroundings.

-

- Reviewing and updating the legal and regulatory framework in the infrastructure sector. A robust regulatory framework will boost investor confidence, delivering safer and better regulated and maintained public and private infrastructure.

9.4 NDP III Outcomes and Priority Interventions

Strategic Objective 1: Expanding the building and adequate maintenance of safe and sustainable transport, housing, and ICT public infrastructure, according to the requirements of the country.

Outcome 1: By 2027, transport services by land, sea, and air are safer and more frequent, efficient, profitable, and sustainable.

The Ministry of Transport and Roads Development will contribute to this outcome through the following priority interventions:

1. Having modern paved roads is critical for development. A good, paved road has a positive impact on fuel use efficiency, reduced vehicle maintenance cost, and an overall increase in road safety, especially with road signage. The MoTRD has identified the following road networks as priorities to be paved in the next five years:

   - Lawyaddo-Fardaha-Borama road (270 km)
   - Burao-Oodweyne-Hargeisa Road (190 km)
   - Erigavo-Maydh (Tabca) road (78 km)
   - Las'anood to Kalabaydh road (40 km)
   - Borama-Baki Road (37 km)
   - Berbera-Las-iidle Road
   - Hargeisa-Salahley Road (71 km)
   - Hargeisa – Balligubadle Road (65 km)
   - Dhubato-Cadaadley Road (40 km)

   In addition, the Wadamago-Qoralugud-Buhodle Road (90 km) will be upgraded but remains unpaved.

2. Conducting a feasibility study, as part of the Berbera Corridor development, for the Berbera-Hargeisa-Aware-Shilabo railway, road, and natural gas pipeline. Based on the findings of the study, a financing mechanism will be determined.

3. Improving the coordination and management of transport services in Somaliland. The issuing of vehicle circulation books and driving licenses will be decentralised to the regional level.

4. Establishing policies and guidelines related to providing government transport services and vehicles, their effective management, and improved coordination.

5. Registering all maritime vessels operating in the country as well as the licensing of skippers.

Furthermore, the Civil Aviation and Airports Authority will contribute to this outcome through the following priority interventions:

1. Upgrading the Hargeisa Airport, which serves as the main entry port but has limited facilities that need updating. A new tower and flight information centre will be built, supported by a runway lighting system to improve air navigation and safety.

2. Improving domestic aviation and overall connectivity by air, a runway and terminal will be built at Burao and Erigavo airports.

3. Conducting feasibility studies of Las'anood Airport, Borama Airport, and Kalabaydh Airport to consider airport expansions to other cities. Pursuant to the findings of the study, a master plan will be developed on overall airport developments in the country.

4. Developing a national air transport policy to build the foundations of a thriving aviation industry in consultation with industry players. The policy will guide the airspace management systems and facilities needed. Following the policy, all existing rules and regulations will be reviewed and updated to conform to IATA and ICAO standards. All airport operation and security manuals will then be updated accordingly.

5. Establishing an aviation academy to support the education and training of national aviation professionals.

Outcome 2: By 2027, a more widely available robust ICT Infrastructure resulted in an expansion of quality internet-based e-services.

The Ministry of Information and Communication Technology will achieve this outcome through the following priority interventions:

1. Expanding universal access to ICT services through various mechanisms, including promoting and establishing incubators, innovation, parks, and ICT training centres. The government will also create and register one or more top level domains.

2. Accelerating digitalisation of its services (e.g., e-procurement) with secured networks by building off existing and expanded optic fibre cable networks. To improve on efficiency, a national data centre will be established to host all data related to government e-services and others. The secured, fast, and reliable internet will also be a catalyst for the development of private sector services and to expand online education through e-learning platforms and systems.

3. Developing the required policies, laws, and regulations for interconnectivity. Interconnection is the nucleus of modern telecommunications, be it internet service providers or mobile telephone operators. To realize the full potential of telecommunications in the economy, interconnectivity between operators is key.

4. Establishing and reinforcing postal and delivery structures to ensure Somaliland has the necessary structures for local and international postal service delivery and related services. The traditional role of the postal service has been expanded to include other emerging services. Whereas the traditional sending of letters has dwindled worldwide, parcel delivery services have boomed, in part because of e-commerce. An important step will be the inclusion of all regions in a GIS based address system, making it easier for smaller private sector operators to step into niche markets.

Outcome 3: By 2027, improved physical planning has led to increased access to decent and affordable housing with green and socio-environmentally friendly surroundings.

The Ministry of Public Works, Land and Housing will achieve this outcome through the following priority interventions:

1. Integrating spatial planning into urban development in Somaliland. The MoPWLH recognises that the development of urban centres needs to be guided by spatial plans, considering public services and infrastructure, economic activities, and environmental concerns. A basic urban planning manual was developed in 2010 with technical support by UN-Habitat. The MoPWLH intends to develop a national spatial development plan, six integrated urban development plans, and 23 spatial master plans for electoral districts. Besides being important safeguards for future developments in the country and large population centres, these spatial plans are also instruments that can play a role as part of a finance mobilisation strategy.

2. Conducting research on low-cost housing, building materials, and technologies to maximise the benefits of using scarce resources. Decent and affordable housing (shelter) is a basic human right and the government is committed to providing a facilitating environment.

3. Creating a national housing database which will feed into policies on housing allocation, amongst others. Relatedly, civil engineers at all levels of government administration will be trained on surveying using Geographic Information System technolog. The increased capacity within both central and local government will then be utilised to develop and maintain an efficient land information system.

4. Providing housing for government employees. The ministry expects to oversee the design and construction of 600 new housing units and the rehabilitation and maintenance for another 500 existing units.

5. With respect to additional public infrastructure, the Ministry MoPWLH expects to:

   - Design and supervise the construction of 500 new government buildings and supervise the renovation and maintenance of another 100 government buildings across all regions

   - Design and supervise the construction of ten bridges in urban centres, pending the approval of urban development plans

Outcome 4: By 2027, a stronger legal and regulatory framework in the infrastructure sector has led to the delivery of safer, better regulated and maintained public and private infrastructure of higher quality.

The Ministry of Transport and Road Development will achieve this outcome through the following priority interventions:

1. Developing, reviewing, or amending the following policies and legal instruments:

   Road transport
   - National Road Safety Policy and Strategy
   - National Transport Policy

- Transport Cooperation Code
- Motor Vehicle Inspection Act
- Roads Act
- Carriage of Goods by Roads Act

Maritime transport
- Maritime Transport Act
- Marine Insurance Act

The Ministry of Information and Communication Technology will achieve this outcome through the following priority interventions:

1. Developing, reviewing, or amending the following policy and legal instruments, including their respective regulatory frameworks:

   - Telecommunications Act
   - Cyber-security Act
   - Data Sharing and Privacy Act

The Electronic Transactions Act will also include the development of improved regulations for the management and utilisation of the national frequency spectrum resources, and the establishment of the national postcode and postal addressing systems.

The Ministry of Public Works, Land & Housing will achieve this outcome through the following priority interventions:

1. Developing, reviewing, and/or amending the following policy and legal instruments:

   Housing and urban development:
   - National Urbanization Policy
   - Comprehensive National Housing Policy
   - National Leasing and Office Space Accommodation Policy
   - Eligibility criteria for the allocation of government employee housing

   Adoption of spatial plans as enforceable legal instruments:
   - National Spatial Plan
   - Integrated urban development plans (6)
   - District special master plans (23)

   Land management
   - Comprehensive Land Law
   - Urban Land Management Law

The attendant regulations to both laws will be developed, including components on land registration and public land management. These regulations will complement domestic resource mobilisations to ensure there are proper valuations for the purpose of property income taxes.

9.5 Cost Estimates per Outcome and MDA

INFRASTRUCTURE SECTOR	SECTOR TOTAL (USD)	922,471,000

	USD	
MINISTRY OF PUBLIC WORKS, LAND & HOUSING	USD	68,285,000
MINISTRY OF INFORMATION AND COMMUNICATION TECHNOLOGY	USD	22,668,000
MINISTRY OF TRANSPORT AND ROADS DEVELOPMENT	USD	948,000
ROADS DEVELOPMENT AUTHORITY	USD	779,470,000
CIVIL AVIATION AND AIRPORTS AUTHORITY	USD	51,100,000

SDG	NDP Outcome	NDP Outcome Indicator	Unit	Baseline (2021)	Target (2027)	COST ESTIMATE
SDG - 9	INF - 1: By 2027, transport services by land, sea, and air are safer and more frequent, efficient, profitable, and sustainable.	INF - 1.A: Number of international passengers arriving at Hargeisa and Berbera airport in the year.	No. of passengers per year	172,271	290,000	831,322,000
		INF - 1.B: Number of domestic passengers departing from Hargeisa, Berbera, Erigavo, and Burco airports in the year.	No. of passengers per year	0	10,000	
		INF - 1.C: Kilometres of paved road completed during the NDP III period and in use.	Km. of paved road constructed or rehabilitated.	- -	1,535	
	OUTCOME INF - 1: Cost estimate per government instiution / MDA				RDA	779,400,000
					MoTRD	822,000
					CAAA	51,100,000
SDG - 9	INF - 2: By 2027, more widely available robust ICT Infrastructure resulted in an expansion of quality internet-based e-services.	INF - 2.A: Total length of fiber optic cable laid out in Somaliland	Km. of cable	1,200	5,000	20,699,000
		INF - 2.B: Number of regions that have fast internet services available using the fiber optic cable network.	No. of regions	4	6	
		INF - 2.C: No. of MDAs connected through the fiber optic network managed by the MoICT.	No. of MDAs	0	ALL	
		INF - 2.D: Robust and secure government e-platforms services available for the general public.	No. of e-platforms	2	16	
		INF - 2.E: Expanded and secure postal services available in all Somaliland regions including e-postal services	No. of regions	1	6	
	OUTCOME INF - 2: Cost estimate per government instiution / MDA				MoICT	20,699,000
SDG - 11	INF - 3: By 2027, improved physical planning has lead to Increased access to decent and affordable housing with green and socio-environmental friendly surroundings.	INF - 3.A: No. of District Spatial Master Plans (DSMP) that are enforceable legal instruments to guide district/urban spatial development.	No. of legally enforceable DSMPs	0	20	67,740,000
		INF - 3.B: No. of newly constructed housing units in the NDP III period, destined for civil servants, that are actually occupied by civil servants.	No. of civil servant housing units	0	1,500	
	OUTCOME INF - 3: Cost estimate per government instiution / MDA				MoPWLH	67,740,000
SDG - 9	INF - 4: By 2027, a stronger legal and regulatory framework in the infrastructure sector has lead to the delivery of safer, better regulated and maintained public and private infrastructure of higher quality.	INF - 4.A: No. of regions with a functioning construction quality control laboratory fully operational.	No. of quality control laboratories	0	6	2,710,000
		INF - 4.B: Average completion rate of the Outcome's combined operational benchmarks.	%	0	80%	
	OUTCOME INF - 4: Cost estimate per government instiution / MDA				RDA	70,000.00
					MoPWLH	545,000.00
					MoICT	1,969,000.00
					MoTRD	126,000.00

Please note that each NDP III Sector Outcome has a separate detailed RBM Matrix, which specifies Critical Outputs and Operational Benchmarks. These are important for monitoring and can be found in Annex 1 of the NDP III MEAL Supplement.

GOVERNANCE SECTOR

10.1 Introduction

Good governance is critical for economic, political, environmental, and social development. It directly concerns management of the development process, involving all stakeholders. Functional democracy, with strong public participation, is a crucial element in governance as it promotes sustainable development policies and programmes. Accountability is a fundamental pillar in a democratic institution. For this reason, public resource governance is the broad objective when pursuing proper management of the human, financial, and material resources of a country.

A secure environment is a pre-condition for sustainable socioeconomic development. This involves ensuring the safety and security of citizens and property. Effective rule of law ensures that the justice system is resolving disputes in an appropriate manner, protecting citizens' rights, and ensuring equal access to public services and due process. Democratic governance is based on the rule of law and respect for human rights, and contributes to long-term, sustainable economic and social development. Diplomatic and international cooperation and engagement are extremely difficult for an unrecognised polity. Achieving *de jure* recognition remains the ultimate goal for Somaliland, so that Somaliland becomes a fully-fledged member of the international community.

10.2 Situational Analysis

Policies and Legal Reforms

Knowing the importance of the legal and policy frameworks, and of complying with the related regulations, the Ministry of Interior was instrumental in the formulation and enactment of the following laws and policies that are being implemented:

- Decentralisation Policy and Expansion Strategy
- Lands Management Policy 2017
- Ministry of Interior Human Resource Strategy
- Amendments and supplements to the Anti-Narcotics law, Law No. 21-2021
- Amendments and supplements to the Police Force Act, Law No. 63-2013
- Amendments and supplements to the Autonomous Regions and Districts Law, Law No. 23-2019
- Money Laundering Prevention Act. Law No. 87-2019
- Somaliland Urban Waste Management and Sanitation Law No. 83-2018
- Somaliland Coast Guard Act 2018
- Airport Security Duties Act No. 61-2013
- Code of Conduct and Public Safety Law. 51/2012
- Anti-Piracy Law. 52/2012
- Small Arms Control Act Polit Law No. 32/2010
- Citizenship Act. 22/2002
- Urban Land Management Act Exc. Law No. 17-2001

Progress in terms of the legal and policy front includes:
- Replacing the Police Law No. 63/2013 (2017) with a consolidated Somaliland Police Force (amendments and additions) Law (No. 63/2013, 2019)

- Police regulations are under process to ensure the efficient operability of the police law
- A police strategic plan has been drafted to promote an effective, efficient, professional, and accountable police force
- Sector ministries completed the review of legal gaps that need to be addressed to expand the local government's responsibilities in service delivery in education, health, and water, and forwarded these to the IMC for review
- A by-law requesting all districts to implement participatory planning and accountability reporting

Security

Various security entities are involved in this sector. Their working relationship, the level of their coordination, and the synergy of their activities are key for sustainable security.

Ministry of Interior (MoI)

The MoI is the chair of the security sub-sector and membership includes all law enforcement agencies.

To reduce possession and counter the availability and trafficking of small arms and light weapons, the MoI continued with the registration of small arms and light weapons in an improved small arms registration system.

Security is a factor to be considered in elections in all circumstances. Due to election related risk, the MoI conducted risk assessments before the combined elections of the parliamentary and local councils to ensure that the elections were conducted in a peaceful environment. The MoI worked closely with the commanders of the security agencies to supervise and coordinate the overall security of combined elections of the parliamentary and local council elections in 2021.

Inter-clan conflict over revenge killings, land, and water disputes remains an internal security challenge in Somaliland. The MoI devoted considerable resources and time in resolving or mitigating inter-clan conflicts. The MoI has successfully resolved prolonged clan-conflicts of Cel-Afwayn and Fadhi Gab in the eastern regions.

To make police services available to all the people in Somaliland in a democratic manner, reflecting respect for the Somaliland constitution and laws, the Somaliland Police Force Reform Policy was implemented. As a result, there was an improvement in police service to the public. In addition, amendments and additions to the Police Force Act were written in 2019.

Regional security cooperation and integration are crucial for Somaliland, both politically and economically. In this context, the Counter Piracy Coordination (CPC) Office had more engagements, collaboration, and cooperation with international and regional maritime forums by attending meetings and conferences concerning maritime security of the Western Indian Ocean, the Gulf of Aden, and the Red Sea in the past five years. The CPC Office continued to share and receive information on maritime security with national and international agencies to prevent piracy threats

in the coastal waters of Somaliland.

Police Force
The Somaliland Police Force (SLPF) has grown over the years into a functioning force that keeps relative peace, maintains high levels of personal commitment, and closely works with communities along with their traditional leaders to resolve disputes and render justice. Furthermore, the SLPF enjoys a level of public recognition and support across Somaliland's communities. The Police Academy was established in 2020, along with the Mandheera Police Training School, to provide training to enhance the performance of the SLPF.

A notable successful operation for the Somaliland police, in cooperation with other security institutions, was for the 2021 election. More than ten thousand police officers were deployed during voting registration and election process (pre-election, during the election, and post-election).

The police made notable progress in the following areas:
- Community policing, counterterrorism
- Riot control
- Training in various fields
- Construction of over 30 police stations
- Modernising communication systems
- Improving criminal investigation capabilities
- Recruitment of police officers from the National Service Program

To have both short and long-term capacity-building interventions for the police forces, a training needs assessment was conducted. Similarly, to measure the capacity of the police force to counter and combat the ongoing terrorist threat, a counter-terrorism assessment was commissioned by the SLPF.

Coast Guard
The Somaliland Coastguard (SLCG) was established in 1995 as part of the Somaliland National Armed Forces. The long coastline is divided into four sectors, which consist of Berbera, Maydh, Zeila, and Laqoray. Each sector has several observation posts, with a total of twelve along the coastline.

Protecting and guarding the 850 km coastline is a significant task for the SLCG. Capacity-building support and improvements in infrastructure and equipment that are critical for coastal security were provided to the SLCG. As such, the capacity of the Somaliland Coastguard was enhanced, allowing them to actively patrol the sea to prevent illegal fishing, smuggling, and piracy, in addition to providing training to newly recruited officers.

An advanced communication system for the coastguard was established for communication between sea stations and headquarters, along with the installation of an AXIOM international database system. Improvements were also made to maritime infrastructure and facilities.

Immigration and Border Control
The Somaliland Immigration and Border Control (SIBC) has made a considerable effort to protect the borders from the illegal movement of people, weapons, drugs, and contra-

band while striving to promote lawful entry and exit. During the COVID-19 pandemic, the SIBC introduced COVID-19 guidelines for those entering and leaving the country.

Capacity-building support was provided to the SIBC to improve their capability to meet their mandates and responsibilities. Assistance offered to the SIBC includes:
- Establishing telecommunication channels
- Installing solar systems at Wajale, Lowyo'addo, and Berbera immigration offices
- Building the Immigration Training Academy (Haleeya)
- Establishing an information management system at the border entry and main offices
- Recruiting more officers and staff

The Fire Brigade
The National Fire Brigade was not included in NDP II. However, the following are some of their achievements since they were established:
- Setting up an emergency 24/7 call centre
- Rescuing 577 people from dangerous situations
- Saving financial assets, with an estimated value of US$ 9,927,729
- Saving a total of 439 animals and 223 vehicles from dangerous situations

Ministry of Defence (MoD)
A functional review of the MoD was carried out. As a result of the functional review, additional departments were established: Policy & Planning, Mine Action, Pensions & Welfare, Public Communications, and Disarmament, Demobilisation, and Reintegration (DDR).

Knowing the dangers associated with land mines and their effect on people's lives and movements, the MoD undertook various interventions to mitigate this threat. These activities include clearing land mines in most of Somaliland's regions. Furthermore, the MoD conducted an awareness campaign on the threats and hazards of land mines in most of Somaliland's regions.

The National Army, in its role to defend the country and preserve its territorial integrity, undertook military security operations in eastern Somaliland, countering hostile forces. It also actively participated in intervening in clan-based conflicts, election security, the response to COVID-19, and distributing relief aid to famine and drought-stricken areas.

Other notable achievements of the National Army are recruiting female officers and soldiers for the first time and the passage of the Military Pension Law by Parliament in 2019.

Democratisation and Decentralisation
In the case of Somaliland, democratisation and decentralisation are seen as effective models of governance that can contribute to sustainable peace and prosperity. Since the introduction of multi-party democracy in 2002, Somaliland made notable progress on democratisation and decentralisation, and it is imperative to build on these successes to further consolidate gains. Somaliland's National Electoral Commission (NEC) organised elections in 2021. The NEC

also attained a certain level of cohesion and discipline, gaining them trust and confidence from political parties and the general public.

Elections in Somaliland largely depend on external funding. However, recently, the share of the international financing in the electoral process has declined. In that context, the government of Somaliland is increasingly providing the lion's share of election expenditure. In the 2015 presidential elections, the government covered over 50 percent of election costs. Subsequently, in the combined parliamentary and local council elections in 2021, the government covered more than 70 percent of the costs.

A consolidated law covering the president, the House of Representatives, and local council elections, as well as the Voter Registration Act, was passed in 2020 and became known as the General National Elections and Voter Registration Law (Law No. 19/2020).

The Ministry of Constitutional Affairs (MoCA) has also organised several activities to educate young people and the public on the Somaliland constitution to prepare them for citizenship and to take part in civic life. These activities include:

- Awareness-raising campaigns on the Somaliland constitution across the country for 34,500 people, comprising of civil servants, police, security departments, and the general public. These civic education campaigns were disseminated through national television, radio, social media networks, private media, and the website of the MoCA.

- More than 60,000 copies of the Somaliland constitution were distributed to communities, the first time that a paper copy of the constitution was made available to the public. Moreover, 3,000 young people in Somaliland learned about the Constitution of Somaliland and citizenship via a centre for constitution and civic education. The centre provided courses on the constitution and citizenship to national service students from 2019 to 2021 under a civic education programme on election processes called "Responsible Citizens".

- Many provisions in the constitution end with the phrase "shall be determined by a special law" and most of these special laws are still pending. In this context, the MoC conducted an assessment survey on Somaliland's constitution to identify outstanding "special laws".

Decentralisation

The MoI is responsible for the implementation of the Somaliland decentralisation process. The MoF, MoE, MoH, and MoW work along with the MoI to realise political, administrative, and fiscal decentralisation. The role of the MoI and these ministries is to initiate and formulate regulations, policies, and strategies, as well as provide technical support to and monitoring of the implementation process. Local governments, on the other hand, are responsible for implementing national policies and strategies through local development plans, taking into consideration their unique local needs, priorities, and resources. In recent years, improvements in the financial and accounting policies and procedures of local governments have increased their revenue base. This has enhanced the ability of the councils to deliver basic services to the citizenry. In line with the broader Public Finance Management Strategy, basic public finance management systems were introduced in seven districts, which improved the efficiency and transparency of local governments' public resource management. Four of these systems are linked to the central government's public finance systems to improve the accuracy and timeliness of the financial reports of both the central and local governments.

More than ten districts have District Development Frameworks (DDFs), which are five-year plans that identify the basic needs and priorities of these districts, their local economic opportunities, and contain a scoping of its natural resources. The consultative process of producing the DDFs has enhanced the capacity of the planning departments in those local governments in terms of creating participatory development plans. Another benefit of the public consultations is that they have strengthened the relationship between local governments and the public, local leaders, civic groups, and international agencies. To ensure the implementation of these development plans, the MoI developed Monitoring and Evaluation (M&E) tools to monitor local government activities.

Under the first decentralisation policy (2013-2020) in 2014, the Somaliland government and the UN Joint Programme on Local Governance (JPLG) piloted a service delivery programme in three districts, which assumed limited responsibilities in the education, health, and water sectors. In 2021, under the JPLG Programme, eight districts undertook specific responsibilities in the provision of education and health service, such as paying the salaries of security personnel and cleaning staff for primary health facilities and schools. In partnership with the JPLG, INGOs, and the public, local governments undertook the construction, expansion, or rehabilitation of roads, primary schools, and maternal and paediatric health clinics.

An awareness campaign was developed to improve the understanding of local officials and the public about the decentralisation policy and its time frame, the role of the Boundary Commission, and the periods of the local council elections.

A Local Government Institute (LGI) was established in 2018 to enhance the capacity of local government civil servants. Since then, the LGI has provided short and long-term training courses to improve the skills and competence of local governments' civil servants. Moreover, during the 2021 local government election, the MoI carried out induction training for all the newly elected councillors on i) the roles and responsibilities in law 23, ii) decentralisation and local governance and their relevance for local council development, and iii) the computerised financial system for all electoral districts.

Rule of Law and Human Rights

Somaliland continues to recognise the importance of promoting the rule of law to achieve these development goals. This sub-sector covers rule of law and human rights and the institutions that are responsible to administer, manage and

ensure fair access to justice equitably through the protection and promotion of human rights.

Justice

The Ministry of Justice (MoJ) of Somaliland, which was established in 1997 under Act 81/96, promotes justice and the rule of law. Since its establishment there has been steady progress in the functionality of the judicial and rule of law systems that include the following achievements:

- Reforms of existing legislation, regulations, and legal codes

- Expanding the court systems, penitentiary facilities, and law enforcement services, particularly in the urban centres

- Improvement in public trust in and utilisation of the formal justice system

To expand the justice service to rural areas, Alternative Dispute Resolution (ADR) Centres were established in four regions (Maroodi Jeh, Sool, Sanaag, and Togdher). ADR centres link the traditional means for dispute resolution with the formal justice systems, as a majority of the people in Somaliland continue to rely on customary law

Educational and vocational training has been provided to the inmates of four prisons. The number of male inmates who received such education and training was 314. Out of that number, 132 inmates finished their coursework in late 2020. In 2022, a vocational training programme was established in the Gabiley Female Prison. So far, 30 female inmates benefited from this programme, which is expected to continue into 2023.

Since 2018, at least 20 officers were trained in prison management each year and then deployed in different jails and other facilities in the country. In addition, 80 female custodial corps officers were trained in 2021 and 2022 in prison management and the protection of the human rights of inmates. To improve prison conditions, several prisons were either built or rehabilitated:

- The following prisons were newly constructed: The Baki, Odwayne, Burao, and Borama prisons, a new prison in Hargeisa, and the Juvenile Rehabilitation Centre in Geel Lowkor in the Sahil region

- The following were rehabilitated and expanded: Gabiley, Hargeisa, Mandera, and Berbera prisons.

Human Rights

The Somaliland National Human Rights Commission (SL-NHRC) is a statutory body established by an act of parliament (Law No. 39/2010) entitled "The Somaliland National Human Rights Commission Act". The act was entered into force in December 2010 and identifies the establishment of the SLNHRC, its broad mandate, functions, and institutional structure. Since its inception, the SLNHRC has taken the following interventions:

- Improving human rights education

- Monitoring of detainees and detention centres for the protection and promotion of basic human rights

- Enhancing the rights of vulnerable people through periodic assessments and reporting on their situations

- Advocating for the freedom of expression and due

process

- Training of 300 law enforcement officers on human rights and in specific areas such as observing and respecting freedom of expression rights, due process, and the fundamental human rights enshrined in the Constitution

- Supporting 450 people who complained about human rights violations through counselling, mediation, and referring them to related agencies

- Opening offices in Awdal, Sahil, Burao, Las Anod, and Erigavo to expand the work of the SLNHRC

- Securing the release of 30 detainees, in cooperation with other rights actors

- Publishing the annual report on the human rights situation in the country since 2017

Parliamentary Relations and Constitutional Affairs

The Ministry of Parliamentary Relations and Constitutional Affairs (MoPCA) was established in 1995 by presidential decree No. 59/95.

MoPCA has conducted studies and assessments on several issues and topics during the NDP II period related to the rule of the law:

- A study of the penal code and public opinion

- A study on Islamic jurisprudence

- A study on adultery in the Islamic context

- A study on stealing and Islamic view on this issue

- A study on the Islamic view of imprisonment

- Research on the penal code

Similarly, the MoPCA has reviewed Somaliland's Criminal Law and Civil Law to update them and make them more comprehensive.

Public Resource Management

Several institutions are tasked with different facets of public resource management whose interventions should lead to better opportunities for all Somalilanders.

Finance and Accountability (MoFD, NAO, NTB)

The Ministry of Finance Development (MoFD) ensures, with good public finance management principles, accountability for all revenue and expenditures of the state. The second Public Finance Management Reform Programme (PFM Programme) was launched and aims to build on the first programme. Through the Budget Committee, the PFM Programme ensures both internal controls and budget allocations anchored in the NDP as well as Vision 2030.

A fundamental part of public finance management is procurement, which is handled by the National Tender Board, a central procurement authority for all major purchases of public goods and services. All these processes are then subjected to an independent external audit by the National Audit Office. The National Audit Office is tasked with ensuring value for money for government. These processes by different institutions are geared towards accountability and probity.

The reforms under the first PFM Programme improved

the budget calendar, management, financial controls, and financial reporting mechanisms of the Government of Somaliland. This includes, among other things, the national budget policy and processes, including fiscal transfers to the local authorities.

The Budget Policy Committee, chaired by the MoPND, has improved transparency and equity in the national planning and budgeting process, ensuring that annual budgets are aligned with the overall National Plans and communities are engaged in the process. To better inform the public about government expenditures, the budget classification now uses the Classification of Functions of Government (COFOG) international standards.

For a more transparent procurement process, a National Tender Board Act was enacted to ensure value for money. The authority has started working on several policy issues, such as the Public Procurement Policy, regulations for public procurement, and an overall strategy for the NTB, which will steer the direction of procurement in the country.

The Civil Service
The human resources of any country are its most important factor for development. Somaliland's civil servants are recruited by the Civil Service Commission (CSC) and supported, through lifelong learning, by the Civil Service Institute (CSI). The broad objective is to provide all Somalilanders the opportunity to serve the country. This should be achieved through a more merit-based recruitment and promotion system.

The CSC, through the CSI, supports the capacity development of civil servants in different disciplines. It also develops internal policies and strategies geared towards a more effective civil service. The payment and grading policy are being developed, as well as the civil service pension scheme. The civil service law was amended, and a five-year strategic plan was approved, guiding the recruitment and development of civil servants.

Good Governance
Somaliland's institutions must comply with the ethos of good governance, which forms the bedrock of effective development. This is administered by the Somaliland Good Governance Commission (GGC), which is responsible for creating and maintaining a culture of good governance and a system of public administration that is free from mismanagement and corruption. The GGC carried out the following activities:

- Developing and implementing public awareness campaigns on corruption and its impact on society and the economy

- Promoting coordination and collaboration of public institutions regarding accountability and transparency

- Prioritising the clarification and separation of certain government institutional mandates to prevent confliction

Improving Standards
A quality control laboratory was established in Berbera in 2022 for testing drugs and cosmetics with investments through the national budget. A food laboratory was also established in Berbera. Before 2022, Somaliland lacked the required quality infrastructure mechanisms to check the quality of imported goods.

The National Quality Control Commission (NQCC) created technical committees, which are comprised of members from academia, the business community, local industries, independent experts, and consumers. They developed 24 standards in total.

Somaliland National Printing
The National Printing Agency (NPA) is mandated for state printing, both for accountability and ensuring the security of government information. For this reason, the Gazette and other government publications are mandatory to be printed by the NPA. However, there has been a low level of utilisation of the NPA.

The Government of Somaliland invested over US$1 million in the printing agency, which was used to construct a new building and purchase new printing machines to help take on more sophisticated tasks. Over the NDP II period, the NPA started printing the road tax sticker and Somaliland Central Bank cheques.

Foreign Relations and International Cooperation
On the diplomatic front, Somaliland organised missions to the UK and US to promote the strategic position of Somaliland and its quest for international recognition. Some outcomes include:

- Winning the support of some UK MPs, which led to the UK Parliament debating the case of recognition of Somaliland on 18 January 2022

- Cultivating support in the US Congress that led to the visit of some US Congressional delegations to Somaliland to increase US engagement directly with Somaliland

- The US Congress-Somaliland Partnership Act to counter Chinese influence in the region

- Engaging with the international community - Somaliland has mission offices in Ethiopia, Djibouti, Kenya, the UAE, Yemen, the UK, USA, and Germany, among others

10.3 Challenges and Key Issues
The major challenges identified for the NDP III period are the following:

Ministry of Interior
- Formulating an institutional development strategy for the MoI, detailing the organogram of the MoI with clear management structures, and improving the working space of needed human resources as required by the strategy.

- Strengthening communications and information sharing, as well as equitably managing limited resources to improve efficiencies.

- Providing transport, equipment, and infrastructure support to the different security apparatuses, especially the Coast Guard to fight illegal fishing. This also includes capacity building and riot control equipment

for the police and an improved communication system for counterterrorism.

Ministry of Defence
- Strengthening civilian authority over the National Army by improving coordination between the MoD and the National Army.
- Strengthening the sharing of operational information and intelligence among security institutions to improve the coordination of activities and lateral communication, especially at the operational level.
- Strengthening the development of national capacity for explosive hazard management.
- Increasing the security presence in Eastern Somaliland, especially in view of the upcoming economic activities in the region on oil exploration.

Fire Brigade
- Strengthening the response mechanism of the Fire Brigade.
- Integrating town planning in terms of the street layout and addresses to improve access to operational areas.
- Nationwide public awareness of fire safety.

Somaliland Immigration and Border Control
- Increasing resources and funds.

Democratisation
- Institutionalising formal conflict management in democracies, such as in parliament and the judiciary, to resolve political disputes in a just and timely manner.
- Regular and sustained voter or civic education to foster a democratic culture.
- Institutionalising election management bodies that can hold regular and timely elections.
- Organising a reliable population census and defining constituencies to allocate parliamentary seats.
- Enacting a balanced media law, which protects the freedom of expression but also ensures that the media act in a responsible manner and are held accountable.

Decentralisation
- Holding timely local elections to avoid councils acting beyond their mandates.
- Full devolution of service to local governments as envisioned by the constitution to provide basic education, primary healthcare, policing, and water. Some of these responsibilities remain with the central government.
- Addressing the persistent challenge of developing and enacting a comprehensive legal framework covering all aspects of decentralisation to allow gradual and meaningful political decentralisation.
- Classification of the district and municipal councils. The gaps and overlaps in the respective authority of these officials needs clarification.

Ministry of Justice
- Eliminating overlapping and ambiguous mandates.
- Harmonising the three legal systems: the Sharia law, customary law, and formal justice systems.
- Introducing alternatives to imprisonment (parole, probation, diversion, rehabilitation).
- Increasing the knowledge of custodial corps personnel.

Somaliland Human Rights Commission
- Increasing collaboration between human rights stakeholders, including law enforcement agents.
- Increasing community knowledge and awareness of human rights and related laws.
- Improving conditions to ensure staff retention of experienced personnel.
- Implementing human rights-related laws, such as the law on rape, fornication, and other related offenses (Law No. 78/2020).
- Addressing gaps in legislation, like the anti-discrimination law and compensation in instances where human rights are violated. Generally, there is no national human rights policy in Somaliland.

Ministry of Parliamentary Relations and Constitutional Affairs
- Increasing funding for both the activities of the MoI as well as investing in more workspace.

Public Resource Management
- Promoting a more decentralised procurement structure with increased capacity for procurement at the sector level. Additionally, the funding mechanism of the tender board could be improved as the limited resources affect their operations.
- Strengthening the policies and laws to improve domestic revenue mobilisation of the country, including on automation and the amalgamation of inland revenue and customs.
- Jointly assessing the performance of the development coordination architecture and introducing reforms to boost its efficacy.
- Implementing the most important statistical surveys to ensure continuity of data availability and the identification of comparative trends.
- Improving the performance of NDP III monitoring and evaluation under guidance of the MoPND's Central Statistics and M&E departments.
- Developing a pay policy which addresses the low salaries of civil servants.
- Improving technical capacity and equipment at the NPA, which will improve business from government and related institutions.
- Strengthening and harmonising policy and legal frameworks in government to promote good governance.

Foreign Affairs and International Cooperation

- Attracting more professional and competent personnel to develop and implement a realistic foreign policy strategy

- The deadlock in the Somaliland-Somalia dialogue, leading to continued non-recognition of Somaliland by the international community.

- Collaboration with regional powers to spearhead Somaliland's cause for recognition.

- Organising and setting directions for diaspora involvement in both economic development and organised movements for the advancement of the independence cause in host countries.

10.4 NDP III Outcomes and Priority Interventions

Outcome 1: By 2027, Somaliland will have a stronger institutional framework that promotes inclusive governance, accountability, and public transparency.

Security
The Ministry of Interior will contribute to this outcome through the following priority interventions:
1. Making the National Civil Registration System more comprehensive to include vital events (births, marriages, divorces, and deaths).

Democratisation and Decentralisation
The Ministry of Interior will contribute to this outcome through the following priority interventions:
1. Increasing women's representation in local councils and local government administrations to enhance women's involvement in the local decision making process.

2. Rolling out the Financial Management Information System (FMIS) to districts graded A, B, and C to improve their financial and accounting systems and operations.

3. Rolling out the Service Delivery Model (SDM) to all electoral districts to enhance their service provision abilities as part of the decentralisation policy and strategies.

Public Resource Management
The Ministry of Planning and National Development will contribute to this outcome through the following priority interventions:
1. Strengthening the existing Sustainable Development Goals (SDGs) unit in the ministry to ensure that the national development priorities align with the SDGs.

2. Establishing the Somaliland National Bureau of Statistics with the mandate of data and information management, conducting the census, and other socio-economic surveys needed for the country's development.

The Good Governance and Anti-Corruption Commission of Somaliland (GGACC) will contribute to this outcome through the following priority interventions:

1. Promoting and ensuring adherence to the principles of good governance to achieve improved public trust in government institutions and effective service delivery.

Outcome 2: By 2027, Somaliland government institutions will have a more efficient workforce allowing a more effective delivery of their mandates.

Security
The Ministry of Interior will contribute to this outcome through the following priority interventions:
1. Increasing in-service professional training for security agency personnel to improve their performance, community relations, and accountability.

2. Strengthening the capacity of traditional elders in clan affairs and conflict management to promote social cohesion and a peaceful environment.

3. Improving the skills and knowledge of senior security officers through professional trainings that focus on leadership, management, planning, and decision making

4. Building capacity of staff on gender and human rights related issues.

The Somaliland Police Force (SLPF) will contribute to this outcome through the following priority interventions:
1. Improving the SLPF's capacity in community policing.

The Somaliland National Fire Brigade will contribute to this outcome through the following priority interventions:
1. Increasing and expanding the firefighting and rescue capacity of the Somaliland Fire Brigade.

Rule of Law and Human Rights
The Ministry of Parliamentary Relations and Constitutional Affairs will contribute to this outcome through the following priority interventions:

1. Enhancing the capacity of staff through professional training to improve their knowledge and skills to effectively discharge their core functions.

Public Resource Management
The Ministry of Planning and National Development will contribute to this outcome through the following priority interventions:
1. Organising and coordinating the training of PSU staff members in all MDAs, including the ministry itself, regarding NDP III planning and monitoring related issues, based on the PSU needs assessment survey conducted in 2019.

The Civil Service Commission will contribute to this outcome through the following priority interventions:
1. Building the capacity of civil servants through training to improve their professionalism and obtain new skills and qualifications to carry out their responsibilities.

2. Developing and implementing an effective training needs assessment and training impact assessment in collaboration with all CSC development institutes.

3. Introducing a coaching and mentorship programme in the civil service to provide employees with the op-

portunity to develop and become more competent in their roles.

The National Audit Office will contribute to this outcome through the following priority interventions:

1. Enhancing the technical knowledge and skills of NAO staff to understand public procurement processes, relevant procurement tools and techniques, and regulations.

2. Installing IT systems to help NAO's audit teams to move through the workflow efficiently and effectively, from formulating the annual audit plan to closing the audits and follow up.

3. Adopting standard approaches and processes that ensure high quality, impactful, and timely audits.

The National Tender Board will contribute to this outcome through the following priority interventions:

1. Training staff and MDAs in basic and specialised procurement skills to develop public procurement professionalization in the NTB.

2. Decentralising procurement services to enhance access and accountability.

3. Amending and implementing the Somaliland Public Procurement Act 82/2018.

4. Developing the e-Government Procurement System to improve efficiency, transparency, and responsiveness of public service provision.

Outcome 3: By 2027, Somaliland will have a stronger justice system with better guarantees for the protection of human rights.

Rule of Law and Human Rights

The Ministry of Justice will contribute to this outcome through the following priority interventions:

1. Rolling out access to justice and legal aid services to remote areas of the country, with special consideration for vulnerable social groups.

2. Improving the human rights protections of prisoners, ensuring they are treated in a respectful and dignified manner.

3. Expanding government sponsored formal and informal education and skills trainings to prisoners.

4. Building the capacity of duty bearers by providing them with regular trainings on human rights principles and standards.

5. Strengthening the level of compliance with human rights principles and standards in public and private institutions.

The Somaliland Human Rights Commission will contribute to this outcome through the following priority interventions:

1. Capacitating duty bearers on human rights principles and standards, improving their knowledge, skills, and attitudes regarding the respect for human rights.

2. Organising frequent inspection visits to public and private institutions (police stations, prisons, and mental health centres) to monitor their compliance with human rights principles and standards.

3. Enhancing public awareness and knowledge on human rights through various platforms.

Outcome 4: By 2027, increased national and international coordination and cooperation will allow Somaliland's government institutions to be more efficient and effective.

Security

The Ministry of Interior will contribute to this outcome through the following priority interventions:

1. Establishing pre-conflict resolution and management mechanisms to prevent repeated and protracted conflicts.

2. Delineating the mandates of national maritime agencies on the prevention of transnational organised crime committed at sea, including illicit traffic in narcotic drugs, wildlife, smuggling of migrants, firearms, and violent threats, including piracy, armed robbery at sea, and terrorism.

3. Identifying and countering threats originating outside the country through more effective coordination with existing regional and international partners.

The Special Police Force will contribute to this outcome through the following priority interventions:

1. Creating effective partnerships with other Somaliland agencies and institutions to develop a more coherent approach to security and justice issues.

The Somaliland Coast Guard will contribute to this outcome through the following priority interventions:

1. Providing essential support services to other relevant agencies on the number of illegal and unregulated fishery activities.

Public Resource Management

The Ministry of Planning and National Development will contribute to this outcome through the following priority interventions:

1. Strengthening coordination to ensure improved alignment between the national budget and NDP III priorities. NDP III implementation requires strong coordination between MoPND and the Ministry of Finance Development.

2. Strengthening Somaliland's development coordination architecture, such as the High-Level Development Coordination Forum (HLDCF) and the Sector and Inter-sector Coordination Forums, to pursue alignment with the NDP III and avoid duplication and gaps in development and humanitarian efforts.

3. Facilitating and improving the overall coordination with development partners. MoPND will strive to:

   • Develop a toolkit that serves as a one-stop shop for development partners in Somaliland, regarding registration, legal frameworks, communication, and other relevant information that creates an enabling environment for their operations.

   • Develop a national aid information management system database to register aid flows, which will improve accountability and transparency and assist national planning and decision making.

Foreign Affairs and International Cooperation

The Ministry of Foreign Affairs and International Cooperation will contribute to this outcome through the following priority interventions:

1. Building on progress made on Somaliland's quest for international recognition.

Outcome 5: By 2027, improved physical infrastructure and work surroundings will allow government institutions in the governance sector to better execute their mandates.

Security

The Ministry of Defence will contribute to this outcome through the following priority interventions:

1. Improving the essential infrastructure and equipment of the national army and provide professional training for the effective discharge of their functions.

2. Building the capacity of maritime personnel by providing professional training and improving maritime domain-related infrastructure and facilities for the effective discharge of their mandates.

The Ministry of Interior will contribute to this outcome through the following priority interventions:

1. Improving the working conditions of the MoI by investing in infrastructure (buildings, furniture, equipment).

2. Establishing a Maritime Rescue Coordination Centre (MRCC) with adequate response capability to conduct emergency maritime search and rescue.

The Somaliland Police Force will contribute to this outcome through the following priority interventions:

1. Expanding physical infrastructure to address the challenges of the SLPF, including communication equipment to better support the accurate and timely deployment of resources.

2. Constructing new model immigration referral centres and safe houses in Hargeisa, Burao, Berbera, Erigavo, Karin, Maidh, Hiis, Zaila, Borama, and Las Anod.

The Somaliland Fire Brigade will contribute to this outcome through the following priority interventions:

1. Establishing new fire stations with all facilities, including satisfactory access to paramedics for emergency treatment for firefighters.

2. Establishing a fire academy and training school.

3. Equipping the Somaliland Fire Brigade to improve the efficacy and safety of its fire fighters. This includes country-wide radio communication, GPS trackers for equipment, hand-held thermal image cameras, personnel location equipment, fire engines, fire trucks, and fireboats, utility and tanker trucks, Caterpillar tractors, bucket trucks, crane trucks, and firefighting helicopters and drones for forest fires.

Rule of Law and Human Rights

The Ministry of Justice will contribute to this outcome through the following priority interventions:

1. Improving prison conditions by constructing new prisons, rehabilitating existing prisons, and providing necessary equipment.

2. Expanding justice services by investing in regional infrastructure (MoJ regional offices).

3. Establishing a juvenile rehabilitation infrastructure by constructing and equipping additional centres.

Public Resource Management

The Civil Service Commission will contribute to this outcome through the following priority interventions:

1. Expanding CSC offices at regional and district levels to decentralise service delivery.

The National Quality Control Commission will contribute to this outcome through the following priority interventions:

1. Constructing two laboratories in Berbera and Wajaale for the testing of livestock and livestock products, as well as a facility for testing agricultural products and a facility for testing electrical products.

Foreign Affairs and International Cooperation

The Ministry of Foreign Affairs and International Cooperation will contribute to this outcome through the following priority interventions:

1. Building the diplomatic institute for MoFAIC staff to produce Somaliland diplomats and foreign service civil servants who promote Somaliland's national interests abroad.

Outcome 6: By 2027, improved information and knowledge management contributes to better institutional performance.

Security

The Somaliland Police Force will contribute to this outcome through the following priority interventions:

1. Establishing a criminal record data centre.

The Somaliland Coast Guard will contribute to this outcome through the following priority interventions:

1. Establishing a fully secure data centre for onshore and/or marine operations.

The Somaliland Immigration and Border Control will contribute to this outcome through the following priority interventions:

1. Ensuring Migration Data Analysis System (MIDAS) connectivity of all border posts to the central HQ server in Somaliland. This will facilitate access to critical data by border force agents to crack down on illegal activities while contributing to national security.

Rule of Law and Human Rights

The Ministry of Justice will contribute to this outcome through the following priority interventions:

1. Improving information and data management in judiciary institutions to achieve operational efficiency in justice services.

2. Enhancing public awareness and knowledge of human rights to promote a culture of human rights.

Public Resource Management

The Ministry of Planning and National Development will contribute to this outcome through the following priority interventions:

1. Conducting research on development related topics including poverty, inequality, climate change, environmental degradation, and the economy to inform the national development interventions in the country.

2. Strengthening the national statistics systems for public institutions to ensure improved data collection, storage, and sharing. This also includes capacitating civil servants to operate and manage the national statics systems.

3. MoPND's Central Statistics Department (CSD) will be engaged in conducting the following data surveys, in collaboration with various national and international partners:

    • The Population and Housing Census with technical assistance from UNFPA. The CSD oversees the Population and Housing Census per Somaliland's Amended Statistics Act No. 60/2013. The pre-census stage is currently being undertaken to determine the capacity of the CSD and establish the required mechanisms to implement the full census programme in the country.

    • The Household Survey, the Labour Force Survey, the Agriculture Survey, and the Business Survey to collect data and information critical in planning and achieving the national development priorities.

4. Coordinating the implementation of the NDP III midterm review and its end of term review, ensuring they are conducted in a timely manner and according to jointly agreed TORs. This includes a process and feedback mechanism that ensures that major findings, recommendations, and lessons learned will contribute in a constructive way to the national development process.

The Civil Service Commission will contribute to this outcome through the following priority interventions:
1. Making the Human Resource Information Management System (HRIMS) available for public servants.

Outcome 7: By 2027, there is an improved public awareness and better general understanding related to key matters of importance for the general public.

Security
The Ministry of Interior will contribute to this outcome through the following priority interventions:
1. Raising awareness about the dangers and misconceptions regarding irregular migration.

2. Improving public awareness on the possession of illegal small arms and light weapons.

The Somaliland Fire Brigade will contribute to this outcome through the following priority interventions in the security sub-sector:
1. Increasing public awareness of the important rules of fire safety to promote health and safety in the workplace.

Democratization and Decentralisation
The Ministry of Information, Culture and National Guidance will contribute to this outcome through the following priority interventions:
1. Conceiving public awareness campaigns and programmes to educate the public about national development priorities using various media and social networks to expand coverage and reach the population.

2. Establishing a national cultural heritage archive to protect and promote Somali cultural heritage.

The Ministry of Parliamentary Relations and Constitutional Affairs will contribute to this outcome through the following priority interventions:
1. Improving access to civic education to the public by utilising various media and social network outlets and by creating interactive civic education programmes, as well as through traditional means such as poetry, drama, and role-playing.

Public Resource Management
The Good Governance and Anti-Corruption Commission of Somaliland (GGACC) will contribute to this outcome through the following priority interventions:
1. Improving public awareness of the principles of good governance.

Outcome 8: By 2027, an improved institutional, policy, legal, and regulatory framework will have created a stronger foundation for public institutions in the Governance sector.

Security
The Ministry of Interior will contribute to this outcome through the following priority interventions:
1. Formulating a National Security Strategy that outlines a plan of action to confront security challenges facing Somaliland, defining the role of each security organ and providing a mechanism for coordination, to ensure the safety and security of all Somalilanders.

2. Developing a policy to implement the army pension system.

3. Establishing the Somaliland Maritime Authority (SMGA) under the MoI.

4. Adjusting the maritime policy, legal, and regulatory framework, in line with the NSF.

5. Developing the civil registration policy.

6. Reviewing and amending the Small Arms Act and the Citizenship Act.

7. Assessing and reviewing legislative gaps in the security sector:

    • The Traditional Act

    • The Anti-Trafficking and Smuggling Act

    • The Fire Brigade Establishment Act

    • Legislation regarding refugees and asylum seekers

The Somaliland Fire Brigade will contribute to this outcome through the following priority interventions:
1. Rolling out preventive fire security programmes in the private and public sector.

Democratization and Decentralisation

The Ministry of Interior will contribute to this outcome through the following priority interventions:

1. Ensuring DDFs are properly aligned with NDP III, taking into consideration the guidelines set by MoI and MoPND.

The Ministry of Information, Culture and National Guidance will contribute to this outcome through the following priority interventions:

1. Strengthening the legal and regulatory framework to regulate the Somaliland media without infringing on freedom of expression.

Rule of Law and Human Rights

The Ministry of Justice will contribute to this outcome through the following priority interventions:

1. Developing a national crime prevention strategy to limit crime by reducing opportunities and motivation.

2. Developing and/or reviewing the following legal and policy frameworks:

   - Non-custodial legal and policy frameworks (parole, probation, diversion, and rehabilitation).
   - The National Justice Policy
   - The Legal Aid Act
   - The Custodial Corp Act
   - The Ma'dun Act
   - The Public Notary Act

3. Carrying out a Legislation Impact Assessment.

The Somaliland Human Rights Council will contribute to this outcome through the following priority interventions:

1. Improving internal systems, processes, and procedures of the SLHRC.

The Ministry of Parliamentary Relations and Constitutional Affairs will contribute to this outcome through the following priority interventions:

1. Continuing with reviewing and reforming Somaliland's legal instruments (laws, penal codes, etc.) in collaboration with the Law Reform Commission (LRC) and parliament.

Public Resource Management

The Ministry of Planning and National Development will contribute to this outcome through the following priority interventions:

1. Ushering various regulatory frameworks to facilitate the achievement of the country's national development priorities, including the National Planning Policy, the Monitoring and Evaluation Policy, the National Planning Act, and the Somaliland NGOs Act. All of these are in the draft stage and need to be approved.

2. Drafting, enacting, and executing the National Strategy for Development Statistics (NSDS), the Data Dissemination Policy, the National Development Coordination Policy, and the Data Regulation and Privacy Policy.

3. Developing a five-year strategy for the MoPND to guide the delivery of its mandate and medium-term interventions to contribute to national development.

The Civil Service Commission will contribute to this outcome through the following priority interventions:

1. Improving employment conditions in the civil service to boost productivity and improve employees' morale.

The Auditor General will contribute to this outcome through the following priority interventions:

1. Reforming the existing legal framework to guarantee the institutional independence of the Auditor General and National Audit Office.

The National Quality Control Commission will contribute to this outcome through the following priority interventions:

2. Developing the National Quality Policy during the plan period to provide strategic direction – and later certification schemes – for Somaliland's industries. This will ensure guidelines on quality are in line with national policies. Strengthening Conformity Assessment services (standards, testing, and inspection) will be scaled up to ensure minimum standards are enforced in the economy.

3. Establishing a metrology service for a more harmonised system of measuring and testing. It is a critical component of the industry, especially to boost competitiveness in export markets. To implement standards, the initiation of ISO17025 will be done as a matter of necessity. This specifies the requirements for the competence, impartiality, and consistent operation of laboratories.

Outcome 9: By 2027, appropriate interventions will have led to improved public safety and national security on the land, sea, and air.

Security

The Somaliland Coast Guard will contribute to this outcome through the following priority interventions:

1. Improving preventive action on human trafficking and the smuggling of weapons, drugs, and contraband.

The Somaliland Fire Brigade will contribute to this outcome through the following priority interventions:

1. Creating passive protection emergency responses related to fire extinguishing and rescue.

10.5 Cost Estimates per Outcome and MDA

GOVERNANCE SECTOR

		SECTOR TOTAL (USD)	185,428,524

MINISTRY OF INTERIOR	USD	67,362,351
MINISTRY OF DEFENCE	USD	6,683,000
MINISTRY OF PARLIAMENTARY AND CONSTITUTIONAL AFFAIRS	USD	880,000
MINISTRY OF JUSTICE	USD	12,580,000
MINISTRY OF FOREIGN AFFAIRS AND INTERNATIONAL COOPERATION	USD	16,785,010
MINISTRY OF INFORMATION, CULTURE AND NATIONAL GUIDANCE	USD	2,034,692
MINISTRY OF PLANNING AND NATIONAL DEVELOPMENT	USD	25,627,100
SOMALILAND POLICE FORCE	USD	5,734,425
SOMALILAND FIRE BRIGADE	USD	2,400,000
COUNTERPIRACY COORDINATION OFFICE (CPC)	USD	1,049,000
SOMALILAND COAST GUARD	USD	4,050,000
SOMALILAND IMMIGRATION AND BORDER CONTROL	USD	8,100,000
SOMALILAND HUMAN RIGHTS COMMISSION	USD	2,400,000
GOOD GOVERNANCE COMMISSION	USD	1,012,000
CIVIL SERVICE COMMISSION	USD	4,350,000
CIVIL SERVICE INSTITUTE	USD	2,873,925
NATIONAL PRINTING AGENCY	USD	3,483,000
NATIONAL AUDIT OFFICE	USD	5,954,021
NATIONAL TENDER BOARD	USD	2,220,000
NATIONAL QUALITY CONTROL COMMISSION	USD	9,850,000

SDG	NDP Outcome	NDP Outcome Indicator	Unit	Baseline (2021)(*)	Target (2027)	COST ESTIMATE
SDG - 16	GOV - 1: By 2027, Somaliland will have a stronger institutional framework that promotes inclusive governance, accountability and public transparency.	GOV - 1.A: Proportion of selected managerial positions held by women in the public sector (All categories below)	%	19.5%	30.0%	60,912,851
		GOV - 1.B: Proportion of citizens, 16 years or older, who hold a National Identity card.	%	28.1%	50.0%	
		GOV - 1.C: Completion rate of all the Outcome's operational	%	0%	>60%	
	OUTCOME GOV - 1: Cost estimate per government instiution / MDA				**MoI**	59,296,351
					GGC	687,000
					MoPND	929,500
SDG - 16	GOV - 2: By 2027, Somaliland government institutions will have a more efficient workforce allowing a more effective delivery of their mandates.	GOV - 2.A: Completion rate of all the Outcome's operational benchmarks *calculated as (("No. of fully completed milestones by end NDPIII * 100% + Proportional completion of each quantitative operational benchmark) divided by (the total number of operational benchmarks for this outcome)).*	%	0%	>60%	**12,151,025**
	OUTCOME GOV - 2: Cost estimate per government instiution / MDA				**MoI**	705,000
					MoD	2,773,000
					SPF	1,390,000
					MoPCA	400,000
					CSI	1,404,425
					CSC	1,845,000
					SIBC	400,000
					CPC	208,000
					SLCG	600,000
					MoPND	205,600
					NTB	2,220,000

SDG - 16	**GOV - 3: By 2027, Somaliland will have a stronger justice system with better guarantees for the protection of human rights.**	GOV - 3.A: Prisoner parole hearings are taking place according to the newly established rules and regulations.	Boolean (Yes/No)	No	Yes	
		GOV - 3.B: Percentage of PUBLIC instutions, which received repeat inspection missions during the NDP III period for upholding human rights and that showed improved performance based on recorded evidence comparing their last inspection report with the previous one(s).	% of repeatedly inspected PUBLIC institutions	0%	80%	**4,710,000**
		GOV - 3.B: Percentage of PRIVATE instutions, which received repeat inspection missions during the NDP III period for upholding human rights and that showed improved performance based on recorded evidence comparing their last inspection report with the previous one(s)	% of repeatedly inspected PRIVATE institutions	0%	80%	

OUTCOME GOV - 3: Cost estimate per government instiution / MDA	MoJ	3,810,000
	SLHRC	900,000

SDG - 16	**GOV - 4: By 2027, increased national and international coordination and cooperation will allow Somaliland's government institutions to be more efficient and effective.**	GOV - 4.A: Completion rate of all the Outcome's operational benchmarks	%	0%	>60%	**11,057,010**

	MoI	1,155,000
	MoPCA	35,000
OUTCOME GOV - 4: Cost estimate per government instiution / MDA	CPC	787,000
	MoPND	455,000
	MoFAIC	8,625,010
	NPA	70,000

SDG - 16	**GOV - 5: By 2027, improved physical infrastructure and work surroundings will allow government institutions in the Governance Sector to better execute their mandates.**	GOV - 5.A: Completion rate of all the Outcome's operational benchmarks	%	0%	>60%	**46,436,511**

	MoI	2,705,000
	MoD	3,910,000
	CPC	160,000
	SPF	3,490,000
	SFB	1,766,000
	SIBC	4,330,000
	SLCG	1,250,000
OUTCOME GOV - 5: Cost estimate per government instiution / MDA	MoJ	6,720,000
	CSI	461,500
	CSC	186,000
	NPA	2,568,000
	NAO	4,830,011
	NQCC	5,900,000
	MoFAIC	8,160,000

SDG - 16	**GOV - 6: By 2027, improved information and knowledge management that contributes to better institutional performance.**	GOV - 6.A: Completion rate of all the Outcome's operational benchmarks	%	0%	>60%	**25,365,000**

	SIBC	2,570,000
	MoPCA	250,000
OUTCOME GOV - 6: Cost estimate per government instiution / MDA	MoJ	2,050,000
	MoPND	20,415,000
	CSC	80,000

SDG - 16	GOV - 7: By 2027, improved public awareness and a better general understanding related to key matters of importance for the general public.	GOV - 7.A: Completion rate of all the Outcome's operational benchmarks	%	0%	>60%	**3,172,017**

OUTCOME GOV - 7: Cost estimate per government instiution / MDA		
	SFB	384,000
	MoICNG	1,286,017
	MoPCA	50,000
	SLHRC	1,025,000
	CPC	102,000
	GGC	325,000
	NPA	840,000

SDG - 16	GOV - 8: By 2027, an improved institutional, legal, and policy framework will have created a stronger foundation for public institutions in the Governance sector.	GOV - 8.A: Completion rate of all the Outcome's operational benchmarks	%	0%	>60%	**13,769,685**

OUTCOME GOV - 8: Cost estimate per government instiution / MDA		
	MoI	3,501,000
	CPC	102,000
	SIBC	800,000
	MoICNG	748,675
	SLHRC	475,000
	MoPCA	145,000
	MoPND	3,622,000
	CSI	1,008,000
	CSC	2,239,000
	NPA	5,000
	NAO	1,124,010
	NQCC	3,950,000

SDG - 16	GOV - 9: By 2027, appropriate interventions will have led to improved public safety and national security on the land, sea, and air.	GOV - 9.A: Completion rate of all the Outcome's operational benchmarks	%	0%	>60%	**2,450,000**

OUTCOME GOV - 9: Cost estimate per government instiution / MDA		
	SLCG	2,200,000
	SFB	250,000

(*) The Outcome baseline value is from 2021, unless indicated otherwise

Please note that each NDP III Sector Outcome has a separate detailed RBM Matrix, which specifies Critical Outputs and Operational Benchmarks. These are important for monitoring and can be found in Annex 1 of the NDP III MEAL Supplement.

EDUCATION SECTOR

11.1 Introduction

The right to education, as enshrined in Article 21 of the UN Charter on Human Rights, affirms the ultimate obligation of all states to provide education to its citizens as a fundamental human right, especially free education in the elementary and fundamental stages. Somaliland's Vision 2030 envisages that education will be among the fundamental pillars on which the modern knowledge society will be built. The government reaffirms its commitment in always providing accessible and quality education.

Education and training provide equality of opportunities for individuals to participate in local and national development. The overall education strategy is to improve access to quality education and training within a holistic approach. There are policies, acts, and related regulations which guide the sector towards achieving these objectives, yet the policy and legal frameworks at times still need strengthening.

There are also many non-government providers of education and training at all levels, such as non-governmental organisations (NGOs), charity-based organisations (ChBOs), and community-based organisations (CBOs). The contribution of these partners in the sector has been immense.

Quranic schools, under the Ministry of Endowment and Religious Affairs, are an important pillar of religious education in Somaliland.

Moving forward, the education sector, during the plan period of 2022-2026 will have a broad strategic thrust that aspires to both vertical and horizontal development of the sector in improving access, affordability, and quality to better serve the development needs of the population and the country alike.

11.2 Situational Analysis

The Ministry of Education and Science (MoES) successfully implemented the Education Sector Strategy over the last five years (2017-2021), and the formulation of the next Sector Strategy, exactly coinciding with the NDP III period, is in its approval stage.

The Education Sector Situational Analysis of 2021 confirmed that progress has been achieved in the key areas of access, equity, and quality across all sub-sectors of education. In addition, gains have been made in governance, administration, planning, human resources, infrastructure, and finance, as well as in other key institutional structures that support education delivery. As access to education is closely linked to the expansion of available appropriate infrastructure, they are jointly presented below.

Early Childhood Education

Access to ECE and Infrastructure

There are currently 263 pre-primary schools across Somaliland, serving an estimated Early Childhood Education (ECE) population of approximately 265,000 four- to five-year-olds. In the past five years, 26 public pre-primary schools have been constructed and furnished, of which 15 are managed by the Pharo Foundation on behalf of the MoES. The Gross Enrolment Rate (GER) has increased slightly over the past five years to 1.25 percent, or 3,037 students. About 1.7 percent of children in ECE are over pre-primary age.

Equity in Early Childhood Education

Formal pre-primary education is predominantly an urban phenomenon. Quranic schools have the highest coverage in both urban and rural areas.

Primary Education

Access to Primary Education and Infrastructure

Since 2016, the number of primary schools rose from 1,145 in 2015/2016 to 1,240 schools in 2020/2021, representing an 8.3 percent increase. Primary education enrolment has grown from 255,716 in 2015/16 to 280,561 in 2021, representing an increase of 9.7 percent. Primary education improvements also include revisions of textbooks and improving textbook availability and accessibility.

Due to continuous efforts to increase enrolments, the primary education GER has increased from 29 percent in 2018/19 to 32 percent in 2020/21, representing an increase of 3 percent. Nevertheless, this means that only just over 3 out of every 10 children of primary school age are in fact attending primary school.

As the availability of classrooms is one of the major constraints to drastically increasing enrolment, immense efforts in building new infrastructure are needed during the NDP III period to ensure a substantial increase in the GER.

Equity Aspects of Primary Education

Efforts have been made to improve equity, and as a result more girls and other children from vulnerable groups, such as children with special education needs (SEN), refugee children, and nomadic children have enrolled in basic education. However, this has not translated to an improved Gender Parity Index (GPI), which is the ratio of female to male enrolment. The NDP II target of a GPI of 0.94 in 2021 has not been achieved, with the primary education GPI decreasing from 0.89 in 2015/16 to 0.81 in 2020/21. These efforts need to be increased considerably during the NDP III period. In this context, it is important to note that in the academic year 2020/21 only 19 percent of primary school teachers were female.

Children with special needs' access to primary education has moved from 0.46 percent in 2015/16 to 1.78 percent in 2018/19, before falling to 0.8 percent in 2020/21. It was estimated that there were 1,179 children with special needs in primary schools in the 2015/16 academic year, of which 45 percent were female. This rose to 2,777 (45 percent female) in 2018/19, before falling to 2,453 in the 2020/21 academic year.

The number of refugee children accessing mainstream primary education increased from 1,412 in 2015/16 to 1,855 (51 percent female) in 2020/21.

Quality Aspects of Primary Education

There have been improvements in primary education teacher development and management. The Somaliland National College of Teacher Education (SLNCTE) has been established and is functional. As of 2021 the College graduated and certified approximately 229 pre-service qualified teachers. Primary teachers have benefited from training that focused on child friendly spaces, early childhood train-

ing, school-based mentoring, and early grade literacy and numeracy.

The number of primary teachers increased from 7,819 in 2015/16 to 9,206 in 2018/19 before reducing to 8,977 in 2020/21. A total of 1,820 unqualified teachers who are currently serving government schools are undergoing training to upgrade their knowledge and pedagogical skills at SLNCTE. Teachers who complete the two-year in-service programme and pass the subsequent teacher examinations will be awarded a diploma in Primary Education. This qualification will allow them to be registered as qualified and certified teachers.

The national average "pupil-to-qualified-teacher" ratio has improved from 47 down to 40, although there are still considerable variations between rural and urban areas.

The primary schools' "pupil-to-textbook" ratio has also improved from 2.9 in 2015/16 to 2.5 in 2020/21. However, there are noticeable disparities between rural and urban areas, as well as between public and private schools.

The latest Education Management Information System (EMIS) data of 2020/21 indicates that a low primary education repetition rate of 1.3 percent (1.4 percent female) has been achieved and a low primary education dropout rate of 3.5 percent (3.9 percent female) has been attained. A high retention rate of 89 percent from grades one to five has been attained and a good primary average promotion rate of 95.5 percent has been attained as well.

Secondary Education

Access to Secondary Education and Infrastructure

During the NDP II period, the number of secondary schools increased by 28 percent, from 164 in 2015/16 to 210 in 2020/21, while the absolute number of children enrolled in secondary education in this period went up from 51,011 to 66,170 in 2020/21, representing a 29.7 percent increase (Somaliland in Figures, 2014 and Education Statistics Yearbook, 2020-2021). It is not surprising that there is a straightforward positive correlation between the proportional increase in infrastructure and the proportional increase in enrolments, meaning that any ambition to increase the GER in education must be accompanied by a similar ambition in increasing funds for infrastructural development.

It is also noteworthy that the growth in secondary school enrolments surpassed population growth, and as a result, the GER of Secondary Education increased from 14.5 percent in 2015/16 to 16 percent in 2020/21.

Equity Aspects of Secondary Education

The number of children with disabilities enrolled in secondary education has reduced from 659 in 2015/16 to 357 in 2020/21. This represents a reduction of 302 children, or 55 percent, which is of concern. As opposed to primary education (see above), the GPI of secondary education has increased from 0.68 in 2015/16 to 0.78 in the 2020/21 academic year, representing a 0.1 increase and only narrowly missing the Education Sector Strategic Plan (ESSP) target of 0.8.

The percentage of female secondary teachers has increased from two percent (80) in 2015/16 to 7.5 percent (172) in 2018/19 before steeply declining to 3.7 percent (90) in 2020/21. The ESSP target of eight percent has not been achieved.

Quality Aspects of Secondary Education

Overall, the number of secondary school teachers has increased from 1,958 in 2015/16 to 2,257 in 2020/21. This represents an increase of 299 teachers, or 15 percent, which is only half of the proportional increase in enrolment and new infrastructure, and the availability of qualified teachers may therefore become a growing bottleneck, possibly leading to a negative impact on class size.

The national secondary schools' Pupil-Teacher Ratio (PTR) has increased from 26:1 in 2015/16 to 30:1 in 2020/21. This ratio masks likely disparities between schools situated in urban and rural areas.

The national secondary school's Pupil-Classroom Ratio (PCR) has increased from 42.2 in 2015/16 to 48 in 2020/21, representing an increase of 5.8 children. The official MoES secondary school PCR is 45 children in a classroom of 9 m x 8 m.

In secondary school ten different subjects are taught, and each student is therefore supposed to receive the ten books for his/her form, or an ideal Pupil-Textbook Ratio of 10:1. However, the MoES reports in the 2020/21 Statistics Yearbook a Pupil-Textbook Ratio of 2:1 in government schools. Private secondary schools (83 out of 210) rely mostly on student-owned textbooks. The availability of properly equipped laboratories and libraries is also a key concern in most secondary schools.

A low repetition rate of 1.1 percent has been achieved in secondary education, as well as a low national average dropout rate of 4.15 percent (5.3 percent for girls). There is a relatively good transition rate of 94 percent from form two to form three, i.e., from lower secondary to upper secondary school. There has also been a good average secondary promotion rate of 94 percent across all forms (one to four).

Non-formal Education

Alternative Basic Education

As stated earlier, about 70 percent of primary school age children are not accessing formal primary education due to a variety of reasons. Alternative Basic Education (ABE) is a complementary initiative to bring formal basic education services to marginalized children and those with diverse needs to promote access to free basic education for all.

Enrolment figures from the 113 ABE schools show an increase from 4,085 learners (44 percent female) in the 2015/16 academic year to 9,096 learners (51 percent female) in 2020/21, or an increase of 122 percent. The ABE curriculum has been reviewed and made outcome-based in line with that of the formal primary education curriculum, but there are concerns about rollout and implementation practices, particularly as the number of ABE schools are unknown and unregulated.

Adult Learning

In 2021 there were a total of 55 Adult Learning Centres (ALC) and 26 Family Life Education Centres (FLEC) with a total of 9,136 enrolments (90 percent female).

A total of 15 FLECs and ALCs were renovated over the course of NDP II. According to the 2018 Joint Review of the Education Sector (JRES), 90 literacy and numeracy non-formal education facilitators were trained on teaching methods, educational psychology, measurement, and evaluation.

Technical Vocational Education and Training (TVET)

Policy and Legal Reforms

The government, in collaboration with its partners, has developed a comprehensive TVET policy, strategy, and other guiding instruments such as a qualification framework, occupational standards, operational manuals, and an internship and employment policy. These instruments are expected to improve the institutional and organisational capacity of TVET stakeholders.

17 new TVET competency-based curricula for different trades were developed during the period covered by the ESSP for 2017-2021. There is a draft vocational qualification framework in place which sets out the hierarchy of qualifications. Under the new qualifications framework, a strategy for prior experience/competence recognition and certification is being developed. The Somaliland National Education Board (SLNEB) has a functioning TVET Unit, which sets, administers, and certifies all TVET exams, and trainees that pass exams are also certified by the SLNEB.

Access to TVET and Infrastructure

Two new technical secondary schools were constructed in Berbera and Beer, in addition to the already existing TVET schools, namely the Hargeisa Technical Institute, the Burao Technical Institute, and the TVET school at the Kuwait Educational Complex. Countrywide TVET enrolment has slightly increased from an estimated 5,000 in 2015/16 to 6,115 in 2021. TVET provisions are mainly free and provided primarily by international NGOs.

Private TVET centres provide the bulk of technical and vocational training. However, it is difficult to determine the number of TVET centres and their trainees because registration is not mandated. Most of these institutions are small private enterprise-based businesses where trainees or workers acquire skills on the job while earning small wages. Overall, the 2018/19 EMIS data indicated that there were 53 TVET centres across all of the regions of Somaliland, comprising mainly of government and NGO types.

Equity Aspects of TVET

TVET courses in Somaliland are largely separated by gender. EMIS 2021 reports show that only male students participated in mechanical, construction, welding, and plumbing courses. Conversely, courses on tailoring and cooking were largely comprised of female students.

Quality Aspects of TVET

Comprehensive criteria and admissions requirements for the TVET programme are important to ensure that the quality of graduates meet the ever-increasing demand for skilled workers.

EMIS reports indicate that there are 393 qualified TVET trainers. The MoES has created a functioning TVET Instructors Training Unit, however there are no continuing professional development opportunities for TVET instructors, hampering career development.

All TVET courses offered between 2016 and 2021 were popular in demand and led to high employment levels after graduation. A TVET tracer study has shown that 84.6 percent of the vocational graduates were employed or self-employed within 6 months after graduation. It is worth mentioning that relevant TVET centres need to be upgraded to a polytechnic level to substantially reduce the dependence on foreign skilled teaching staff.

Higher Education

Access to Higher Education and Infrastructure

For the last two decades, the number of higher education Institutions in Somaliland has risen from one university in 1998 to thirty-four universities in 2021, with only eight of them being public. It is estimated that between 50,000 to 53,000 students are enrolled in higher education institutions. The average annual intake of all universities is about 13,770. Review of university access figures indicates that most learners are enrolled in private universities as compared to the public universities.

Equity Aspects of Higher Education

Equity in higher education has improved with the provision of scholarships to promising students from disadvantaged backgrounds. At the beginning of every year, the government provides 95 scholarships to needy first year students who qualify to enrol in public universities. This scholarship lasts until they complete their first degree. The government also expects all universities to provide some scholarships based on their overall intake of first-year students (eight percent for public universities, six percent for private universities, and ten percent for international universities based in Somaliland). Overseas scholarships are provided by Ethiopia (370 per year) and Taiwan (33 per year).

The gender balance in participation in higher education has improved. It is estimated that in higher education institutions located in big cities such as Hargeisa, Borama, and Burco, the proportion of females is between 45 percent to 50 percent. In the institutions located in the other regions, the share of female students ranges between 30 percent to 37 percent. It should be noted, however, that universities do not register the origin of their students in terms of urban or rural. However, there are critical concerns about the low number of female lecturers in both public and private universities, estimated at two percent for the academic year 2020/21.

Quality Aspects of Higher Education

There is increased collaboration between the five public universities in the areas of research and community engagement programmes. Universities have strengthened the quality of their courses by engaging more qualified

lecturers and by enhancing the professional and academic development of their young graduates. There are also concerns about funding, governance, access, equity, and quality of education.

Institutional and Governance Aspects

Education Service Delivery Model

The decentralised Education Service Delivery Model (SDM) has been piloted initially in Berbera, Burao, and Borama since 2014. The Education SDM was rolled out in Gabiley and Hargeisa in 2017 and 2018 respectively. The initiative is now being rolled out in Zeylac, Odweyne, and Sheikh. A Memorandum of Understanding was signed between the MoES and the implementing partners (district councils).

The MoES has created Decentralised Education District Committees (DEDC) in the 23 electoral districts. There are currently 412 primary schools located in the districts who are involved with rolling out the Education SDM.

Curriculum Development

The capacity of the National Curriculum Institute has been built with the support of the MoES' partners. The key achievements are as follows:

- Development of a competence-based curriculum framework in 2015, followed by the revision of the primary education curriculum in 2015, and the curricula for ABE in 2020 and ECE in 2021.

- The development of a pre-service teacher training curriculum in 2019 and the in-service teacher training curriculum in 2021.

Consequently, the Somaliland curriculum is widely used in both public and private schools (pre-primary to secondary). The estimated coverage was reported to be above 95 percent. Most stakeholders acknowledged that the new curriculum meets the needs of the nation, community, and learners, even as there is still scope for improvement.

Somaliland National College of Teacher Education

The first phase of construction of the Somaliland National College of Teacher Education was completed in 2016, whilst the second phase is currently underway. The MoES has deployed governance and administrative staff to the College. The College continues to provide training to teachers at all levels.

Education in Emergencies

The Education in Emergencies (EIE) cluster has clear functional terms of reference for the provision of education in emergency situations. Through these platforms, the MoES has synergised and harmonised technical and financial resources from partners to avoid overlap and duplication of resources. The MoES has established district education development committees to respond to and support schools in coping during education emergency situations.

The ministry and its partners developed and implemented the Education Cannot Wait (ECW) Multi-Year Resilience Programme (MYRP), which is ongoing and covers much of the emergency interventions in the education sector. Furthermore, a comprehensive EIE contingency plan has been developed and used for the past three years, and four EIE assessments were conducted in the last two years.

The continuity of education during the peaks of COVID-19, through recorded and broadcast lessons for primary, secondary, and ABE, along with the integration of special sign language curriculum, is testimony to the relevance of EIE. Also:

- Conflict-affected area schools were rehabilitated, reopened, and are now functional to provide learning.

- Teachers, headteachers, and Community Education Committees (CEC) affected by community conflict were provided psychosocial training.

- Remedial classes were established to recover lost lessons resulting from community conflicts.

A joint drought response plan was developed by the ministry and its partners to mitigate the impact of drought on teaching and learning. In 2021 the droughts affected 103 schools in Sool, Sanaag, and Togdheer. These schools received a three-month temporary feeding programme, which improved child retention and wellbeing. The 103 schools also received water tanks to improve the capacity of water storage, along with the provision of water trucking for three months to maintain access to clean water.

Islamic Education

According to Somaliland in Figures (Nov. 2022), in 2020 there were 2,441 Quranic schools in Somaliland, with 7,195 teachers (25 percent female) and 192,970 students (43 percent female). The first unified curriculum for Quranic schools was created in 2020, with a scheduled review once every five years. With regards to Sharia institutes, where Islamic scholars are educated, a mapping exercise of existing syllabi took place in 2022, which resulted in an estimation of the number of courses needed. The first unified curriculum will be created in 2023. There are currently 93 Sharia institutes in the country.

11.3 Challenges and Key Issues

The major challenges identified for the NDP III period are the following:

- Increasing access to education and participation at all education levels. Any serious attempts to increase enrolment ratios must be accompanied in almost all education levels by an equally ambitious matching construction programme to increase infrastructural capacity. In most levels of education, it must also be accompanied by a matching drive to educate and prepare enough quality teaching and management staff.

- Persistent challenges in educational equity and inclusion, especially for disadvantaged regions and people such as nomads and IDPs. The drive to increase the number of female students should be accompanied by an increase in female teaching and management staff as well, as their recruitment levels are very low.

- Improving the quality of education at all levels, from pre-primary school to higher education, remains an important challenge for many years to come. Non-formal education is meant to improve overall numeracy and literacy skills in line with supporting livelihoods. TVET education needs to be more demand-driven to meet the skill set requirements of the job market.

- Improving overall institutional capacity in terms of

governance, management, and leadership capacity to deliver quality education.

11.4 NDP III Outcomes and Priority Interventions

Strategic Objective 1: To achieve access for all to quality education in soundly governed institutions, at all levels of education and vocational training (as stated in the goals and objectives of the ESSP, 2022-2026).

Outcome 1: By 2027, a significant increase in educational access and participation will have been achieved at all levels.

Pre-primary Education

The outcome target for the pre-primary education GER has been set by the MoES to increase from five percent in 2021 to 20 percent in 2026. An increase of 15 percent of the pre-primary school age population in 2026 (±307,000) is approximately 46,000 children of four to five years old.

The Ministry of Education and Science will achieve this through the following priority interventions:
1. Constructing and furnishing 50 new pre-primary schools, each consisting of two classrooms and an adequate playground and ensuring regional equity and inclusivity of special education needs children whilst continuing to operate the existing 31 public pre-primary schools.

2. Introducing a two-year quality pre-primary education that will realise the objectives of this level of education. Plans will be in place to improve access and participation in the programme for children.

3. Developing a comprehensive ECE advocacy and fundraising strategy spearheaded by the MoES and supported by partners.

4. Conducting comprehensive mapping of ECE sub-sector provisions during the first year of ESSP implementation and conducting a feasibility study to explore ways of integrating different categories of ECE provisions.

5. Integrating access to pre-primary education with issues of school-based child protection, safety, and nutrition.

Primary Education

The outcome target for the primary education GER has been set by the MoES to increase from 32 percent in 2021 to 50 percent in 2026. An increase of 18 percent of the primary school age population in 2026 (±1,128,500) is approximately 203,000 children of six to 13 years old.

The Ministry of Education and Science will achieve this outcome through the following priority interventions:
1. Constructing and furnishing 200 new primary schools and expanding 50 rural schools by adding four classrooms. This includes multi-purpose solutions where a school can be used for both ABE and formal primary education. Rural areas with low enrolment levels will be prioritised. In addition, 300 gender segregated pupils' toilets and 100 girl-friendly spaces will be constructed in existing primary schools where the need is greatest.

2. Developing guidelines of establishing double shifts in all schools to better utilise existing resources, including staff and infrastructure. Adapting learning timeframes to the needs of rural and nomadic children/adolescents.

3. Providing a school feeding programme to 200 additional formal primary and ABE schools, targeting the neediest primary school children in marginalised areas.

Secondary Education

The outcome target for the secondary education GER has been set by the MoES to increase from 18 percent in 2021 to 35 percent in 2026. An increase of 17 percent of the secondary school age population in 2026 (±492,000) is approximately 83,800 children of 14 to 17 years old.

The Ministry of Education and Science will achieve this outcome through the following priority interventions:
1. Constructing 50 new secondary schools consisting of four classrooms, a library, a laboratory, and staff space, giving priority to rural areas in disadvantaged regions. Existing infrastructure will be expanded, renovated, and refurbished in selected regions.

2. Conducting a feasibility study on secondary education demand in both urban and rural areas. The study should explore the introduction of alternative secondary schools, where possible learning lessons from the primary ABE model.

3. Conducting bi-annual student re-entry campaigns after dropout and providing support, including to married female students.

4. Conducting a feasibility study on the establishment of sustainable boarding schools in rural nomadic areas and strengthening the existing ones. Subsequently, constructing three pilot low-cost secondary boarding schools in nomadic areas.

Non-formal Education

The MoES has set an ambitious target of increased participation in FLECs and ALCs from 9,136 in 2021 to 35,000 in 2026.

The Ministry of Education and Science will achieve this outcome through the following priority interventions:
1. Constructing 14 new Family Learning Centres (FLECs) and 14 new Adult Learning Centres (ALCs), while continuing to operate the existing ABE centres, FLECs, and ALCs.

2. Conducting quarterly advocacy and community publicity campaigns of ABE centres, FLECs, and ALCs to increase enrolment rates.

3. Developing guidelines to utilise existing primary, secondary. and other public/community facilities for adult literacy and numeracy programmes. There will be emphasis on personal and livelihood skills to attract more adults.

4. Introducing a hardship allowance for all ABE teachers in rural areas.

Technical and Vocational Education and Training (TVET)

The outcome target for TVET learners has been set by the MoES to increase from 2,769 students in 2020/21 to 25,000 students in 2025/2026.

The Ministry of Education and Science will achieve this outcome through the following priority interventions:

1. Constructing additional TVET secondary schools in areas that have the least access to TVET (Borama, Erigavo, and Las Anod), and ten new public TVET centres in regions that do not have adequate access. Concurrently, the MoES will rehabilitate, maintain, and continue operating the existing 53 public TVET centres and five technical secondary schools.

2. Creating clear pathways into different levels of TVET by operationalising the TVET Qualification Framework. This will include recognising prior learning to attract mature students.

3. Conducting annual TVET fairs and awareness and promotion campaigns in all regions to boost enrolment.

Higher Education

The National Commission for Higher Education will achieve this outcome through the following priority interventions:

1. Ensuring access to higher education, irrespective of income status, by mobilising more funds to provide scholarships to students. The goal is to ensure that no one is left behind due to financial constraints. The subjects for which the scholarships provided by higher education institutions and the National Commission for Higher Education (NCHE) are made available will be increasingly aligned with national priorities and needs.

Outcome 2: By 2027, significant improvements in educational equity and inclusion will have been achieved at all levels.

The Ministry of Education and Science will achieve this outcome through the following interventions, amongst others:

Pre-primary Education

1. Providing special funding mechanisms to local governments in category C and D to invest and expand ECE schools in their areas of jurisdiction.

2. Upgrading 760 existing ECE schools, plus training 240 new teachers in special needs education skills and establishing a targeted scholarship for the 3,000 most vulnerable children (MVC) to participate in pre-primary education.

3. Improving the design of 50 new public pre-primary schools to make them SEN friendly and targeting half of them to be built in disadvantaged regions and districts.

4. Adapting a new curriculum and conducting annual awareness and education campaigns to change cultural issues and attitudes towards educating children with disabilities. Additionally, providing disability gadgets and appropriate teaching and learning materials.

Primary Education

5. Constructing more classrooms at the primary level, toilets to improve sanitation, and sanitation kits, especially for girls in rural areas, to improve the friendliness of schools for girls in disadvantaged areas. These improvements, as well as the design structures of the classroom, will ensure the spaces are SEN friendly.

6. Providing free primary education at all public primary schools and annual school capitation grants to all primary schools. Similarly, establishing a targeted fund for MVC to cover the indirect cost of education for unique learners. In addition, take-home rations will be provided for nutritional purposes.

7. Adapting the new primary curriculum and supporting teaching and learning materials for SEN children in primary education. To support this initiative, teacher training courses will have an integrated component of special needs education teaching.

8. Establishing remedial learning classes for 20,000 children to promote MVC's survival and progression rates in primary education.

Secondary Education

9. Adapting 100 existing and all new secondary school designs to facilitate inclusive education in 150 schools.

10. Conducting quarterly awareness raising and sensitisation campaigns for families and communities to change cultural attitudes hindering access to secondary education by the most vulnerable groups, particularly girls and SEN learners.

11. Developing a framework to guide education intervention in vulnerable areas and groups. In addition, the MoES is going to equitably distribute qualified teachers to ensure the learning of children in disadvantaged areas is supported, especially in mathematics, sciences, and English.

12. Creating incentives to attract pupils will include scholarships for disadvantaged people, provision of medical and necessary equipment to support SEN children, and girl-friendly spaces in schools.

Technical and Vocational Education and Training (TVET)

13. Conducting a gender, regional, and people with disabilities survey targeting potential trainees. This will fill the knowledge gap in understanding the key issues affecting these disadvantaged groups. This will be followed by sensitising communities on cultural attitudes hindering access to TVET for girls, IDPs, people with disabilities, and those in rural areas.

14. At the policy level, providing monetary and non-monetary incentives, medical support, and adaptive learning needs.

15. Constructing new TVET secondary schools and centres in regions and rural areas that do not have access to TVET provisions. This will include female-friendly spaces.

Higher Education

The National Commission for Higher Education will achieve this outcome through the following priority interventions:

1. Establishing mechanisms and incentives to promote the employment of female lecturers, like preferential treatment related to scholarships and study leave. The foundation of such schemes will further the development of policies and procedures to mainstream gender issues.

Outcome 3: By 2027, a significant increase in educational quality and efficiency will have been achieved at all levels.

The Ministry of Education and Science will achieve this outcome through the following priority interventions:

Pre-primary Education

2. Deploying two (one male, one female) ECE experts to provide support to the MoES, SLNCTE, and public ECE schools.

3. Organising one ECE study tour for key stakeholders to a regional country with best practices.

4. Providing technical, physical, and financial resources to SLNCTE to develop a two-year diploma course and enable them to train 240 new ECE teachers and provide in-service training for 760 existing teachers. Furthermore, an ECE teacher competency system will be introduced, and a competency-based assessment deployed.

5. Disseminating and operationalising the new ECE curriculum across all ECE schools with new learning materials distributed to ensure the usage of the new ECE teacher training curriculum.

6. Establishing free child health and nutritional programmes (school feeding) and promoting child protection and safety in all pre-primary schools.

Primary Education

7. Constructing separate WASH facilities and 100 girls' friendly spaces, targeting schools that need it most.

8. Providing Continuous Professional Development (CPD) to primary teachers targeting the subjects of pedagogy, maths, English language, and sciences. This will include affirmative action to increase the number of female teachers. To motivate teachers, a hardship allowance will be provided to primary teachers in hardship-designated areas.

9. Conducting a quarterly school-based supervision and mentoring programme to all primary schools, targeting schools that are least performing in national examinations.

10. Procuring and distributing ICT equipment (and associated solar panels in areas without electricity) to broadcast pre-recorded lessons to 300 schools.

11. Procuring and providing supplementary reading and arithmetic materials to children in primary one to primary three.

Secondary Education

12. Developing a comprehensive and structured CPD programme/courses for secondary school teachers and operationalise it at the school cluster level. This will include in-service training to secondary school teachers, as well as new teachers, especially in subjects with teacher shortages. It will also target new female teachers.

13. Creating and operationalising secondary school clusters as the basis for sharing resources and good professional practices. A resource centre will be created for each secondary school cluster. Furthermore, clear and better partnerships will be developed between public and private secondary schools through the cluster system.

14. Reviewing and rolling out the secondary education curriculum to make it competence-based. This will improve the integration and adoption of ICT in secondary school teaching and learning. Students will also have access to laboratories and computers.

Non-formal Education

15. Conducting a comprehensive assessment of the status of all categories of NFE (ABE, FLECs and ALCs) through the MoES, in collaboration with relevant partners.

16. Increasing the resources and capacity of SLNCTE to train adult learning facilitators. Recruitment, training, and deployment of more adequate qualified teachers and instructors to teach ABE, FLEC, and ALC centres.

17. Developing a curriculum framework and implementation strategy for FLECs and ALCs, including the training of teachers on implementing the ABE curriculum and developing standardised adult literacy and numeracy teaching and learning materials.

18. Conducting effective quarterly mentoring, supervision, and monitoring visits to all NFE schools and centres to ensure that NFE programmes are of sufficient quality. This includes linkages between literacy and numeracy programmes and TVET skills development.

Technical and Vocational Education and Training (TVET)

19. Improving the system's governance, management, and leadership capacity to deliver quality TVET education, starting with developing a competency-based TVET curriculum for different trades and levels. This will feed into the TVET qualification framework and occupational standards. Provide operational financial support to TVET technical secondary schools and TVET centres.

20. Assessing the capacity of physical infrastructure, facilities, and equipment countrywide and renovating the existing TVET institutions' physical infrastructure.

21. Enhancing the capacity of Hargeisa Technical Institute to serve as a TVET instructor training institute. Conducting a needs assessment for TVET instructors and Training of Trainers (TOT) culminating in a more targeted training of new TVET diploma instructors' over a five-year period.

22. Implementing market demanded enterprise-based and institution-based TVET, including the introduction of highly specialised technical skills for

the most needed trades in selected TVET centres. Subsequently, developing the industrial attachment framework for TVET trainees and TVET instructors.

Higher Education

The National Commission for Higher Education will achieve this outcome through the following priority interventions:

1. Reviewing the curriculum for higher education and adjusting appropriately in line with the needs of the country for all higher education institutions. This is important to ensure it is better aligned with labour market requirements.

2. Preparing the students for the requirements of the competitive domestic and international labour markets through compulsory pre-admission accelerated English language course for all incoming students. This will also improve the chance of students to benefit from the plethora of knowledge on the internet, mostly in English.

3. Conducting tracer studies for graduates of different programmes as part of monitoring the quality and relevance of the programmes and their employability, and employee satisfaction.

4. Establishing a more stringent higher education institutions (HEIs) quality assurance system. This will include the accreditation of academic staff and a review of operational procedures, all with the intention of enhancing the quality of education and structures available to the students. Furthermore, mechanisms at the regulatory level will ensure that there is continuous improvement of the capacity of higher education academic staff. These steps will also help in research and community outreach programmes by higher education institutions.

5. Improving textbooks for all programmes of higher education by procuring sample textbooks for each course.

Outcome 4: By 2027, significant improvements in governance and institutional capacity will have been achieved at all levels.

The Ministry of Education and Science will achieve this outcome through the following priority interventions:

Pre-primary Education

1. Promoting awareness, understanding, and interpretation of ECE policy and minimum standards. Subsequently, developing procedures and guidelines to enforce the application of ECE minimum standards in both ECE infrastructure and programme delivery.

2. Providing capacity development for the MoES ECE Unit and other professionals involved in ECE in the areas of leadership and management.

3. Promoting greater collaboration and coordination between the MoES and the Ministry of Religion and Endowment (MoRE).

4. Collecting and analysing detailed data on the ECE subsector and producing regular reports, thus facilitating periodic assessments of ECE.

5. Training and mentoring the headteachers and deputies of 253 primary and 253 pre-primary schools in

ECE leadership.

Primary Education

1. Conducting a comprehensive review of all school level governance policies and guidelines. This will also include the appointment (and training) of head-teachers and their deputies and the management and coordination of practices between schools, regional offices, and national level offices.

2. Enhancing the capacity of school CECs and DEDCs in matters relating to effective school leadership, including public finance management. This will include the capacities of formal and non-formal education departments as recommended by ABE.

Secondary Education

1. Developing, translating, and disseminating secondary school governance policy. This will provide the basic guidelines on issues such as criteria for selecting and deploying secondary school headteachers and deputies.

2. Providing technical and financial support for SLCTE to develop the curriculum for a school leadership course. Based on this, designing a MoES-validated secondary school leadership and management course for secondary headteachers and their deputies, and training Regional Education Officers (REOs), District Education Officers (DEOs), and QASS on governance policy.

3. Developing a performance management framework for headteachers and their deputies.

Non-formal Education

1. Reviewing the NFE Policy Framework and Implementation Guidelines.

2. Building the capacity of the NFE department to ensure that there is effective supervision and monitoring of all NFE facilities.

3. Improving the certification and accreditation of all categories of NFE graduates and determining the best measure of adult literacy rates using consistent definitions.

Technical and Vocational Education and Training (TVET)

4. Disseminating, translating, and implementing TVET policy, strategy, and occupational standards. Additionally, developing an accreditation system of TVET institutions.

5. Enhancing the leadership and management capacity of TVET centre managers and staff, as well as support services from the MoES at the central and regional level.

6. Developing and implementing guidelines to promote linkages between TVET institutions and relevant industries so that they can pursue a joint economic development agenda.

Higher Education

The National Commission for Higher Education will achieve this outcome through the following priority interventions:

1. Finalizing and approving the Higher Education Act. This will set the foundation for the overall regulatory framework, in line with the broader objectives of the education sector strategy. The Act and its associated regulation will guide all higher education institutions in the country. In addition, it is envisaged that the higher education subsidy guidelines will be developed and approved.

2. Creating a conducive working environment for the Higher Education Commission to perform its duties by building new infrastructure to house the Commission. Relatedly, a Higher Education Management Information System, supporting NCHE's management needs, will be put in place. This will improve the overall capacity of the regulator of the Higher Education sub-sector.

3. Increasing opportunities for Technical and Vocational Education at the tertiary level to improve specialised skills for the population and increase their employability. In furtherance of this objective, functional polytechnic colleges will be built.

> Strategic Objective 2: To increase awareness and the practice of Islam, and to promote Islam as a religion of tolerance and peace through education and religious institutions.

Outcome 5: By 2027, there will be improved access to Islamic Centres, Quranic education, and other community services provided by them.

The Ministry of Religion and Endowment will achieve this outcome through the following priority interventions:

1. Constructing and furnishing 17 additional Quranic schools and upgrading teachers employed in 2,458 Quranic schools in the country.

2. Constructing and furnishing 17 Sharia institutes and hiring and training 500 teachers to be employed in 110 Sharia institutes.

3. Developing an Islamic Institutions Information Management Database for improved administrative management of Quranic Schools, Sharia institutes, and Mosques.

4. Developing the Islamic/traditional-based Healing Centres (Cilaajs) Act and the Sakaat Act.

11.5 Cost Estimates per Outcome and MDA

EDUCATION SECTOR		**SECTOR TOTAL (USD)**	**331,806,693**
MINISTRY OF EDUCATION AND SCIENCE		**TOTAL MoES (USD)**	**322,158,693**
	Pre-primary Education	USD	25,129,450
	Primary Education	USD	148,606,124
	Secondary Education	USD	89,328,233
	Non - Formal Education	USD	18,506,365
	Technical and Vocational Education & Training	USD	40,588,521
NATIONAL COMMISSION FOR HIGHER EDUCATION		**TOTAL NCHE (USD)**	**4,833,000**
	Higher Education	USD	4,833,000
MINISTRY OF ENDOWMENT AND RELIGIOUS AFFAIRS		**TOTAL MoERA (USD)**	**4,815,000**
	Quranic Education	USD	4,815,000

SDG	NDP Outcome	NDP Outcome Indicator	Unit	Baseline (2021)	Target (2027)	COST ESTIMATE
	Outcome EDU - 1: By 2027, a significant increase in Education access and participation will have been achieved at all levels.					
SDG - 4	**EDU-KG - 1: By 2027, significant increase in access and participation in Pre-primary Education.**	EDU-KG - 1.A: Gross Enrollment Rate (GER) in 2-year Pre-primary Education	%	5%	20%	6,323,925
	EDU-PE - 1: By 2027, significant Increase in access and participation in Primary Education.	EDU-PE - 1.A: Gross Enrollment Rate (GER) in Primary Education	%	32%	50%	40,002,460
	EDU-SE - 1: By 2027, significant Increase in access and participation in Secondary Education.	EDU-SE - 1.A: Gross Enrollment Rate (GER) in Secondary Education	%	18%	35%	13,438,512
		EDU-SE - 1.B: Proportion of students transiting from lower to upper secondary education.	%	44%	64%	
	EDU-NF - 1: By 2027, significant Increase in access and participation in Non-Formal Education.	EDU-NF - 1.A: Increased participation in Non-Formal Education (FLECs and ALCs)	No. of participants	9,136	35,000	15,102,774
	EDU-TV - 1: By 2027, significant Increase in access and participation in Technical and Vocational Education and Training.	EDU-TV - 1.A: Increased participation in TVET centres (mostly 4 - 6 month courses)	No. of students	3,372	25,000	19,654,088
		EDU-TV - 1.B: Increased participation in Technical Secondary Schools (4 yrs)	No. of students	2,769	6,500	
	EDU-HE - 1: By 2027, significant Increase in access and participation in Higher Education.	EDU-HE - 1.A: Number of students enrolled in HEIs	No. of students	39,525	50,000	1,110,000
	OUTCOME EDU - 1: Cost estimate per government instiution / MDA				MoES	94,521,759
					NCHE	1,110,000
	Outcome EDU - 2: By 2027, significant improvements in Education equity and inclusion will have been achieved at all levels.					
SDG - 4	**EDU-KG - 2: By 2027, significant improvements in equity and inclusion in Pre-primary Education.**	EDU-KG - 2.A: Gender Parity Index in 2-year Pre-primary Education	fGER/mGER	0.79	0.92	2,880,130
		EDU-KG - 2.B: Proportion of SEN children that are attending Pre-primary schools.	%	0%	5%	
		EDU-KG - 2.C: Proportion of children in the rural areas that attend Early Childhood Education.	%	0%	16%	
	EDU-PE - 2: By 2027, significant improvements in equity and inclusion in Primary Education.	EDU-PE - 2.A Gender Parity Index in Primary Education	fGER/mGER	0.81	0.91	16,177,597
		EDU-PE - 2.B: Percentage of female teachers in Primary Education	%	19%	30%	
	EDU-SE - 2: By 2027, significant improvements in equity and inclusion in Secondary Education.	EDU-SE - 2.A: Gender Parity Index in Secondary Education	fGER/mGER	0.75	0.85	9,729,890
		EDU-SE - 2.B: Percentage of female teachers in Secondary Education	%	4%	10%	
		EDU-SE - 2.C: Percentage of children in rural areas enrolled in secondary education	%	6%	20%	
		EDU-SE - 2.D: Percentage of Special Education Needs children enrolled in secondary schools.	%	0%	5%	
	EDU-TV - 2: By 2027, significant improvements in equity and inclusion in Technical and Vocational Education and Training	EDU-TV - 2.A: Gender Parity Index in TVET	GPI	0.68	0.78	3,362,514
		EDU-TV - 2.B: Percentage of female instructors in TVET	%	5%	15%	
	EDU-HE - 2: By 2027, significant improvements in equity and inclusion in Higher Education.	EDU-HE - 2.A: Proportion of female enrolment in HEIs	%	48%	52%	745,000
	OUTCOME EDU - 2: Cost estimate per government instiution / MDA				MoES	32,150,131
					NCHE	745,000

Outcome EDU - 3: By 2027, a significant increase in Education quality and efficiency will have been achieved at all levels.						
SDG - 4	**EDU-KG - 3: By 2027, significant increase in quality and efficiency in Pre-primary (Early Childhood) Education.**	EDU-KG - 3.A1: No. of qualified and certified ECE teachers in public schools	No. of teachers	33	273	**15,007,821**
		EDU-KG - 3.A2: No. of additional qualified and certified ECE teachers in private schools	No. of teachers	- -	300	
	EDU-PE - 3: By 2027, significant increase in quality and efficiency in Primary Education.	EDU-PE - 3.A: % of qualified Primary Education teachers	%	55%	75%	**28,353,809**
		EDU-PE - 3.B: Pupil - Class ratio in Primary Education	Pupils/Class	50	45	
		EDU-PE - 3.C: Primary Education promotion rate (M/F)	%	95,9% / 95,1%	96% / 96%	
	EDU-SE - 3: By 2027, significant increase in quality and efficiency in Secondary Education.	EDU-SE - 3.A: % of qualified Secondary Education teachers	%	76%	86%	**26,326,289**
		EDU-SE - 3.B: Pupil - Teacher Ratio in Secondary Education	Pupils / Classroom	45	45	
		EDU-SE - 3.D: Pupil - Class ratio in Secondary Education	Pupils / Teacher	48	45	
		EDU-SE - 3.E: Secondary Education drop-out rate (M/F)	%	3,0% / 5,3%		
		EDU-SE - 3.F: Secondary Education promotion rate (M/F)	%	95% / 94%		
	EDU-NF - 3: By 2027, significant increase in quality and efficiency in Non-Formal Education.	EDU-NF - 3.A: Proportion of NFE centers approved according to set quality standards.	%	Standards to be determined	50%	**3,135,477**
	EDU-TV - 3: By 2027, significant increase in quality and efficiency in Technical and Vocational Education and Training	EDU-TV - 3.A: Percentage of TVET graduates employed six months after graduation.	%	84.6%	95.0%	**16,750,427**
	EDU-HE - 3: By 2027, significant increase in quality and efficiency in Higher Education.	EDU-HE - 3.A: Proportion of university programmes accredited by the NCHE	%	0%	12%	**2,768,000**
		EDU-HE - 3.B: Proportion of undergraduate lecturers with at least a Master's degree	%	60%	70%	
	OUTCOME EDU - 3: Cost estimate per government instiution / MDA				**MoES**	89,573,823
					NCHE	2,768,000
Outcome EDU - 4: By 2027, significant improvements in governance and institutional capacity will have been achieved at all levels.						
SDG - 4	**EDU-KG - 4: By 2027, significant improvements in governance and enhanced Institutional system capacity in Pre-primary Education**	EDU-KG - 4.A: Proportion of Pre-primary schools applying and passing minimum standards	%	0%	50%	**917,574**
	EDU-PE - 4: By 2027, significant improvements in governance and enhanced Institutional system capacity in Primary Education.	EDU-PE - 4.A: % of primary schools (both formal and ABE) meeting minimum standards	%	Standards to be determined	50%	**64,072,258**
	EDU-SE - 4: By 2027, significant improvements in governance and enhanced Institutional system capacity in Secondary Education.	EDU-SE - 4.A: Average completion rate of the Outcome's combined operational benchmarks.	%	Not applicable	80%	**39,833,542**
	EDU-NF - 4: By 2027, significant improvements in governance and enhanced Institutional system capacity in Non-Formal Education.	EDU-NF - 4.A: Average completion rate of the Outcome's combined operational benchmarks.	%	Not applicable	80%	**268,114**
	EDU-TV - 4: By 2027, significant improvements in governance and enhanced Institutional system capacity in TVET.	EDU-TV - 4.A: Average completion rate of the Outcome's combined operational benchmarks.	%	Not applicable	80%	**821,492**
	EDU-HE - 4: By 2027, significant improvements in governance and enhanced Institutional system capacity in Higher Education.	EDU-HE - 4.A: NCHE has recruited at least 90% of adequate technical staff as in validated recommendations of the Human Resource Needs Assessment.	Boolean (Yes/No)	No	Yes	**210,000**
	OUTCOME EDU - 4: Cost estimate per government instiution / MDA				**MoES**	105,912,980
					NCHE	210,000
Outcome EDU - 5: By 2027, improved access to Islamic Centres, Quranic education, and other community services provided by them.						
SDG - 4	**EDU-QE - 1: By 2027, improved access to Islamic Centres, Quranic education, and other community services provided by them.**	EDU-QE - 5.A: Number of operational Quranic schools.	Number	2,441	2,458	**4,815,000**
		EDU-QE - 5.B: Number of Sharia institutes for the education of Islam scholars that are operational .	Number	93	110	
	OUTCOME EDU - 5: Cost estimate per government instiution / MDA				**MoERA**	4,815,000

Please note that each NDP III Sector Outcome has a separate detailed RBM Matrix, which specifies Critical Outputs and Operational Benchmarks. These are important for monitoring and can be found in Annex 1 of the NDP III MEAL Supplement.

Observations

The education sector will, in line with international guidelines and across all levels of education, continue to pursue four main outcomes related to i) access, ii) equity and inclusion, iii) quality and efficiency, and iv) improvements in governance of the sector.

A summary of the cost estimates table is as follows:

- With regards to the cost of interventions at different levels of education, primary education constitutes the largest share with 45.6 percent of the total education sector budget, followed by secondary education at 27.2 percent.

- Based on the indicated estimates, Outcome 4 on governance and institutional capacity building is the highest priority of the sector, as it is expected to have an overall impact on all levels and other outcomes. It represents 32 percent of the total sector budget, followed by the budget on access to education and quality and efficiency at 29 percent and 28 percent respectively.

Chapter 12

HEALTH SECTOR

12.1 Introduction

A healthy nation is a wealthy nation. To improve the overall outcomes of wellbeing and economic development, Somaliland Vision 2030 aspires for a nation whose citizens have equitable access to quality healthcare. This is paramount as the nation, then and now, continues to grapple with health challenges in terms of relatively high child and maternal mortality, high mortality rates from preventable diseases such as TB, as well as non-communicable diseases. To achieve the objective of quality healthcare, a combination of community health services and well-regulated private healthcare, supported by a well-trained health workforce, will be delivered to the citizens of Somaliland.

Despite continuous challenges, access to healthcare has increased substantially over the years, largely thanks to the collaboration between the government and its partners and the invaluable role played by private healthcare providers. The latter are especially more active in the urban areas.

Due to the disparity in health outcomes, the rural population had priority focus during the last five years where basic infrastructure that delivers essential health delivery packages has been established. Newly constructed health centres continue to operate in places where no other health facilities had previously existed. District and regional hospitals were upgraded to deliver better clinical services. In addition, medical stores are operating in all six regions, which contributed to improving quality and timely distribution of essential supplies to all districts.

On human capital, as emphasised by Vision 2030, the total health workforce has largely increased, yet significant disparities among the regions and between urban and rural areas remain. This is a major constraint in service delivery, as an expanded health workforce could increase both the access to and quality of services when the healthcare-worker-to-patient ratio improves.

12.2 Situational Analysis

Policy and Legal Reforms

Several policy and legal instruments were approved and enacted to improve health service delivery. These policies will continue to guide the sector in the foreseeable future. Key among these are:

- National Expanded Programme on Immunization (EPI) Policy 2020
- National Health Policy 2021
- Mental Health Policy
- Nutrition Sub-sector Strategy 2019
- Health Sector Strategic Plan 2017-2021

The Essential Healthcare Package Services (EHPS)

The EHPS policy aims to expand affordable essential health services to improve overall health outcomes, including in hard-to-reach areas, with a focus on vulnerable segments of the population, particularly mothers, children, and people with low socioeconomic status. Currently, the Ministry of Health Development (MoHD), in conjunction with partner organisations, provides highly subsidized primary health-care services in every district of the country. MoHD also focused on improving service quality at the secondary healthcare level that is provided at district or regional hospitals. The emphasis is on ensuring that every citizen can access affordable and quality secondary healthcare services throughout the country.

Maternal and Child Mortality

Maternal mortality was considerably reduced from 732 deaths per 100,000 live births in 2017 to 396 deaths per 100,000 live births in 2020 (SLHDS 2020), slightly surpassing the ambitious NDP II target of 400. Over the last five years, a considerable reduction of infant mortality and under-five mortality was also observed, coming down from 85 per 1,000 live births to 72 per 1,000 live births and 137 per 1,000 live births to 91 per 1,000 live births respectively. The Total Fertility Rate (TFR) among women in Somaliland is 5.7. The recent Health and Demographic Survey reports that only 13 percent of children aged 12-23 months were completely vaccinated, which includes BCG (tuberculosis), polio (3x), pentavalent (3x), and measles.

Malnutrition

Malnutrition (Global Acute Malnutrition and Severe Acute Malnutrition) poses a serious public health problem throughout the country and is further aggravated by recurrent droughts. The following statistics collected during the recent nationwide demographic health survey clearly show the current situation:

- As a measure of chronic malnutrition, 21 percent of children under the age of five are stunted or are a lower-than-average height for their age, which is below the Africa region average of 30.7 percent (Global Nutrition Report 2021).
- As a measure of acute malnutrition, 13 percent of children under-five have a lower-than-average weight for their height, which is above the Africa region average of 6 percent (Global Nutrition Report 2021).
- 69 percent of newborns are breastfed in the first hour of their life, whereas 30 percent of Somaliland children aged 0-5 months are exclusively breastfed.

Major Communicable Diseases

- **Tuberculosis (TB):** TB remains as one of the major public health problems in Somaliland, though the disease incidence has been dropping progressively. According to MoHD data, TB infections have fallen from 285 per 100,000 people in 2016 to 200 per 100,000 people in 2020.
- **HIV/AIDs:** Data collected at sentinel sites for pregnant women indicates that the mean HIV prevalence has been dropping since 2004, when it was at 1.4 percent, reaching 1.01 percent in 2010 and 0.67 percent in 2014. The decline, which is statistically significant, continues through the most recent sentinel survey of 2018, when it was 0.15 percent.
- **Malaria:** The seven districts of Baki, Borama, Lughaya, Zeila, Gabiley, Hargeisa (rural), and Berbera account for over 90 percent of all malaria cases in the country. Human activity in urban areas has led to an increase in favourable mosquito breeding spots in typically small, shallow, open, and sunlit water pools. Nonetheless, the country has had nearly zero deaths

from malaria for the last five-to-ten years.

- **Hepatitis B:** Hepatitis is a major public health challenge in terms of morbidity and mortality. To combat the disease, hepatitis B vaccination has been introduced in routine immunization programmes. There has been additional focus on hepatitis B vaccination for high-risk populations, including health workers, and screening for both hepatitis B and C among clinical at-risk groups and vulnerable populations. As a result, the infection rate has dropped from 150 per 100,000 people to 51 per 100,000 people, which is well under the NDP II target of 130 per 100,000 people.

- **Other major communicable diseases:** These include diarrheal diseases, acute respiratory infections, and a few neglected tropical diseases (leprosy, schistosomiasis, and leishmaniasis). Access to sanitation facilities continues to be a major challenge, with only 38 percent of households having access to an improved sanitation facility and only 41 percent of households using improved sources of drinking water. Water, health, and sanitation (WASH) programmes should be strengthened to include the provision of safe water, the expansion of adequate water treatment and storage in the home, improved handwashing facilities and practices, and the use of adequate sanitation facilities.

Non-communicable Diseases (NCDs)

Cardiovascular issues, diabetes, cancer, and chronic respiratory problems are continuing to rise and put a heavy burden on the health system, as well as on individuals and households. Lifestyles are critical in the prevention of the majority of NCDs. Tobacco use and smoking in all its forms, khat consumption, low physical exercise levels, especially in schools and for women, a high intake of salt and sugar, and a poor diet in general are the common risk factors for most of NCDs.

Mental health disorders are widespread, namely schizophrenia, depression, and psychosis, due to substance abuse, such as khat, and other socioeconomic factors. As part of a new initiative, community-based programmes in strong partnership with civil society organisations have been launched and a national strategy has been developed to tackle these issues.

12.3 Challenges and Key Issues

The major challenges identified for the NDP III period are the following:

- Strengthening the participation and inclusion of all stakeholders in the design and formulation of policy instruments for different themes. Public health laws and regulations need to be aligned with the most updated policies of the sector. This will require a major review of most existing legal frameworks.

- Addressing the weak coordination structures (or lack thereof) to improve health service delivery. Functional national, regional, and district level coordination forums need to be established.

- Addressing human capacity constraints, both in terms of the number of healthcare workers and the types of specialists needed in the sector. These include anaesthesia, physiotherapy, pharmacy, and biomedical engineers. This is exacerbated by the limited opportunities for professional capacity development and compensation.

- Developing a realistic financing strategy for the health sector, aimed at mobilising funds from different sources. The sector is underfunded due to limited budget allocation.

- Improving the quality of healthcare in most settings, as well as expanding the provision of essential services, particularly to the nomadic population and remote rural communities.

- Strengthening the Health Information Management Systems, with emphasis on data collection and analysis at all levels to support evidence-based decision making, policy development, and health research.

- Combatting the widespread use of sub-standard drugs, irrational medicine use, and the misuse of health technologies.

12.4 NDP III Outcomes and Priority Interventions

Strategic Objective 1: To increase access to acceptable quality healthcare services.

Outcome 1: By 2027, improve coverage of the Essential Package of Health Services (EPHS).

The Ministry of Health Development, with support from its partners, will achieve this outcome through the following priority interventions:

1. Strengthening services for Reproductive, Maternal, Newborn, Child, and Adolescent Health (RMNCAH). Reproductive and maternal services constitute the provision of services and interventions involving women before and during pregnancy. Newborn care consists of the first 28 days of life. Children are considered years 0-5 and adolescents between ages 10 to 19 (WHO).

    - Improving information management for evidence-based decision making to improve performance at all levels.

    - Supporting and expanding integrated maternal, neonatal, and childcare services. This includes antenatal care, Basic Emergency Obstetric Care (BemOC), postnatal care, immunizations, nutrition, and all related support services. This also means increased coverage of Comprehensive Emergency Obstetric and Newborn Care services (CEmONC).

    - Promoting community involvement in all interventions.

    - Tackling major adolescent health issues including STIs, road injuries, mental health, and substance abuse.

2. Strengthening nutritional services.

    - Supporting preventive services against malnutrition in children under-five, with an emphasis

on the first 1,000 days of life and provide care and appropriate treatment for acute/chronic malnutrition.

3. Preventing and controlling communicable diseases.

   • In principle, the strategy regarding communicable diseases is to increase awareness on prevention and early detection of infections to reduce the risk of transmissions. The following interventions are based on this principle.

HIV/AIDS

4. Ensuring people know their status by encouraging universal HIV counselling and testing.

5. People living with HIV (PLWHIV) will be provided with life-long treatment through a range of interventions as well as enhanced HIV/TB collaborative services.

6. Reducing the number of HIV infections by targeting Behaviour Change Communication (BCC), enhancing the provision of post-exposure prophylaxis for target populations, eliminating vertical transmissions, and improving testing and treatment.

Tuberculosis

7. Increasing TB treatment coverage through:

   • Improving access to TB diagnosis and care, including for children

   • Increasing the utilisation of community health workers for TB screening

   • Establishing a cross-border TB patient monitoring system

   • Expanding and strengthening on-going in-service training for all health workers on TB control

8. Ensuring the uninterrupted supply of quality-controlled drugs at all facilities, taking a community-based approach to Directly Observed Treatment (DOT) of resistant TB cases.

9. Increasing annual case detection of MDR-TB and improving the management MDR-TB through the supply of the quality assured detection equipment in all National TB Programme (NTP) facilities as well as increased training and expanded treatment capacity.

Malaria

10. Ensuring universal access to appropriate malaria prevention and improving case management interventions. This will help reach the target of the country-wide malaria elimination drive of at least 10 malaria-free districts.

Hepatitis

11. Raising awareness of viral hepatitis through campaigns from both public and private healthcare providers.

12. Monitoring health sector responses to viral hepatitis by monitoring trends of transmission, stopping mother-to-child transmission of hepatitis B, and preventing healthcare related transmission of hepatitis B and C.

13. Reducing the burden of non-communicable diseases, including mental health:

   • Developing the NCD Policy and Strategy, with attention to multisectoral aspects, and reviewing the overall regulatory frameworks in the sector.

   • Establishing a National Cancer registry and National Oncology Centre.

   • Capacity building for healthcare workers across all NCDs, with an emphasis on mental healthcare providers.

   • Enhancing the health referral system and improving collaboration with the private sector. This will further boost emergency response capabilities.

14. Strengthening the health referral system and health service quality.

   • Enhancing the referral system to ensure better access to quality secondary health services in cooperation with private sector health facilities.

Outcome 2: By 2027, a more resilient health system has been built guided by the sector's Health System Conceptual Framework

A resilient health system is one where the health actors, institutions, and population can adequately respond to a crisis while maintaining core services. It requires an integrated approach ranging from policy and coordination to collaboration between actors.

Building the health system includes the following building blocks:
   • Leadership and governance
   • Health information system
   • Health workforce
   • Medicine and technology
   • Infrastructure
   • Health financing

The Ministry of Health Development, with support from its partners, will achieve this outcome through the following priority interventions:

Leadership and Governance

1. Developing sound policies, strategies, and plans for the health sector.

   • Strengthening the existing policies, strategies, and plans for the sector, ensuring they are anchored in the overall National Health Policy.

   • The policy development will be inclusive and encompassing, involving the private sector and partners in the health sector.

2. Strengthening the health legislative and regulatory framework.

   • This must be done in line with the new policies and will require amendments to existing public health laws.

   • The laws must also systematically address oversight by accrediting and licensing healthcare professionals and health service delivery institutions.

3. Improving coordination and partnership and fostering effective decentralisation.
    - This will be done by revitalising coordination forums at all levels and creating an enabling environment for effective decentralisation.
4. Improving public-private partnerships (PPPs) and private sector regulations.
    - MoHD will strengthen the capacity of the relevant PPP Unit to support the development of public-private partnerships.
    - MoHD will also systematically address oversight by speeding up the accreditation of healthcare professionals and the licensing of health service delivery and training institutions.

Health Information System

5. Improving and innovating the health information system.
    - The current District Health Information System (DHIS2) will be improved by fully or partially integrating all vertical health programmes into the platform. Also, digitized data entry will be made possible at the health facility level and in some of the districts. This will improve data quality, management, analysis, interpretation, and dissemination mechanisms at all levels.
6. Conducting critical health research activities.
    - With sufficient data, through the Health Information system, critical health research activities will be undertaken at the national level to inform policy and preventive and curative interventions.
7. Strengthening and improving the sector's monitoring and evaluation (M&E) system.
    - A results-based monitoring framework will be established that allows for annual reviews of operational benchmarks and mid- and end of term evaluation activities. This will feed into the overall NDP III evaluations.

Table 11: DHIS2 integration

Program Names	Integration status
IDSR (Integrated Disease Surveillance and Response)	Fully vertical
Birth and Death Registration	Fully vertical
Logistics Management Information System (LMIS)	Fully vertical
TB	Fully vertical
HIV	Partially vertical
Malaria	Partially vertical
Nutrition	Partially vertical
Mental Health	New program
Polio	Fully vertical
Communication for Development (C4D)	Fully vertical

Health Workforce

8. Sustaining the production of adequate health workers.
    - Regular and coordinated health workforce planning, involving regional and/or national Ministries of Health, Education, and Finance.
    - Developing realistic and needs-based plans for

health workforce development.
    - Ensuring pre-service education institutions have sufficient capacity for graduate students with the requisite clinical, technical, and management skills.
    - Continued expansion in the surgical skills and capacity of specialists in surgery and related disciplines through local training and other possible avenues.
    - Recruit specialised diaspora and local medical doctors, nurses, and midwives through the MIDA FINNSOM Reproductive Health Programme to support the provision of services for mothers and children.
9. Improving management of human resources.
    - MoHD will improve the recruitment, deployment, retention, motivation, regulation, and performance assessment of health workers.
    - Furthermore, it will promote continuous professional development and improve the full and timely payment of salaries.

Medicine and Technology

10. Strengthening the national drug regulatory authorities.
    - Developing and reviewing the relevant policy and legal instruments to ensure all medicines conform to standards. This will strengthen the national drug regulatory authorities and ensure appropriate health technologies are adopted.
    - Upgrading and ensuring the effective use of the national logistics management information system (LMIS) will be pivotal to improve the availability of essential medicines distributed to all facilities.
    - Effective tools for supply chain management will be developed, while also ensuring the availability of adequate well-trained staff in supply chain management.
    - Developing regulations on the production, use, and sale of traditional medicine.
11. Ensuring the availability of essential medicines at all levels.
    - The formal list of essential medicines will be reviewed and updated so it will be consistent with public health priorities.
    - Measures will be in place and monitored to ensure that medicine stocks are effectively and efficiently stored and distributed to all functioning health facilities.
12. Ensuring the availability of appropriate health technologies.
    - Conducting a health system technology assessment to identify appropriate, affordable, and accessible technology at all levels.
    - Developing capacity for biomedical technicians for repair and maintenance.

Infrastructure

13. Ensuring the presence of functioning health infrastructure across the country.

   - The construction of new health facilities based on population needs, health priorities, and equity considerations.

   - Continuing the maintenance and rehabilitation of health infrastructure, including buildings, equipment, and vehicles.

   - Purchasing new ambulances to strengthen the health referral system.

14. Improving management systems for infrastructure and medical equipment at all levels.

   - Conducting a health infrastructure assessment and developing a health infrastructure improvement plan based on its recommendations.

   - Reviewing and updating the design and standard protocols for building new health facilities, with a special focus on medium-term operation and maintenance efficiency and effectiveness requirements.

Health Financing

15. Developing a financing strategy for the health sector.

   - The formulation of a more detailed government approach in response to the Abuja Declaration (April 2001) of African governments pledging to allocate at least 15 percent of their national budget to healthcare.

   - The health facilities will also strengthen revenue raising, pooling, and strategic purchasing for healthcare.

   - Furthermore, advocacy tools will be developed for mobilising domestic and external resources including targeted taxation, private sector contributions, community initiatives, and diaspora contributions.

Outcome 3: By 2027, Somaliland will have enhanced health promotion and community engagement.

The Ministry of Health Development, with support from its partner organisations, will achieve this outcome through the following priority interventions:

1. Enhancing health promotion, communication, and community awareness through a holistic approach.

   - Conducting the required medical and clinical interventions: screening, individual risk assessments, and immunization services.

   - Carrying out essential health education, social marketing, and skill development.

2. Strengthening national efforts on hygiene and sanitation and ensure access to safe drinking water.

   - Strengthening community efforts by reinforcing existing interventions for safeguarding health by improving the control of harmful physical environmental factors, with focus on human waste.

   - Promoting access to safe drinking water through better testing and treatment techniques to ensure access to good quality drinking water.

3. Improving communication mechanisms on public health issues.

   - Continued awareness raising on better health lifestyles, using appropriate and effective channels such as at healthcare facilities, religious structures, schools, women and youth associations, within academia, and through private sector. These mechanisms will be continuously assessed for efficacy.

   - Advocacy programmes and community engagements to conduct voluntary screenings, individual risk assessments, and immunization campaigns.

4. Promoting the safe management and disposal of medical waste.

   - Assessing existing medical disposal practices in healthcare delivery facilities, with a view to improve the existing disposal of medical waste. This includes pathological waste, infectious waste, sharps (needles, syringes, etc.), and pharmaceutical and chemical waste.

Strategic Objective 2: To improve the management of, and response to, catastrophic public health emergencies.

Outcome 4: By 2027, a stronger Public Health Emergency Preparedness and Response system (PHEPR) responds more effectively to public health emergencies.

The Ministry of Health Development, with support from its partner organisations, will achieve this outcome through the following priority interventions.

1. Strengthening and sustaining the national and regional capacity to prepare, mitigate, and prevent health emergencies.

   - Pursuing international health regulation guidance and promoting health security operations and cross-border issues.

   - Enhancing existing collaborative emergency programmes with the relevant stakeholders.

   - Building health workforce leadership capacities and technical skills on emergency preparedness and response.

2. Strengthening the national surveillance capacity to detect, respond to, and contain epidemics and outbreaks.

   - Establishing an effective national Integrated Disease Surveillance and Response (IDSR) framework. Additionally, reinforcing existing mechanisms for responding and controlling health emergencies at all levels.

3. Establishing a functioning national referral laboratory.

   - Enhancing the skills of lab staff as well as strengthening public health laboratories with modern and better equipment.

   - Bolstering partnerships with relevant stake-

holders to develop a sustainable, reliable, and effective laboratory network.

4. Enhancing risk management system for outbreaks and community engagement.

    • Strengthening leadership and governance on community involvement in programme design, implementation, and monitoring. Subsequently, involving community participation in all phases related to outbreak prevention, response, and mitigation.

    • The community involvement will be guided by policy and operational guidelines, which will include appropriate health education using culturally acceptable messaging.

12.5 Cost Estimates per Outcome and MDA

HEALTH SECTOR   SECTOR TOTAL (USD) | 383,074,089 |

MINISTRY OF HEALTH DEVELOPMENT   TOTAL MoHD (USD) | 383,074,089 |

SDG	NDP Outcome	NDP Outcome Indicator	Unit	Baseline	Target (2027)	COST ESTIMATE
SDG - 3	**HEA - 1: By 2027, improved coverage of the Essential Package of Health Services (EPHS).**	HEA - 1.A: Maternal mortality ratio.	No. of deaths per 100.000 live births	396	238	157,060,376
		HEA - 1.B: Child mortality rate (under-fives / infants / neonatal).	No. of deaths per 1.000 live births	91 / 72 / 42	77 / 61 / 30	
		HEA - 1.C1: Percentage of moderately and severely malnourished children under five (MAM and SAM rate = Moderate/ Severe Acute Malnutrition).	% of under-fives	3% / 23%	1.5% / 18%	
		HEA - 1.C2: Prevalence of stunting among children under 5 years of age.	% of under-fives	20.7%	16.0%	
		HEA - 1.C3: Prevalence of wasting among children under 5 years of age.	% of under-fives	12.6%	11.0%	
		HEA 1.D: Proportion of children aged 12 - 23 months that are fully vaccinated by public health facilities.	% of children under 2 yrs	13%	50%	
		HEA - 1.E1: Incidence of Tuberculosis per 100.000 population (new infections).	No. of new cases per 100.000 people	250	230	
		HEA - 1.E2: % of Tuberculosis patients that completed their treatment and were cured (TB treatment Success Rate)	% of TB patients	85%	>95%	
		HEA - 1.F1: Proportion of people living with HIV that know their status.	% of people	65%	90%	
		HEA - 1.F2: % of people diagnosed with HIV infection receiving ART.	% of people	43%	90%	
SDG - 3	**HEA - 2: By 2027, a more resilient Health System has been built, guided by the Health System Conceptual Framework that has been adopted by MoHD.**	HEA - 2.A: Annual HMIS report with clear evidence-based recommendations disseminated to all Health Stakeholders.	Boolean (Yes/No)	0	5	180,810,970
		HEA - 2.B1: No. of medical doctors serving in the public sector per 10,000 population (M/F).	Medical doctors per 10,000 pop.	0.99	1	
		HEA - 2.B2: No. of nurses serving in the public sector per 10,000 population (M/F).	Midwives per 10,000 pop.	6.1	7	
		HEA - 2.B3: No. of midwives serving in the public sector per 10,000 population.	Nurses per 10,000 pop.	1.5	2	
		HEA - 2.B4: No. of Health Workers in the public sector per 10,000 population.	Health workers per 10,000 pop.	9	11	
		HEA - 2.C1: No. of functioning public health facilities (excluding PHUs) per 100,000 population.	Health facilities per 100,000 pop.	6	8	
SDG - 3	**HEA - 3: By 2027, Somaliland will have strengthened its health promotion and community engagement.**	HEA - 3.A: % of health facilities providing the standardized package of health education (HE) sessions regularly.	% of health facilities	0%	45%	16,089,112
SDG - 3	**HEA - 4: By 2027, a stronger emergency preparedness and response system that can more effectively respond to public health emergencies.**	HEA - 4.A: Existence of a stronger Emergency Preparedness and Response System, based on a comparative assessment of Somaliland's PHEPR using the WHO "Toolkit for assessing health-system capacity for crisis management" in consecutive years.	Boolean (Yes/No)	No	Yes	29,113,631

Please note that each NDP III Sector Outcome has a separate detailed RBM Matrix, which specifies Critical Outputs and Operational Benchmarks. These are important for monitoring and can be found in Annex 1 of the NDP III MEAL Supplement.

Observations

The government is committed to improving health outcomes with support from its partner organisations, based on internationally accepted guidelines and standards. Providing basic health services and building a strong and resilient health system constitute the bulk of the expenditure in this sector. The "Cost estimates per outcome and MDA" table shows that the total cost to provide the Essential Package of Health Services, under Outcome 1, is estimated at US$157.1 million, while building resilience in the sector, under Outcome 2, will cost US$180.8 million over the five year period. Together, they account for 90 percent of the total estimated budget.

Health promotion and education is key to preventative healthcare. An estimated US$16.1 million under Outcome 3 is expected to be spent over the plan period.

The COVID-19 pandemic has shown the importance of disaster response and preparedness for public health. For this reason, an estimated US$29.1 million, under Outcome 4, will be needed to build this structure for continued response to the pandemic and any future health disasters.

Regarding the outcome targets, the positive results obtained during the NDP II period, because of providing the EPHS, are expected to improve at approximately the same steady pace. However, efforts will be considerably increased to improve the number of fully immunized children between 12 and 23 months according to WHO standards.

WATER, SANITATION, AND HYGIENE

13.1 Introduction

Water, sanitation, and hygiene (WASH) are essential for human health. In recognition of this, as well as the adverse water situation in the country, the Somaliland Vision 2030 prioritises waterworks and distribution systems, as well as solid and liquid waste disposal systems for households and all establishments. The National Water Policy and National Water Act guide the government and partners in addressing the acute water situation in the country, especially in the eastern regions where communities are more affected by droughts. Sanitary facilities remain a challenge in rural areas, as well as in expanding urban areas. Urbanization has also exerted more pressure on existing infrastructure. The government and its partners continue to invest in the WASH sector, guided by the Integrated Water Resources Management and Investment Plan (IWRMIP) 2020-2050, which systematically sets out to improve the overall water supply in the country. As a country in a semi-arid region with frequent droughts, the importance of the IWRMIP cannot be overemphasised, as underground water remains the main source of drinking water in Somaliland.

Livestock rearing is an important source of livelihoods for most rural communities and the nomadic population, and a crucial economic activity for the country. It is therefore imperative to involve rural communities in a sustainable water management system which integrates the provision of water for people and livestock.

Despite recent gains, sanitation and hygiene remain a challenge against a backdrop of scarce water and insufficient sanitation infrastructure, even for public facilities like schools and hospitals. This exacerbates the situation for women and vulnerable communities like Internally Displaced People (IDPs).

13.2 Situational Analysis

Water: Policy and Legal Reforms

The National Water Act (2011) mandates the Ministry of Water Resources Development with the overall responsibility of water resources development and management. Subsequently, its regulation, complementary policies, and procedural manuals were developed to support the effective implementation of water development. Key among these are:

- The National Water Act (No. 49 of 2011)
- National Water Regulation
- National Water Policy
- Rural Water Management Manual
- Operations and Maintenance Manual
- Urban Water Management Manual

Water Infrastructure Development in Hargeisa

Water development in Hargeisa showed significant progress, bringing the proportion of the population with access to improved water sources to an estimated 35 percent (out of 1.2 million people). The following developments can be highlighted:

- In 2018, the Hargeisa Water Agency (HWA) signed the contract of the Hargeisa City Distribution Network, budgeted for 23 million euros.
- In 2018, HWA constructed four reservoirs of 900m³ each, plus 62 km of transmission and distribution pipes.
- In 2018, HWA constructed a new high-capacity booster station at Geed-Deeble. Between 2019 and 2021, the wellfield collector pipe was completed, connecting 17 boreholes with the booster station.

Water Infrastructure Development in Other Areas

The other major towns that had their water supply expanded in the aforementioned period are Wajale, Erigavo, Burao, and Las Anod. Total additional water infrastructure developed in the NDP II period:

- 164 new boreholes drilled
- 155 boreholes rehabilitated
- 176 mini-water systems established or rehabilitated
- 79 shallow wells constructed or rehabilitated
- 65 earth dams constructed or rehabilitated

Sanitation and Hygiene: Policy and Legal Reforms

To improve sanitation and hygiene, the following policies and strategies were adopted:

- The National Water Act (2011, amended in 2018)
- Somaliland Waste Management and Sanitation Law (No. 83 of 2018), as amended

Sanitation and Hygiene Outreach

- The distribution of hygiene kits in conjunction with hygiene promotion through the mass media has taken place in all regions, reaching more than 400,000 households while also targeting Internally Displaced Persons (IDPs).
- Open defecation is still a common practice in the rural areas, leading to serious public health risks. The "Community-Led Total Sanitation" approach, through awareness campaigns and technical assistance in the construction of pit-latrines, has been an important instrument during the NDP II period in helping entire villages become free of open defecation. Villagers use their own resources in building the latrines.

13.3 Challenges and Key Issues

The major challenges identified for the NDP III period are the following:

Water

- Rehabilitation and expansion of water source infrastructure in strategic areas.
- Coordination of interventions between the government and WASH partners to optimise scope and impact by reducing duplication and improving economies of scale.
- Effective policy coordination with stakeholders on drought mitigation measures.

Sanitation and Hygiene

- Eliminate infrastructure deficiencies in public institutions, such as education and health facilities, and ensure that all have gender-segregated facilities.

- Community-led initiatives to increase ownership and awareness and promote the construction of latrines.

- Policy and legal reforms to strengthen synergies between government institutions.

13.4 NDP III Outcomes and Priority Interventions

During the plan period, the government and stakeholders will strive to build on the successes of past years and tackle the constraints and lingering issues in the sector. Broadly, these are the strategic objectives of the sector.

Strategic Objective 1: Provide adequate, safe, and affordable water to the population of Somaliland

Outcome 1: By 2027, there will be strengthened institutional capacity and adequate regulation enforcement capacity in line with the amended National Water Act.

The Ministry of Water Resource Development will achieve this outcome through the following priority interventions:

1. Approving and implementing the National Water Strategy.

2. Addressing regulatory gaps in line with the amended Water Act.

3. Raising knowledge and awareness of key decision makers concerning required policies and regulatory frameworks to address climate change, along with the implementation of climate-adaptive measures.

4. Building institutional and technical capacity for better service delivery and effective coordination, information management, and quality assurance.

The Hargeisa Water Agency will achieve this outcome through the following priority interventions:

1. Developing manuals and the training of technical staff to improve operation and maintenance.

2. Institutional and technical capacity building to adequately support the sector.

Outcome 2: By 2027, there will be increased access for the urban population to adequate, safe, and affordable drinking water for domestic use.

The Ministry of Water Resource Development will achieve this outcome through the following priority interventions:

1. Conducting hydro-geological studies and monitoring of groundwater in the strategic catchment areas.

2. Implementing master plans and expansion of water supply systems for major urban and peri-urban areas, as well as the integration of climate-smart approaches.

The Hargeisa Water Agency will achieve this outcome-through the following priority interventions:

1. Expansion of the water supply infrastructure and supporting systems for Hargeisa based on the Water Master Plan.

Outcome 3: By 2027, there will be increased access for the rural population to adequate, safe, and affordable drinking water for domestic use and livestock.

The Ministry of Water Resource Development will achieve this outcome through the following priority interventions:

1. Developing mini water systems, construction of shallow wells, drilling of boreholes, construction of more earth dams and Hafir dams, and development of springs by using renewable energy.

2. Implementing water desalination plants in rural areas with brackish water sources due to geological and hydro-ecological rock formations.

3. Constructing new water harvesting schemes for agro-pastoralist communities to increase resilience to drought/climate change.

4. Installing solar power systems in 300 rural water sources to improve water supply sustainability and reduce the cost of operations and maintenance.

5. Installing rainwater harvesting systems, with a special focus on public infrastructure in rural areas.

6. Establishing and capacitating of community water supply management committees/operators for rural water facilities.

Strategic Objective 2: Increase equitable access to sustainable hygiene and sanitation services.

Outcome 4: By 2027, a larger proportion of the population will be using improved sanitation and practicing basic hygiene measures.

The Ministry of Water Resource Development, in collaboration with other MDAs, will achieve this outcome through the following priority interventions:

1. Finalizing the National Sanitation Policy in collaboration with the MoECC, and subsequently develop a National Advocacy Strategy in line with this policy.

2. Constructing hygiene and sanitation facilities in public institutions.

3. Upscaling existing community-led total sanitation initiatives.

4. Coordinating amongst stakeholders in sanitation such as government agencies and the wider stakeholders.

The Ministry of Health Development, in collaboration with other MDAs, will achieve this outcome through the following priority interventions:

5. Establishing community health promotion programmes regarding good hygiene and sanitation practices (developed by all relevant MDAs under leadership of MoHD).

13.5 Cost Estimates per Outcome and MDA

WASH SECTOR   **SECTOR TOTAL (USD)** | 171,760,750 |

MINISTRY OF WATER RESOURCES DEVELOPMENT   **TOTAL MoWRD (USD)** | 158,820,000 |

HARGEISA WATER AGENCY   **TOTAL HWA (USD)** | 12,940,750 |

SDG	NDP Outcome	NDP Outcome Indicator	Unit	Baseline (2021)	Target (2027)	COST ESTIMATE
SDG - 17	**WSH - 1: By 2027, strengthened institutional capacity and adequate regulation enforcement capacity in line with the updated National Water Act of 2017**	WSH - 1.A: Evidence-based performance report shows satisfactory performance for at least 80% of public sector service providers in the water sector, supported by data from inspection visits.	% of public service providers	Not applicable	80%	**3,131,800**
		WSH - 1.B: Evidence-based performance report shows satisfactory performance for at least 80% of private sector service providers in the water sector, supported by data from inspection visits.	% of private service providers	Not applicable	80%	
	WSH 1 - Cost estimate per government instiution / MDA				**MoWRD**	3,000,000
					HWA	131,800
SDG - 6	**WSH - 2: By 2027, increased access for the urban population to adequate, safe, and affordable drinking water for domestic use.**	WSH - 2.A: Proportion of urban population using improved drinking water sources.	%	51.1%	61.3%	**53,658,950**
	WSH 2 - Cost estimate per government instiution / MDA				**MoWRD**	40,850,000
					HWA	12,808,950
SDG - 6	**WSH - 3: By 2027, increased access for the rural population to adequate, safe, and affordable drinking water for domestic use and livestock.**	WSH - 3.A: Proportion of established rural population using improved drinking water sources.	%	39.8%	49.8%	**105,900,000**
		WSH - 3.B: Proportion of nomadic population using improved drinking water sources.	%	37.7%	47.1%	
	WSH 3 - Cost estimate per government instiution / MDA				**MoWRD**	105,900,000
SDG - 6	**WSH - 4: By 2027, a larger proportion of the population are using improved sanitation.**	WSH - 4.A: Proportion of urban households that are using an improved sanitation facility.	%	63.1%	75.0%	**9,070,000**
		WSH - 4.B: Proportion of rural household that are using an improved sanitation facility.	%	29.7%	45.0%	
		WSH - 4.C: Number of villages with "zero open defecation".	No. of villages	86	216	
	WSH 4 - Cost estimate per government instiution / MDA				**MoWRD**	9,070,000

Please note that each NDP III Sector Outcome has a separate detailed RBM Matrix, which specifies Critical Outputs and Operational Benchmarks. These are important for monitoring and can be found in Annex 1 of the NDP III MEAL Supplement.

Observations

The WASH sector will continue to pursue the following objectives:

- Capacity building within the sector, partly through strengthened and enforced regulations for public and private service providers.

- Improved water access both in urban and rural areas, as well as improving sanitation in the country.

Outcome 2 concerns urban water supplies, and the Hargeisa Water Agency interventions towards this outcome account for 23.9 percent of the total estimated resources of US$53.7m, with the rest for the Ministry of Water Resource Development in the remaining six urban centres. Lack of access to drinking water is also severe in rural communities, both for people and livestock. In a bid to improve this, a total of US$105.9 million is needed from the government and its partners under Outcome 3.

The following outcome targets merit highlighting:

- After addressing the regulatory gaps of the National Water Act and allowing for a reasonable period for service providers to modify their operations to ensure compliance, the MoWRD will capacitate staff and initiate inspection visits to enforce the amended regulations. It is expected that by 2026 a total of 80 percent of service providers will be showing a "satisfactory" performance based on the inspection visit reports, both for public and private operators.

- In both urban and rural water supplies, it is expected that an additional ten percent of the population will have access to clean drinking water sources, bringing access to urban water supplies to just over 60 percent and access to rural water supplies to just under half of the population at the end of the NDP III period.

SOCIAL PROTECTION

14.1 Introduction

Article 19 of the Somaliland Constitution articulates that "the state shall be responsible for the health, care, development, and education of the mother, the child and the disabled who have no one to care for them, and the mentally handicapped persons who are not able and have no one to care for them." Recognising this, the Somaliland Vision 2030 aspires to build a nation with an effective social protection system that cares for the poor, vulnerable, and at risk. In line with the constitution and the National Vision, the social protection sector envisions achieving a resilient and socially cohesive society in which all members can access the minimum protection that enables them to maintain and improve their living standards throughout their life.

Most families in Somaliland live on very low incomes and are vulnerable to a range of shocks throughout their lives, which impact their living standards at any given point in time. Entire communities in Somaliland are frequently affected by natural disasters such as recurrent droughts or epidemics. The frequency and severity of these are increasing due to climate change. These circumstances were worsened by the COVID-19 crisis, causing a severe setback to Somaliland's economy and negatively impacting livelihoods.

Individuals and families are continuously vulnerable to common risks faced throughout their lifetimes, which frequently cause insecurities in household income, consumption, and accumulation of productive assets. These challenges underline the importance of establishing a sustainable social protection system that protects citizens throughout their lifetimes and enables them to maintain a dignified life.

Social protection models recognize that social transfers serve three important functions: to provide for those unable to provide for themselves, to prevent vulnerable households from shocks, and to help families lift themselves out of poverty.

14.2 Situational Analysis

Policy and Legal Framework

The overarching social protection legal and policy framework aims to protect the rights of citizens throughout their lifetimes. The government recognises that all members of society are vulnerable to poverty, but certain demographic groups are at greater risk, such as women, children, older people, and persons with disabilities.

Table 12 summarizes the national legislative and policy instruments setting out the relevant rights of citizens for social protection.

Table 12: Social protection legislation and policies in Somaliland

Common laws	Employment-related policies and laws	Child and gender protection laws and policies
Somaliland Constitution, Article 19	National Internship Policy (approved)	National Child Protection Policy (approved)
Social Protection Policy (draft)	National Employment Policy (approved)	Alternative Child Care Policy (approved)
National Gender Policy (approved)	Somaliland Labour Law (approved)	Child Rights Act (approved), No. 102/2022
Rape and Adultery Control Act (draft)	Review and Amendment of Labour Law (approved)	Juvenile Justice Act (No. 36/2007)
Sexual Offense Bill (draft)	Labour Dispute Regulation (approved)	Somaliland Labour Law (No. 31/2020)
National FGM/C Policy (draft)	Work Permit Regulation (approved)	
The Personal Status Bill/Family Law (draft)	Employment Regulation for the Private Sector (approved)	
Disability Rights Act and Disability Policy Amendments (drafts)	Trade Union Act (draft)	
Armed Forces Pension Act (approved), No. 88/2019		
National Pension Policy (draft)		
National Pension Act (draft)		

In addition, the Ministry of Employment, Social Affairs, and Family (MESAF) has established internal regulations that guide the delivery of cash transfer programmes with development partners in Somaliland. These are not legally binding regulations, but guidelines endorsed by parties to increase local ownership and accountability and maximize the impact of the cash transfer programmes.

Social Protection Schemes in Somaliland

There is a longstanding religious and cultural heritage that promotes social solidarity among citizens. Traditional and informal institutions strongly promote charitable giving and have provided mechanisms for redistribution across society. Somaliland's social protection systems are broadly categorized into four major components.

Traditional and Informal Support Mechanisms

The Islamic value of almsgiving is embedded in Somaliland's society. This is an integral part of the national social contract, which promotes social solidarity and voluntary giving, even before formal public administration started in the country. The main existing instruments are zakat and sadaqah, alongside instruments such as Qaandhaan and others, which are administered as voluntary giving.

Due to their voluntary nature, no reliable data is available on their coverage, but these instruments are a mainstay in society and are mostly community-led. For example, in Awdal, zakat funds mobilise voluntary contributions from citizens and private companies (as well as international remittances) to finance education and infrastructure in addition to the usual income support. A demonstrative case is in Borama, where zakat also financed both education and infrastructure projects. The peak periods of giving are during Ramadan and Eids.

Moreover, the Department of Zakat Registration in the Ministry of Endowment and Religious Affairs sometimes receives zakat voluntarily from public and private institutions and redistributes the funds to vulnerable communities.

Social Transfer Pilot Schemes and Project-based Interventions

Through the support of Somaliland's international partners, several social protection schemes provide long-term and predictable support to certain communities across the country. Development partners coordinate funds with the Government of Somaliland to provide direct transfer payments to the most vulnerable people in communities affected by crisis, including droughts, where incomes, livelihoods, employment opportunities, or economic productions are minimal or have ceased to exist.

Development partners such as the World Bank, WFP, UNICEF, Save the Children, World Vision, Concern Worldwide, and Care International have partnered with government agencies such as the MESAF, the National Disaster Preparedness and Food Reserve Authority (NADFOR), the National Displacement and Refugee Agency (NDRA), and local partners to transfer much-needed cash to crisis-affected communities. The ongoing social transfer project includes a World Bank-funded safety net for a human capital project. The Government of Finland funded the child-sensitive social protection project and shock-responsive social protection project, and the EU-funded ILED project has a social safety net component.

Social Insurance

The Public Pension Scheme was launched during the NDP II period, which established a contributory system for the armed forces and civil servants that includes pensions and benefits provided in the event of sickness, injury, or disability. The pension scheme for the armed forces is already in existence and is governed by the Somaliland Armed Forces Pensions and Gratuities Law (No. 88/2019), while the pension scheme bill for civil servants is going through the process of becoming a law. The civil servants' pension scheme bill includes the establishment of the National Pension Authority, which will manage public pension funds.

Even though the Public Pension Scheme's legal frameworks are currently being drafted, public service members are already enrolled in the scheme and make monthly contributions. The scheme is co-financed by contributions from public servants and from the Government of Somaliland. The contribution rate for public servants is five percent of their monthly salary, while the Government of Somaliland contributes seven percent of their respective salary. Upon reaching the retirement age of 65 years, all eligible public servants will be entitled to a monthly retirement benefit, with the amount received calculated based on the number of years of service and the salary earned during the last month of employment (up to a maximum of 50 percent of salary). If public servants retire early due to a disability or illness, they can access a gratuity payment as a lump sum. In the event of the death of the entitled recipient, benefits will be transferred to the surviving spouse, child, or parent for the remainder of their lifetime or a fixed period.

Social Care Services

Due to limited human resources and financial capacity, social care service provision is limited in Somaliland and relies strongly on the support of local and international NGOs. The MESAF partners with SOS Children's Village Somaliland for the Family Strengthening Programme, which aims to prevent family separation and provide support to children at risk of losing parental care through case management support. The programme is active in three regions of Somaliland, assisting 912 families and 6,011 children.

WAAPO Safe House provides care services for gender-based violence (GBV) survivors and other vulnerable groups with funding from UNICEF, UNHCR, and UNFPA. There are 48 childcare centres across the country providing shelter, education, food, and other services for children without parents or at risk of losing parental care who are living in vulnerable circumstances. The MESAF fully funds three of these centres from the national budget, while Islamic organisations primarily sponsor the others. MESAF also supports two special needs schools in Hargeisa and Borama, and two rehabilitation centres for people with disabilities (PWDs) that provide physiotherapy, mobility devices, and counselling services. The MESAF is also running a mental health centre with national budget funding while providing guidance and supervision for the Somaliland HIV/AIDS Network's (SAHAN) mental health services, with funding from the Red Crescent.

The MESAF runs a 24/7 hotline service providing free information and support for people facing difficulties or who are at risk. The MESAF has set up child protection desks at the Wajaale and Lawyo-Ado migration corridors, providing case management services such as family identification, public health and safety, and transport services for migrant children. The MESAF's counselling service centre deals with family issues, providing spousal dispute resolution services including a grant of US$500-1,000 to start businesses if the dispute is related to household family difficulties. This is part of the MESAF's income generation grants for about 100 women each year with funding from the national budget.

14.3 Challenges and Key Issues

- Developing a functional Social Protection Policy that sets the strategic direction of the sector, provides leadership, and improves coordination to ensure coherence and avoid duplication to efficiently manage limited resources.

- Expanding the currently limited legal and regulatory frameworks to facilitate the delivery of social protection interventions.

- Resolving the conflict of mandates among government institutions. These can lead to a duplication of efforts and impede the efficient delivery of social protection services.

- Mobilising additional resources to deliver needed social protection services for vulnerable groups in the community. The sector still relies heavily on humanitarian and development actors to provide protection, which are usually short term in nature and therefore unsustainable.

- The absence of labour unions to advocate for and protect labour rights increases vulnerability and the need for social protection schemes for those who become unemployed or receive less income to sustain decent living conditions.

14.4 NDP III Outcomes and Priority Interventions

> Strategic Objective 1: To build a resilient and cohesive society in which all members can access minimum protections that enable them to maintain and improve their living standards.

Outcome 1: By 2027, robust, well-functioning social protection systems are in place at national and sub-national levels.

The Ministry of Employment, Social Affairs, and Family will achieve this outcome through the following priority interventions:

1. Finalizing and enforcing the Social Protection Policy. The MESAF will submit the draft policy to the cabinet for approval. This policy is the sectoral guiding document, and therefore, the finalization and meaningful implementation of this policy is vital for building a robust social protection system in Somaliland.

2. Developing technical guidelines for the Social Protection Policy and Strategy. The MESAF will effectively operationalise the National Social Protection Policy by translating the policy objectives into concrete actions, a comprehensive implementation strategy, and relevant technical guiding documents.

3. Developing a single registry for social protection schemes. This single registry system will facilitate the cross-coordination of social protection schemes in the country. The registry will be consolidated into a single common database, structuring and organising socio-economic and demographic data on households. This will create a single entry point for all programmes and improve evidence-based decision making regarding vulnerable people in the country.

4. Strengthening the existing social protection coordination mechanisms. The MESAF will strengthen and unify the social protection coordination mechanism for all sector stakeholders and expand operations to the sub-national level.

5. Strengthening social protection institutions' capacities both at national and sub-national levels. The MESAF will strengthen the capacity of government institutions on social protection both at the national and sub-national levels, ensuring mandated agencies will have the capacity to deliver social protection schemes for poor and marginalized communities.

Outcome 2: By 2027, vulnerable households can access social transfers to address socioeconomic risks.

The Ministry of Employment, Social Affairs, and Family will achieve this outcome through the following priority interventions:

1. Providing benefits to children under-five in the four regions in Somaliland that have the highest prevalence of stunting among children under five years of age. The MESAF will gradually expand this Child Benefit Scheme to these four regions, reaching all children aged zero to four years by 2028. This will be achieved through the registration of children at birth in the targeted regions, without removing any children who have been benefiting from the scheme since its first year of implementation. At this point, the capacity of government agencies will have been strengthened to deliver the Child Benefit Scheme.

2. Designing and implementing a universal child disability benefit for the most vulnerable children in Somaliland. The government will prioritise the implementation of a child disability benefit scheme, including transportation, medical treatment, therapy, and specialised schooling, for some of the most vulnerable children at risk of social and economic exclusion. The Child Disability Benefit also intends to compensate families who experience a loss in income due to having to give up work to care for their children with higher needs. The Child Disability Benefit will initially cover all children with disabilities aged zero to 15 years.

3. Providing humanitarian cash transfers for those families affected by shocks and climate emergencies. In collaboration with other mandated public institutions, the MESAF will create a shock-responsive social protection mechanism for responding to emergencies such as droughts, floods, and other climate shocks.

4. Strengthening and expanding social care service delivery at the national and sub-national levels, including the expansion of childcare services to all six regions of Somaliland, as well as social care services for the elderly and people with a disability, providing specialised care when needed.

Outcome 3: By 2027, effective social insurance mechanisms for the working-age population have been established.

The Ministry of Employment, Social Affairs, and Family will achieve this outcome through the following priority interventions:

1. Conducting a scoping study to identify frameworks to build a multi-tiered social insurance system. This will identify opportunities to build a package of social insurance benefits. The government will explore the feasibility of implementing unemployment, maternity, survivors, sickness, and potentially other social insurance mechanisms that allow the working-age population to draw benefits when they experience certain contingencies.

2. Assessing the feasibility of implementing short-term complementary interventions for rural communities, such as weather-based and livestock insurance products that enhance income protection for those relying on livestock and agricultural livelihoods. This is important as it will take time for rural communities to benefit from social insurance.

3. Establishing robust social insurance systems. Based on the outcomes of the scoping study on the social insurance sector, the Somaliland government will start incrementally building a social insurance system for vulnerable populations. This will also require strengthening operational systems and administrative processes for delivering social protection services across the country.

4. Implementing a universal pension scheme for civil servants. The government will prioritise the implementation of a basic universal social pension by 2025. This will be a contributory pension scheme co-financed by public servants and contributions from the Somaliland government. Public servants will receive benefits when they retire, as well as in cases of disability or long-term illness. In the case of death, the next of kin will receive those benefits.

14.5 Cost Estimates per Outcome and MDA

SOCIAL PROTECTION SECTOR

MINISTRY OF EMPLOYMENT, SOCIAL AFFAIRS AND FAMILY

	SECTOR TOTAL (USD)	45,119,819
	TOTAL MESAF (USD)	45,119,819

SDG	NDP Outcome	NDP Outcome Indicator	Unit	Baseline (2021)	Target (2027)	COST ESTIMATE
SDG - 1	**SOC - 1: By 2027, robust well-functioning social protection systems are in place at national and sub-national levels.**	SOC - 1.A: Average completion rate of the Outcome's combined operational benchmarks.	%	- -	>80%	816,606
SDG - 1	**SOC - 2: By 2027, vulnerable households can access social transfers to address socioeconomic risks.**	SOC - 2.A: Targeted Child Benefit scheme is ready for operations according to an independant Social Protection Institutional Review at national and sub-national level, approved by the relevant authorities/ stakeholders.	Boolean (Yes/No)	Non-existing	Yes	43,776,213
		SOC - 2.B: Universal Child Disability Benefit scheme is ready for operations according to an independant Social Protection Institutional Review at national and sub-national level, approved by the relevant authorities/ stakeholders.	Boolean (Yes/No)	Non-existing	Yes	
		SOC - 2.C: Emergency Family Cash Transfer scheme is ready for operations according to an independant Social Protection Institutional Review at national and sub-national level, approved by the relevant authorities / stakeholders.	Boolean (Yes/No)	Non-existing	Yes	
SDG - 1	**SOC - 3: By 2027, effective social insurance mechanisms for the working-age population have been established.**	SOC - 3.A: Average completion rate of the Outcome's combined operational benchmarks.	%	- -	>80%	527,000

Please note that each NDP III Sector Outcome has a separate detailed RBM Matrix, which specifies Critical Outputs and Operational Benchmarks. These are important for monitoring and can be found in Annex 1 of the NDP III MEAL Supplement.

Chapter **15**

ENVIRONMENT SECTOR

15.1 Introduction

The overall goal of the sector is anchored in the Somaliland Constitution and Vision 2030, which call for the need for natural conservation. Subsidiary legislation such as the Forest and Wildlife Act (2015) and the National Environment Protection Act (2018) reinforce proper management of flora and fauna to support sustainable livelihoods.

As populations grow, economic activities to support livelihoods often exert pressure on the environment. For instance, livestock rearing is a mainstay in the economy, as it is one of the main foreign exchange earners for the country and a major source of income and employment, especially for the rural population. Livestock rearing depends largely on forest cover for grazing and sustainable management of water. The sustainable management of grazing land is thus needed for continuous support to the sub-sector.

Due to its geographic location, persistent drought in the region affects Somaliland's socio-economic development, hence the prioritisation of the sector both as a pillar in the Vision 2030 and a sector in the National Development Plans. Overall, Somaliland intends to be a state with a healthy and well-managed environment that is productive and sustainable.

15.2 Situational Analysis

Environmental Protection and Climate Change: Policy and Legal Reform

Building on the National Environment Policy that was approved in 2015, several policies and laws were approved and enacted to mainstream environmental management issues, strengthen resilience, and promote measures to improve adaptive capacity to climate-related hazards and natural disasters. Key among these are:

- The National Environmental Management Act (79/2018)
- The Waste Management Act (83/2018)
- Formulation of the Climate Change Policy
- The Land Policy (2022)
- Ongoing capacity development for the domestication of international conventions

Fiscal Incentives

The government aligned its economic policies towards supporting its commitment to sustainable management of the environment by adopting tax policies to incentivise behavioural change on consumption and production patterns. These include a tax exemption for the use of liquefied petroleum gas (LPG), targeted to reduce the use of charcoal; a tax reduction for equipment needed to produce renewable energy; tax relief for small-scale factories that produce alternatives to plastic bags; waste recycling schemes (e.g., plastic bags to tiles); and subsidies for private investors who produce briquettes from mesquite trees — an invasive species which affects productive land.

Grazing Reserves

Grazing lands are the most degraded land type in the world, particularly in arid and semiarid areas, as a result of improper human activities such as overgrazing coupled with drought.

In situations where the degraded grazing land has not been irreversibly damaged, application of appropriate grazing management is an ecologically viable solution for their restoration. This is particularly necessary for grazed lands with a long history of grazing by large herbivores, including livestock. Excluding domestic animals from such ecosystems may lead to several ecological problems, such as a loss of biodiversity and devastating wildfires.

To support livestock rearing as a crucial sector of the economy, 20 grazing reserves were successfully assessed and four were restored. In addition, five additional communal grazing sites were established and brought under community management in the Toghdeer and Sool regions, an increase in the surface area of grazing reserves from 20,000 to 116,700 hectares during the NDP II period. A demonstration rangeland site was established at Illinta Bari. Illegal enclosures, which limit access to communal grazing lands, were removed, primarily in the Maroodi Jeex and Togdheer regions.

Marine Reserves

Through collaboration with stakeholders and development partners, work to protect biodiversity hotspots has started in Zeylac. It was inaugurated as the first marine protected area in the country in early 2020. It will provide protection for coral reef and mangrove ecosystems while conserving valuable fish stocks for local fishermen.

Wildlife Protection

With the collaboration of stakeholders, wildlife protection initiatives were embarked on to protect certain species and reign in illegal trafficking in the region. In the past few years, 90 cheetahs, 40 antelopes, birds of prey, wild cats, caracals, and over 400 lizards and tortoises were rescued from being illegally trafficked out of Somaliland. With the support of specialist wildlife conservationists, three wildlife orphanage centres (Dabis, Masalaaha, and Geedeeble) have been established.

Deforestation and Soil Erosion

Deforestation and soil erosion continue to threaten the livelihoods of communities throughout the country, varying by location. To address this, seven nurseries (in Debis, Geedeeble, El Afweyn, Las Anod, Owdweyne, Ainaba, and Shurko) were established. Similarly, five nurseries in Borama, Berbera, Erigavo, Burao, and Hargeisa have been rehabilitated. A total of 1,200,000 multi-purpose seedlings were produced in these nurseries and distributed widely to major urban centres and rural settlements, with 70 percent of trees successfully planted.

Community Awareness Campaigns

Comprehensive awareness programmes were conducted using various communication methods (Radio Hargeisa, social media, trainings, workshops, and field trips). There are plans to integrate these programmes into the school curricula. The initial discussions with the Ministry of Education have already started.

Drought Resilience

The National Disaster Preparedness Strategy (2019) includes mechanisms to improve drought resilience. In line with this strategy, various soil and water conservation programmes were embarked on, including the rehabilitation of 30 berkhads in Togdheer and 11 berkhads in Sanaag, as

well as the establishment of four sand dams in the Maroodi Jeex region and two earth dams in Ceel-Afwayn and Bal-li-Gubadle districts.

Reduction of Charcoal Consumption
As part of measures to reduce the dependency on charcoal for cooking, 20,000 fuel-efficient stoves were distributed to households, and the government subsidized and distributed 7,000 LPG cylinders to poor households in major towns throughout the country.

Frankincense
Frankincense trees produce an aromatic resin, called frankincense or olibanum, which is used in incense and perfumes. It is obtained from trees of the genus Boswellia by "tapping", a process of making incisions on the bark for exudates. The trees grow wildly in vast regions and are owned by clans who have control over production and marketing.

Frankincense trees are important to Somaliland's economy, producing gums and resins that support over 70 percent of households' incomes in producing areas. The annual export value in 2021 was US$18.2 million. However, over-exploitation from unsustainable tapping greatly affects existing frankincense trees in Somaliland. High demand and poverty have increased tapping rates, reducing the regeneration of trees and increasing rates of tree mortality.

Disaster Preparedness and Response: Policy and Legal Reform
To improve disaster preparedness and response capacity, the following policies and strategies were adopted or drafted:
- The Draft National Disaster Risk Management Policy (2019)
- National Disaster Preparedness Strategy (2019)
- National Disaster Contingency Plan (2019)
- National Food Reserves Policy (2021)
- Multi-Hazard Early Warning Framework (2021)

Food Reserves
The government constructed seven food reserve warehouses across the country, in Burao, Berbera (two), Hargeisa, Abaarso, and Gabiley (two). To complement the efficient use of these facilities, relevant personnel were trained on quality control and food reserve management, disaster risk reduction, early warning systems, and geographical information systems. Furthermore, more response offices were constructed in Gabiley, Berbera, Borama and Abaarso.

Community Engagement
Community engagement on community-based disaster risk management was conducted, covering 150 villages across the country. Early warning committees were established in Sanaag and Togdheer. Following Cyclone Sagar, NADFOR was involved in the restocking of 9,000 heads of livestock in Awdal and Maroodi Jeex. Water tankers have been provided by the National Disaster Preparedness and Food Reserve Authority (NADFOR) during times of drought, and flood protection measures were introduced in Awdal, Gabiley, and Maroodi Jeex.

15.3 Challenges and Key Issues
The major challenges identified for the NDP III period are the following:

Environmental Protection and Climate Change
- Accelerating the protection of natural resources by establishing gazetted protected areas for biodiversity hotspots with endangered flora and fauna, marine life, and grazing reserves, while regulating the sustainable exploitation of natural resources whenever possible.
- Under leadership of the MoECC, improving the coordination of multi-sector stakeholders that are engaged in environmental management and building resilience to climate change through adaptive measures and mitigation.
- Improving the management of solid waste while transforming it into renewable resources by promoting private sector involvement in the recycling industry.
- Reducing the use of charcoal from indigenous species by promoting alternatives for the use of energy in domestic settings, especially in the urban areas.
- Sustainably growing and harvesting frankincense trees, working with all stakeholders active in the value chain.

Disaster Preparedness and Response
- Strengthening the country's disaster preparedness by investing in technologically advanced early warning systems and improving international networking.
- Strengthening the emergency relief supply chain and reducing the country's disaster response time by boosting NADFOR's access to financial resources, physical infrastructure, and means of transport.

15.4 NDP III Outcomes and Priority Interventions
During the plan period, the government and stakeholders will strive to build on the successes of past years and tackle the constraints and lingering issues in the sector. Broadly, these are the strategic objectives of the sector.

Strategic Objective 1: Promote climate resilience through sustainable natural resource management, targeted conservation and protection activities.

Outcome 1: By 2027, 120,000 hectares of protected areas will be restored and legally gazetted for biodiversity conservation with respect for endangered species (fauna and flora).

The Ministry of Environment and Climate Change will achieve this outcome through the following priority interventions:
1. Identifying biodiversity hotspots by surveying, mapping, and creating an inventory of endangered species of flora and fauna in Somaliland.
2. Preparing and submitting complete dossiers for the approval of new conservation areas by presidential

decree.

3. Training forest rangers to protect and conserve biodiversity hotspots, based on inclusive and gender-aware community-based approaches.

Outcome 2: By 2027, institutional capacity will be developed in the context of environmental protection and climate change.

The Ministry of Environment and Climate Change will achieve this outcome through the following priority interventions:

1. Drafting and implementing key policy and regulatory instruments to address climate change and other environmental issues, including:

   - The development of the Somaliland Maritime Policy.

   - Approval of the Somaliland Climate Change Policy.

   - A review and amendment of the Somaliland Environment Management Act, incorporating protection of the marine environment, with the attendant regulations.

   - Drafting and approval of regulations related to the Somaliland Forestry and Wildlife Act.

2. Establishing a High-Level Inter-ministerial Climate Change Task Force (HICCTF) for the coordination and implementation of appropriate climate adaptation and mitigation strategies.

3. Building the capacity of policy and decision makers in key institutions on environmental protection and climate adaptation. This would include:

   - Development of inclusive and gender-sensitive training materials on integrating environmental and climate adaptation processes in all aspects of policymaking, planning, budgeting, and coordination.

   - Training on mainstreaming environmental protection and climate change issues.

Outcome 3: By 2027, an additional eight potential grazing reserves will be established and restored in four regions in Somaliland, with 10,000 hectares of degraded land inside their boundaries restored through soil and water conservation measures.

The Ministry of Environment and Climate Change will achieve this outcome through the following priority interventions:

1. Identifying potential grazing reserve areas by surveying and mapping. As a result of these assessments:

   - At least eight community-protected grazing reserves will be established.

   - Women and men from the communities will be trained on using integrated soil and water management methods that protect the environment.

   - Communities will be supported to develop community management plans and inclusive management committees will be established.

Outcome 4: By 2027, two protected marine reserves will be established in Somaliland's waters and the sustainable use of marine ecosystems will be implemented, specifically mangroves and other associated habitats.

The Ministry of Environment and Climate Change will achieve this outcome through the following priority interventions:

1. Building institutional capacity through trainings on marine environmental protection and conservation. Target groups include MoECC staff and MoLFD staff, the Somaliland Coast Guard, and local governments along coastal communities.

2. Assessing, mapping, and demarcating at least two marine protected areas to be gazetted through presidential decree.

3. Developing inclusive marine and mangrove ecosystem protection plans and implementation strategies with the community members. Training will be provided to community members to implement these marine management plans.

Strategic Objective 2: Regulate production and consumption patterns to promote environmental protection and climate resilience.

Outcome 5: By 2027, the regional capitals of Somaliland will have made significant progress in managing liquid and solid waste and reducing point-source pollution.

The Ministry of Environment and Climate Change will achieve this outcome through the following priority interventions:

1. Drafting regulations to implement the Waste Management Act. An extensive community awareness-raising scheme will be needed, targeting different segments of the community, including private sector actors and local governments. The target is for five urban centres to have adopted the regulations of the Waste Management Act and begin implementation.

2. Creating at least three Urban Environmental Management Plans, working together with local governments, and beginning their implementation. These plans will consider the different roles and responsibilities of community members in implementing the plan, including environmental awareness-raising in schools and workplaces.

3. Providing incentives — in collaboration with the Ministry of Finance Development, local governments, and the Ministry of Trade and Tourism — for the establishment of at least five waste recycling facilities in major urban centres. The government, together with the private sector, will develop bankable projects to raise funds for establishing these facilities either through public-private partnerships or other arrangements.

Outcome 6: By 2027, the consumption of charcoal from indigenous trees is reduced by 25 percent in urban areas.

The Ministry of Environment and Climate Change will achieve this outcome through the following priority interventions:

1. Stimulating the production of charcoal from mesquite (*Prosopis juliflora*), which is an invasive plant predominantly in the regions of Awdal and Maroodi Jeex.

2. Identifying and testing promising alternative technologies and sources of energy (biogas, solid waste, solar, wind, etc.).

3. Training of local artisans to produce energy-saving stoves with assistance in establishing links between buyers and sellers.

Outcome 7: By 2027, government interventions will have contributed to a more level playing field to improve private sector and community participation in the environmentally sustainable economic exploitation of gums and resins for the benefit of all value chain stakeholders.

The Ministry of Environment and Climate Change will achieve this outcome through the following priority interventions:

1. Working with all stakeholders along the value chain to put a policy and legal framework in place that seeks to balance environmental aspects with stakeholder interests.

2. Promoting the dissemination of knowledge and skills and increasing awareness in relevant communities on the sustainable exploitation of gums and resins.

3. Organising inspection visits to enforce the improved legal instruments that safeguard the sustainable exploitation of frankincense trees.

Strategic Objective 3: Reduction of the impact of disasters on people's livelihoods and social, economic, and environmental assets at the communal and national level.

Outcome 8: By 2027, develop and strengthen the institutional mechanisms, legal frameworks, and capacities of NADFOR.

The Somaliland National Disaster Preparedness and Food Reserve Authority (NADFOR) will achieve this outcome through the following priority interventions:

1. Reviewing and amending the current act that is the basis of NADFOR's operations.

2. Improving the legal framework for disaster management through the development of relevant strategies and policies.

3. Operationalising disaster risk management (DRM) policies, plans, and strategies.

4. Strengthening the institution's disaster management technical capacity through trainings and knowledge-building.

5. Preparing manuals, guidelines, and other enabling tools to streamline disaster management operations.

6. Enhancing coordination mechanisms for disaster response through the application of technological systems.

7. Establishing a government-led multi-stakeholder co-ordination system with the participation of all disaster management stakeholders.

8. Mainstreaming and streamlining disaster risk management policies, operations, and programmes at all levels.

Outcome 9: By 2027, enhance the country's disaster preparedness and response mechanisms at all levels.

The Somaliland National Disaster Preparedness and Food Reserve Authority will achieve this outcome through the following priority interventions:

1. Constructing six strategic warehouses in the Sool, Sanaag, Maroodijeh, and Awdal regions.

2. Establishing an integrated system for food reserve surveillance across all regions.

3. Establishing a National Disaster Relief Fund, managed by NADFOR, to enhance the country's disaster response capacity.

4. Establishing and mobilising regional early warning committees.

5. Establishing a well-equipped and technologically advanced national multi-hazard early warning system centre, with the following objectives:

   - To strengthen NADFOR's capacity by utilising a modern, technology-based early warning system (with GIS, remote sending, web-based data, and space-based technology) to provide relevant information to citizens in a timely manner, with a focus on climate-related disaster risks, particularly droughts and flash floods.

   - To improve NADFOR's cooperation with regional and international early warning and climate forecast centres.

   - To enhance NADFOR's access to up-to-date, climate-related information on hazards, leading to a better prediction and understanding of disaster risks.

15.5 Cost Estimates per Outcome and MDA

ENVIRONMENT SECTOR **SECTOR TOTAL (USD)** | 36,164,060

MINISTRY OF ENVIRONMENT AND CLIMATE CHANGE **TOTAL MoECC (USD)** | 25,254,060

SDG	NDP Outcome	NDP Outcome Indicator	Unit	Baseline	Target (2027)	COST ESTIMATE
SDG-15	ENV - 1: By 2027, 120,000 hectares of protected areas restored and legally gazetted for biodiversity conservation with respect for endangered species (fauna and flora)	ENV - 1.A: Surface area (ha) legally gazetted for biodiversity conservation and protection.	Hectare	96,769	216,769	4,750,030
		ENV - 1.B: % of the number of endangered species in Somaliland on the IUCN - Red List that are protected and conserved.	%	0	50%	
SDG - 13	ENV - 2: By 2027, institutional capacity developed in the context of environmental protection and climate change.	ENV - 2.A: High-level Climate Change Task Force established, and satisfactorily operational and effective, according to external Performance Evaluation report.	Performance category	Not applicable	Satisfactory	530,000
		ENV - 2.B: Number of Government and Non-Government Organizations that have changed procedures for mainstreaming environmental and climate change issues.	No. of institutions	0	20	
SDG - 15	ENV - 3: By 2027, an additional 8 grazing reserves established and restored in 4 regions in Somaliland, with 10,000 hectares of degraded land restored inside their boundaries.	ENV - 3.A: Number and surface area of grazing reserves that are protected, community-managed and restored.	No.of grazing reserves	6	14	1,735,000
			Area (ha) of grazing reserves	116,700	236,700	
		ENV - 3.B: Surface area of degraded land inside newly established grazing reserves that is restored.	Area (ha) of restored land	0	10,000	
SDG - 14	ENV - 4: By 2027, established 2 protected marine reserves in the Somaliland waters and implemented the sustainable use of marine ecosystems, specifically mangroves and other associated habitats	ENV - 4.A: Number of established and legally gazetted protected marine reserves	Number	0	2	1,750,000
		ENV - 4.B: Total surface area of established and legally gazetted protected marine reserves.	Hectare	0	79	
		ENV - 4.C: Number of mangrove/marine ecosystem management plans that are operational.	Number	0	2	
SDG - 12	ENV - 5: By 2027, the regional capitals of Somaliland have made significant progress in managing solid waste and reducing point-source pollution	ENV - 6.A: Urban centres with an Urban Environmental Management Plan in place, and with at least 30% of financial resources secured.	No. of cities	0	2	739,020
		ENV - 6.B: Private companies registered with MoECC and Ministry of Trade that are engaged in waste recycling and employ at least 20 people.	No. of private companies	0	4	
SDG - 12	ENV - 6: By 2027, the consumption of charcoal from indigenous trees is reduced by 25% in the urban areas	ENV - 7.A: Reduction of the number of charcoal bags registered and fined/taxed when entering the urban centers between 2021 and 2026.	No. of bags	1,194,592	900,000	12,300,010
		ENV - 7.B: ENV - 7.B: Annual marketed production of mesquite charcoal (Prosopis juliflora).	Tons	1,380	14,900	
SDG - 15	ENV - 7: By 2027, government interventions will have contributed to a more level playing field to improve private sector and community participation in the environmentally sustainable economic exploitation of Gums and resins for the benefit of all value chain stakeholders .	ENV - 5.A: Export value of franckincense (gums and resins)	US$	18,211,400	50,000,000	3,450,000

NADFOR **TOTAL NADFOR (USD)** | 10,910,000

SDG	NDP Outcome	NDP Outcome Indicator	Unit of measurement	Baseline (2021)	Target (2026)	COST EST(USD)
SDG - 13	ENV - 8: By 2027, develop and strengthen the institutional mechanism, legal frameworks and capacities of NADFOR	ENV - 8.A: Number of evidence-based policy briefs that were presented to relevant decision-makers	No. of policy briefs	0	3	1,160,000
		ENV - 8.B: Newly established government-led disaster management coordination mechanism operational according to ToR, with satisfactory performance	Performance category	Not applicable	Satisfactory	
SDG - 13	ENV - 9: By 2027, the country's disaster preparedness and response mechanism are strengthened at all levels	ENV - 9.A: Multi-hazard Early Warning Centre established and disseminating early warning reports according to agreed standards	Boolean (Yes/No)	NO	YES	9,750,000
		ENV - 9.B: Number of regions with permanent NADFOR presence through staffed offices and warehouses	No. of regions	3	6	

Observations

Overall, the cost of interventions aimed at achieving the objectives of the sector amounts to an estimated US$24.3 million for the two institutions within the sector, as depicted in the cost estimates table.

The budget for the Ministry of Environment and Climate Change is mainly for coordination activities, improving legislation, and capacity building to be able to perform a leading role in environmental management issues.

It is noteworthy to mention that approximately US$12 million is expected to be contributed from development partners as investments in sustainable charcoal production, as well as contributions from the private sector in this endeavour. The government will support these investments by providing appropriate fiscal incentives, in line with the overall goal of sustainable environmental management.

The following outcome targets merit highlighting:

- A more than doubling of Somaliland's nature reserves and protected areas:

  - Gazetted biodiversity conservation areas are expected to go from 96,770 hectares in 2021 to 216,770 hectares in 2026, an increase of 124 percent.

  - Protected community-managed grazing areas are expected to go from 116,700 hectares in 2021 to 236,700 hectares in 2026, an increase of 102 percent.

  - The first two marine reserves will have been gazetted with a total surface area of 79 hectares.

- In urban areas, a reduction of 25 percent in the consumption of charcoal for domestic purposes is expected by promoting LPG and stimulating the local production of charcoal made from the invasive exotic mesquite (*Prosopis juliflora*) by offering grants for the private sector. Total production is expected to go from the 1,380 tonnes per year that are currently produced by the three existing plants to 14,900 tonnes over the entire NDP III period by doubling the number of industrial plants, with a projected growth of charcoal production per plant of 18.5 percent per year.

- The establishment of a National Disaster Relief Fund under NADFOR. This is an important mechanism to channel and pool funds from the national budget (contingency funds) and emergency relief partners once a national disaster has been officially declared, thus improving NADFOR's response time.

JUDICIARY SECTOR

16.1 Introduction

The Somaliland judiciary is established under chapter four of the constitution (Articles 97-98). The judiciary consists of the courts and the procuracy. The judges and members of the procuracy are independent when exercising their judicial functions and are guided by the law as stipulated by Articles 97.2 and 99.2 of the constitution. According to article 97.2, "the judiciary shall be independent of other branches of the government."

The constitution provides for the establishment of a Supreme Court (which also serves as the Constitutional Court), courts of appeals (regional level), regional courts, district courts, and the Courts of the Armed Forces (which are to be governed by a separate act of parliament). This is in line with the principle of separation of powers stipulated in Article 37.3 of the constitution. Furthermore, to ensure the independence of the judiciary, the constitution placed the judiciary under the administrative authority of the High Judicial Commission.

There are also several other constitutional provisions of the judiciary that act as guiding principles. One of those is Article 10.2 of the constitution in which the Republic of Somaliland commits itself to respect and abide by international law, including international conventions on civil and political rights, the Universal Declaration of Human rights (Article 10), the United Nations Basic Principles on the Independence of the Judiciary, and a number of other international agreements, such as on children's rights and the Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW). Moreover, chapter three of the constitution enshrines the fundamental rights and freedoms of citizens, with the courts serving as the custodian of these rights and freedoms (Article 21.1). Without the protection of the judiciary, these rights and freedoms could be infringed upon or eroded, either by acts of parliament or by actions and policies of the executive branch.

Another constitutional provision which safeguards the rights and freedoms of citizens and has direct relevance to the judiciary is in Article 21.2, which stipulates that "the articles which relate to fundamental rights and freedoms shall be interpreted in a manner consistent with the international conventions on human rights and also with the international laws referred to in this constitution." This is particularly important, as legal interpretation is a key role of the judiciary (Article 98.1.a). Hence, the development of the judiciary sector remains critical for the protection of human rights and upholding the rule of law to ensure citizens' rights.

16.2 Situational Analysis

Legal Frameworks
Reference is made to the following policy and legal frameworks:

- Somaliland Law of The Organization of The Judiciary 24/2003; 8/2008
- The Penal Code and Criminal Procedure Code (CPC)
- Somaliland Judiciary Strategic Plan (2018-2021)

Attorney General's Office (AGO)
Article 97 of the constitution stipulates that the state shall have a judicial branch that adjudicates proceedings between the government and the public, as well as between members of the public. The main functions of the Attorney General's Office (AGO) are pursuing criminal charges on behalf of the state, directing investigations and criminal cases, supervising the conditions of prisons and prison inmates, assisting vulnerable individuals in civil suits, and participating in civil suits in which the government is a party or if public interest so requires.

Judicial Commission (JC)
Judges, other than Supreme Court justices, are appointed by the Judicial Commission (JC), which was established under Articles 107 and 108 of the Somaliland Constitution. Judges hold office until their retirement, generally at 65 years of age. The Chairman of the Supreme Court chairs the JC, which also consists of two other Supreme Court justices, the attorney general, two high-ranking civil servants (the minister of justice and the head of the Civil Service Agency), and four members of the public selected once every two years by the two houses of parliament. The JC handles the promotion and, when necessary, disciplining of judges, the procedures of which are established in Articles 35-43 of the Organization of the Judiciary Law.

Supreme Court of Somaliland (SCS)
The chairman and judges of the Supreme Court of Somaliland (SCS) are appointed by the president, in consultation with the JC, under Article 105 of the constitution. The appointment of the chairman must be confirmed at a joint session of both houses of parliament. The president may dismiss the chairman of the SCS, subject to the approval of both houses.

Somaliland Courts of Law
The Somaliland courts of law are four different but hierarchically complementary courts: district courts, regional court, courts of appeal, and the SCS, which also serves as the constitutional court. With the addition of four members selected by the two houses of parliament, the SCS also serves as the High Court of Justice.

- **The district courts** of Somaliland are responsible for adjudicating claims based on matters relating to family law and succession, hearing civil litigation case suits of up to three million Somaliland shillings, and hearing criminal cases punishable by imprisonment of up three years or fines not exceeding three million Somaliland shillings.

- **The regional courts** are responsible for adjudicating all civil litigations and criminal cases beyond the district courts' jurisdiction, dealing with all labour or employment law claims, and hearing any claims arising out of local council elections.

- **The courts of appeal** have a territorial jurisdiction, hearing all appeals from their respective district and regional courts. The courts of appeal consist of five appellate sections: general appellate, assize appellate, family law, juvenile law, and taxation and finance.

- **The Supreme Court of Somaliland** is the highest organ in the judiciary system and has jurisdiction over all territory of the Somaliland Republic. It currently consists of eleven members, including the chief justice. The SCS deals with:

- All appeals from the appeals courts
- Administrative suits against the decisions of public bodies
- Declaration of general elections results (both presidential and parliamentary elections), and complaints relating to these elections, as well as hearing appeals from lower courts relating to local council elections
- Jurisdiction issues between courts of the land and reviewing its own decisions under the relevant articles of criminal and civil procedure codes

The SCS also serves as the Constitutional Court of Somaliland to:
- Adjudicate suits from interested parties relating to the constitutionality of acts of decisions of the legislative and executive branches
- Interpret the constitution and laws when specific provisions become subject of controversy
- Decide on court decisions which are challenged as being unconstitutional

The Constitutional Court of Somaliland sits as a full bench. Furthermore, with an additional four members elected by the two chambers of the national parliament, the Supreme Court constitutes the High Court of Justice to hear and reach decisions on cases against members of parliament and the Council of Ministers.

Legal Frameworks and Judiciary Reform

The Organization of the Judiciary Law (24/2003) provides a defined framework for appointing and dismissing judges and prosecutors, as well as the functions of the AGO and courts. However, judiciary reform is imperative if the functions of the judiciary and the AGO are to be well-defined. Constitutional and legal provisions must be consistent with the principle of the separation of powers to preserve judicial independence.

Management and Resources

The administration and management of courts depend heavily on administrative systems and personnel. These factors are also related to the physical infrastructure where personnel work. Without sufficient resources in place to facilitate smooth administration, the quality and delivery of justice are compromised.

The Code of Conduct

Somaliland has a code of conduct for judges and prosecutors. The Department of Inspection and Monitoring at the JC is responsible for enforcing the code of conduct. The capacity of the Inspection and Monitoring Scheme (IMS) under the JC needs to be strengthened to deliver on its mandate. Furthermore, public awareness and continued legal education on ethics for judges are required to protect judicial independence.

Case Management

The current Case Management Information System (CMIS) focuses only on criminal cases and has limited functionality, capturing only some cases across the courts and from the AGO. There is a need to review and upgrade the CMIS to facilitate caseload allocations, case tracking and mapping, and electronic case recording. Data protection regulations need to improve to ensure the confidentiality and privacy of the clients.

16.3 Challenges and Key Issues

The primary challenges identified for the NDP III period are:
- Revising judicial processes and procedures to meet relevant demands
- Improving security for judiciary personnel regarding terrorists and clients with grievances that may threaten to harm them
- Enhancing infrastructure and other necessary facilities to improve working conditions and avoid unnecessary costs put on clients
- Upgrading the CMIS, as it is currently confined to specific courts and cannot easily be accessed across the court system
- Facilitating access to judiciary services for people in remote locations through mobile courts
- Updating laws to meet the requirements of the criminal justice system. The current legal framework is a mixture of laws from Somaliland's British Protectorate, the Italian colonial era, and the subsequent period from 1960 to 1990. In particular, the British Colonial Indian Penal Code is in critical need of revision.
- Appointing female judges, as male judges dominate the judiciary. No female judges have, so far, been appointed to the bench due to the Sharia school of thought. Instead, qualified women are appointed to other roles, such as court clerks or prosecutors.

16.4 NDPIII Outcomes and Priority Interventions

Strategic Objective 1: To provide access to justice for all and build effective, accountable, and inclusive judiciary institutions and mechanisms at all levels.

Outcome 1: Somaliland's judiciary is accessible to the citizenry, residents, refugees, asylum seekers, visitors and any other person or entity in the country.

1. Establishing mobile courts to improve court outreach to the public, particularly in remote and hard-to-reach areas.
2. Upgrading the CMIS, among other systems, to improve internal data management for the judiciary.
3. Upgrading justice services to juveniles, women, marginalized groups, and people with disabilities to provide better guarantees for equitable access to justice.

Outcome 2: Improved institutional capacity of the Somaliland judiciary system.

4. Drafting, reviewing, and enacting regulatory frameworks to refine the judiciary sector's functions, decisions, and operations.
5. Reviewing and restructuring judiciary sector institutional functions, infrastructure, and facilities
6. Improving internal communication and logistical facilities across judiciary institutions, leading to improved

personnel and workplace safety.

7. Educating judiciary personnel on ICT, administrative procedures, ethics, leadership, human rights, Sharia law, judgement writing, safety, and organised crime to accelerate court services and improve case management

8. Rehabilitating current facilities and constructing new courts across the regions and districts and establishing a judicial training institute.

16.5 Cost Estimates per Outcome and MDA

JUDICIARY SECTOR **SECTOR TOTAL (USD)** 67,500,000

SUPREME COURT **USD** 67,500,000

SDG	NDP Outcome	NDP Outcome Indicator	Unit	Baseline (2021)	Target (2027)	COST ESTIMATE
SDG - 16	**JUD - 1: Somaliland's judiciary is accessible to the citizenry, residents, refugees, asylum seekers, visitors and any other person or entity in the country.**	JUD - 1.A: Average completion rate of the Outcome's combined operational benchmarks.	%	- -	>80%	**21,250,000**
		JUD - 1.B: Proportion of district courts, which have operational mobile units that hold regular sessions in remote and hard-to-reach areas (out of a total of 58 district courts)	%	- - (District mobile courts to be created)	75%	
	OUTCOME JUD - 1: Cost estimate per government instiution / MDA				Supreme Court	21,250,000
SDG - 16	**JUD - 2: Improved institutional capacity of the Somaliland judiciary system.**	JUD - 2.A: Average completion rate of the Outcome's combined operational benchmarks.	%	- -	>80%	**46,250,000**
	OUTCOME JUD - 2: Cost estimate per government instiution / MDA				Supreme Court	46,250,000

Please note that each NDP III Sector Outcome has a separate detailed RBM Matrix, which specifies Critical Outputs and Operational Benchmarks. These are important for monitoring and can be found in Annex 1 of the NDP III MEAL Supplement.

CROSS-CUTTING THEMES

17.1 Introduction

This chapter discusses the cross-cutting themes of gender, People with Disabilities (PWDs), Displacement Affected Communities (DAC), children's rights, youth, HIV/AIDS, and rural development. These themes should be an integral dimension of the NDP III interventions' design, implementation, monitoring, and evaluation geared towards achieving national development priorities. It will involve assessing the implication for these groups by any planned action, including legislation, policies, and programmes, in all areas and levels. This means that all the phases of the NDP III interventions should consider and respond to the needs and priorities of these groups to ensure an inclusive development outcome.

17.2 Gender

Patriarchal social structures relegate women to domestic activities and often deny them full participation in social, economic, and political spheres. According to the 2020 Somaliland Health and Demographic Survey, the unemployment rate for women in Somaliland stands at 30.1 percent compared to 16.4 percent among men. This disparity is even higher among youth, with 53.8 percent of women aged 15-24 unemployed or in education, compared to 24.4 percent of young men in the same age range. Female-headed households are more likely to be poor than male-headed households. Although four months of paid maternity leave followed by a breastfeeding period is stipulated in Somaliland laws, women in the informal labour market and self-employed individuals do not enjoy these rights.

On education, there is a long way to go in achieving universal educational attainment targets. Only two-fifths of women (41 percent) aged 15-49 are literate (SLHDS 2020). Inequitable access prevails in education, especially for rural communities, the urban poor, and for those with special needs. Somaliland's 2020-2021 gross primary enrolment rate (GER) is 32 percent, of which 36 percent were boys and 29 percent were girls (Education Statistics Yearbook, May 2021. This constitutes a gender parity index (GPI) of 0.81. In secondary schools for the same period, the overall GER was 18 percent, of which 20 precent were boys and 15 percent were girls in, with a GPI of 0.75. In addition, training modules offered in TVET programmes often discourage women's enrolment, affecting their access to employment. Furthermore, gender inequities extend to the number of female teachers in the system. The 2021 Education Statistics Yearbook indicates 19 percent of primary school teachers and only 4 percent of secondary school teachers are female.

The Somaliland Health and Demographic Survey (SLHDS) showed that only 40 precent of deliveries were performed with the help of trained professionals, which means 60 percent of the births were delivered at homes. Antenatal and postnatal care is in short supply. Nonetheless, Somaliland's maternal mortality rate (MMR) has fallen to 396 deaths per 100,000 live births, down from 418 in 2014. However, improvements are needed in nutrition, 6 percent of women in Somaliland aged 15-49 were moderately to severely malnourished, with a BMI less than 17 and a height below 145 cm.

The SLHDS underlined that over 70 percent of women had experienced forms of domestic violence, ranging from physical assault and the denial of education to forced marriage, rape, and sexual harassment. Similarly, a 2020 rapid Gender-based Violence/Female Genital Mutilation (GBV/FGM) assessment by UNFPA shows an increase in both GBV and FGM incidents since the onset of Covid-19. In response to these challenges, a sexual offence bill was drafted and GBV services were expanded at the regional level during the NDP II period.

Article 8 of the Somaliland Constitution stipulates that "all Somaliland citizens shall enjoy equal rights and obligations in the practice of the law and shall not be accorded precedence on the grounds of clan, birth, language, gender, property, status, opinion, etc." In addition, the Somaliland National Vision 2030 envisages "a caring society meeting the basic social needs of its members". Furthermore, the overall objective of the National Gender Policy is to facilitate the mainstreaming of the needs and concerns of women and men, girls, and boys in all areas for sustainable and equitable development and poverty eradication. The draft Sexual Offence Bill (SOB), draft Family Law, and National Employment Policy (2020) are the existing legal frameworks that advance women's rights and gender equality.

To increase women's political representation, the Somaliland government, civil society organisations, and international partners have provided financial and logistical support to female candidates regarding campaign strategies and election-related undertakings. Twenty-eight female political aspirants effectively competed in the 2021 parliamentary and local elections. Although they secured a significant number of votes, only ten have secured seats in the local councils of small towns. On the other hand, the number of women in executive leadership positions have improved, including within cabinet (5.6 percent), and as director generals (7.7 percent), and department directors (23.1 percent). Furthermore, women's overall representation in the civil service has increased from 23.4 percent in 2016 to 26.3 percent in 2020.

In collaboration with humanitarian agencies and CSOs, the Ministry of Employment, Social Affairs, and Family (MESAF) promotes women's economic empowerment and control over resources through self-help groups and access to financial services, including credit facilities. The ministry lobbies with other public institutions, private enterprises, and employers for affirmative action in recruitment processes. Furthermore, multiple local and international organisations support the Ministry of Education and Science in promoting education and TVET programmes. The Somaliland government pays stipends to public school primary teachers to encourage the enrolment and retention of children from poor households.

17.3 Gender: Challenges and Key Issues

Although there are interventions that are targeted for improving gender equality, the enormous challenges women face continues to widen the gender inequality gap.
- Women face complex engendered issues such as patriarchal structures, violence, lack of control over

productive resources and limited access to markets. These issues often reinforce each other and exacerbate poverty and exclusion while widening gender inequality.

- Harmful traditional practices, social norms, religious dogmas, and societal expectations deny women's participation in economic, social, and political spheres in which critical decisions that affect their lives are reached. Women's absence in such decision making creates procedures, policies, and even legal regimes that increase gender inequality.

- Women and women-owned businesses' access to financial services is challenging due to the negative attitude towards women's entrepreneurship entrenched in cultural, religious, and social misconceptions, which impose unfavourable terms and conditions on women seeking loans from formal financial service providers.

- The roles and responsibilities ascribed to women from childhood hold them back – keeping them in private spheres and excluding them from participating in society's social, political, and economic spheres. In addition, cultural and social norms limit women's mobility to fully participate in the community.

17.4 NDP III Outcomes and Priority Interventions

Outcome 1: Reduced gender disparities in social, economic, and political outcomes due to strengthened gender-responsive services and systems.

The Ministry of Employment, Social Affairs, and Family and will achieve this outcome through the following priority interventions:

1. Advocating for meaningful representation and full participation of women in local and national decision-making structures. MESAF will work with relevant stakeholders to achieve fair women's representation in elected and appointed leadership positions in Somaliland public structures.

2. Protecting women and girls from sexual and gender-based violence through prevention and a GBV response. MESAF will continue hosting and chairing the GBV working group and scale it to the regional and district levels to advance women's rights and gender equality.

3. Advancing women's rights and economic justice, facilitating increased access of women's businesses to the available financial services and entrepreneurship opportunities.

4. Advocating for gender equality in accessing social services such as education, healthcare, sanitation, and water. MESAF will lobby with mandated public institutions, CSOs and international agencies to provide gender-responsive social services, particularly for vulnerable and marginalized groups.

17.5 People With Disabilities (PWDs)

The 2020 SLHDS indicated that 5 percent of Somaliland's population is disabled, equivalent to 210,000 persons. Disability tends to be framed only within a medical and welfare framework and misunderstood as an "individual's problem". Therefore, societal responses are often geared to "help them" or "make them normal" through health-related interventions. In such approaches, people with disabilities are identified as ill, different from their non-disabled peers, and only in need of care. Because the emphasis is on the medical or "special" needs of people with disabilities, there is a corresponding neglect of their rights and other needs, which deepens their exclusion and marginalization.

PWDs are not homogenous; their experience with disability varies according to personal and socio-economic factors. Children, women, the elderly, persons with multiple disabilities, and persons with intellectual and mental impairments are more vulnerable. Moreover, PWDs who live in rural settings are more vulnerable than those in urban centres. PWDs are often reduced to being dependents and not equally valued members of their community, defined by an inability to work and being viewed as burden to their families and the state. PWDs face different environmental, institutional, attitudinal, and economic barriers that exclude them from full participation in the social, economic, and political development spheres. Although a presidential decree (2013) obliges all service providers to ensure that buildings are accessible to PWDs, the public and private facilities that offer services like health, education, or information are widely inaccessible. Their access to employment opportunities and participation in the labour market is very limited. Although MESAF initiated sign language training and certification, most sources of information for citizens are largely inaccessible due to limited sign language resources, audiotapes, braille, or pictorial aids. Therefore, it is imperative to improve Somaliland's collective consciousness and challenge societal barriers so that PWDs can realize their rights and live prosperous and independent lives.

Article 19 of the Somaliland constitution stipulates "the state shall be responsible for the welfare of persons with disabilities." The Somaliland national vision 2030 elaborates on the need "to build a nation with an effective social protection system that cares for the weak and the vulnerable". The overall goal of the National Disability Policy (2019) is to promote an inclusive, barrier-free, and rights-based society for PWDs. The disability bill is still a draft and should be enacted and enforced in the NDP III period.

Although PWDs continue to face significant challenges, various MDAs have made efforts to advance PWDs' rights. MESAF, in partnership with development partners, has conducted awareness-raising and advocacy interventions that have improved attitudes and behaviours towards PWDs, but structured and targeted national and community endeavours are needed for a sustainable solution. The Ministry of Education and Science increased access to education of Children with Disabilities (CWD) through schools that respond to their specific needs and priorities, such as the Hargeisa School for Deaf and the Somaliland Braille Centre. However, there still needs to be increased access

to education and educational attainments for PWDs.

The Somaliland National Disability Federation (SNDF) is a consortium of disabled people's organisations in Somaliland and coordinates efforts to advance their rights. The SNDF, in partnership with MESAF, SDF member local NGOs, and development partners, conducted discussions to address the challenges and barriers facing PWDs and empower PWDs to claim their rights.

17.6 PWDs: Challenges and Key Issues

PWDs face a variety of challenges:

- Although a presidential decree (2013) obliges all service providers to ensure that buildings are accessible to PWDs, the public and private facilities that offer services like health, education, or information are widely inaccessible. For example, most government institutions are housed in two- or three-story buildings with no ramps, making it difficult for PWDs to access them. This excludes PWDs from enjoying their education, health and information rights and continues to confine them in private spheres, negatively impacting their overall well-being.

- Generally, unemployment is a critical issue in Somaliland, but it is exceptionally high among PWDs. Although a 2018 presidential decree reserved 5 percent of national employment for PWDs, it is hardly enforced, and the majority of PWDs remain unemployed. The National Disability Policy (2014-2018) was approved in 2014, but an updated version is expected to guarantee further rights for PWDs. The policy puts the rights of the PWDs at the centre, such as through access to mobility devices, health and information services, and inclusive education.

- The participation of PWDs in politics is very low in Somaliland. They often are excluded from both appointed and elected government officials. No PWDs are ministers, deputy ministers, directors general or serve in the houses of parliament. These are spaces where decisions are reached for Somaliland's communities but PWDs lack the ability to have a say on issues that affect their lives.

- Some regulatory frameworks discriminate against PWDs in holding specific elected roles. For example, Article 41 of the Somaliland constitution mentions that an elected official "must be physically and mentally able to fulfil his duties". There are also reports that politically aspirant PWDs were excluded from the May 2021 parliamentary and local council elections, as they were deemed to be "physically unfit." This is a severe challenge and will exclude PWDs from decision making, hindering Somaliland's inclusive development goals.

- PWDs have limited access to social services and are the group that benefits the least from social protection and safety net interventions. However, they are one of the most vulnerable groups in society. The needs and priorities of PWDs are not mainstreamed into the design and implementation of such programmes.

- There is no Expanded Core Education Curriculum for blind or visually impaired students. This causes many disabled children to miss school because of a lack of qualified teachers, relevant curricula, and other infrastructure that could facilitate inclusive education at schools.

- Generally, disabled women, children, the elderly, and people with HIV/AIDS face more social, economic, and political exclusion. Women suffer from engendered inequalities due to cultural, religious, and traditional dogmas. Disability increases the vulnerability of these groups to sexual harassment, exploitation, and poverty. Moreover, the organisations representing PWDs are male-dominated, and the voices of these groups are not included in their decision making, advancing their marginalization.

17.7 NDP III Outcomes and Priority Interventions

Outcome 2: Barriers that exclude People with Disabilities (PWDs) are challenged to ensure their inclusion and participation in their communities.

The Ministry of Employment, Social Affairs, and Family will achieve this outcome through the following priority interventions:

1. Promoting inclusive and equitable social services for PWDs to fully participate in their communities' social, economic, and political activities.

2. Challenging harmful attitudes and discriminatory behaviour PWDs. MESAF will work with development partners to promote and design interventions that address discriminatory behaviours, attitudes, and perceptions against people with disabilities.

3. Drafting, reviewing, and enacting legal frameworks that advance the rights of PWDs.

4. Strengthening coordination structures to address challenges PWDs face in fully participating in social, economic, and political activities.

17.8 Displacement Affected Communities (DACs)

Somaliland is situated in the Horn of Africa, where disasters, conflicts, and violence continue to cause immense suffering. Significant conflicts in neighbouring countries drive instability, which triggers forced displacement and long-term disruption within societies and creates massive humanitarian needs. Climate change, recurrent droughts, and other climatic shocks in Somaliland and the wider region also create internal displacement and refugees. A broader range of vulnerabilities emerges due to the disruptive effects of disasters, conflicts, and violence, raising additional humanitarian needs. Somaliland is a transit route, departure point, and destination for people moving through the East Africa region. Every year, tens of thousands of refugees and migrants travel to Somaliland for safety and better opportunities. Many of these people (including Somalis) travel through Somaliland on their way to other destinations, including perilous journeys to the Middle East, Europe, and North America.

In Somaliland, the leading causes of displacement are a result of violent conflict, insecurity, and droughts which are linked to climate change. Variation in climatic factors directly influences conflicts that force people to flee from conflict-prone areas. As indicated by the multi-sector Internally Displaced Person (IDP) needs assessment report (December 2021) conducted by the National Displacement and Refugee Agency (NDRA), 183 IDP camps in Somaliland host 92,888 households (557,328 total persons). This includes protracted IDPs for which finding durable solutions has become increasingly difficult. In the last two decades, irregular migration (Tahrib) has been a common phenomenon in Somaliland and the wider region, particularly impacting the youth population. Many Somalilanders become stranded between their departure point and destination. Since 2018, the NDRA assisted the return and reintegration of 5,056 citizens (2,878 male, 2,178 female).

Somaliland is positioned along two primary routes for mixed movements: (a) the northern route towards North Africa through Ethiopia and often Sudan and Libya; and (b) the eastern route to the Arabian Peninsula, via Bosaaso in Puntland or Djibouti to Yemen. Since 2011, Somaliland's coastal town of Berbera has also served as a port of entry for (primarily) Yemeni and Syrian refugees and Somali and Ethiopian returnees fleeing conflict in Yemen and Syria. As of 2022, Somaliland registered 9,490 refugees and 7,422 asylum seekers. Of these refugees, 64 percent were Ethiopian and 30 percent Yemeni, while the rest were either Syrians or Eritreans.

Although government institutions have managed to handle the influx of refugees, asylum seekers, and IDPs to an extent, the human resource capacities, systems, infrastructure, and financial resources to achieve durable solutions for these populations are either absent or minimal, resulting in violations of their rights.

Article 8 of Somaliland's constitution obliges that all citizens shall enjoy equal rights and obligations in the practice of the law and shall not be accorded precedence on the grounds of colour, clan, birth, language, gender, property, status, opinion, etc. This article also indicates that foreigners who have legal residence shall enjoy equal rights and obligations before the law, except for political rights reserved for citizens. Article 10 of the constitution also reads that "the Republic of Somaliland recognises and shall act in conformity with the United Nations Charter and with the international law and shall respect the Universal Declaration of Human Rights."

The social pillar of the Somaliland National Vision 2030 envisages "a caring society meeting the basic social needs of its members". The vision addresses marginalized groups' economic and social vulnerabilities, including displacement-affected communities. The IDPs Policy (2015) aims to achieve durable solutions and create an enabling environment to uphold the rights and entitlements of IDPs during all phases of displacement. Refugees and asylum seekers' guidelines and regulations also protect the rights of these populations and are enshrined in the country's laws and international treaties.

In January 2022, the NDRA launched its five years Strategic Plan (2022-2026). It is the strategy that NDRA will use to guide resources, programmes, policies, and operations. This strategic plan is based on and aligned with NDP III, the Sustainable Development Goals (SDGs), the national policy on IDPs, the displacement guiding principles of Somaliland, and international laws.

A refugee bill (2022) has been drafted by the legislative bodies to become enacted into law, which will set out Somaliland's approach to refugees entering the country. It is also notable that the parliament recently approved the Trafficking in Persons and Smuggling of Migrants Act (LN.101/2021).In collaboration with UN Agencies and international NGOs, the Migration Response Centre (MRC) under NDRA provides services to migrants on legal documentation, psychosocial counselling, and awareness raising, among others. The MRC and the Mixed Migration Task Force (MMTF), a working group of government institutions, coordinate national advocacy campaigns on the risks of illegal migration and human trafficking, as well other policy actions addressing this issue.

The Government of Somaliland established the Refugees Status Determination Committee that decides who should be granted refugee and asylum seeker status. In collaboration with stakeholders, the NDRA introduced and implemented a comprehensive verification and biometric registration system. It also issues identification cards for legally registered refugees and asylum seekers. No refugee camps are established in Somaliland, allowing refugees and asylum seekers to have freedom of movement across the country.

In partnership with UNHCR and other development and humanitarian partners, the Government of Somaliland carries out projects ranging from lifesaving and basic social services to awareness-raising, sanitation, and hygiene and social protection, forming durable solutions designed to address the needs of refugees and asylum seekers.

The Protection Cluster brings together national and international actors to make critical decisions impacting displacement-affected communities. IDP camp management and coordination committees and refugee committees closely work with relevant authorities and development partners. The NDRA also leads high-level intra-governmental coordination meetings in which many government institutions and security offices discuss issues related to immigration.

The Somaliland government recently drafted a mixed migration management strategic plan, which will be in line with the NDP III and support the management and protection of mixed migrants.

17.9 DACs: Challenges and Key Issues

There are a variety of challenges facing Displacement Affected Communities (DACs)

- Displaced people move into cities that cannot properly absorb them, forcing DACs to set up structures on private land where they are evicted or constantly threatened with eviction. This undermines efforts to find durable solutions for DACs in Somaliland.

- IDP camps are congested and informal settlements where access to basic services like health, water, shelter, and food is absent or extremely limited. This negatively affects the wellbeing of people, particularly women, girls, and PWDs.

- In the case of protracted IDPs, displaced people do not return to their places of origin and struggle to integrate into the host communities, making it challenging to achieve durable solutions.

- DACs face protection challenges and increased gender-based violence. Women and girls are vulnerable to various risks, including rape, sexual harassment, and other forms of violence, since they do not have permanent shelters.

- Increased droughts linked to climate change are accelerating land degradation while limiting the available coping mechanisms of communities, which forces them to move and compete for scarce resources.

17.10 NDP III Outcomes and Priority Interventions

Outcome 3: Increased resilience of Displacement Affected Communities by ensuring equitable access to public services and sustainable livelihoods.

The National Displacement and Refugee Agency will achieve this outcome through the following priority interventions:

1. Empowering DACs through small business development. In collaboration with humanitarian and development partners, NDRA will provide small grants to small businesses, particularly women-owned businesses, and link them to financial institutions for loans with minimum requirements.

2. Providing cash transfers and other essential assistance to the most vulnerable households in DACs.

3. Ensuring access to basic public services, such as healthcare, education (particularly TVET), water, sanitation, hygiene, and shelter.

Outcome 4: Longer lasting and more sustainable solutions have been found for Displacement Affected Communities.

The National Displacement and Refugee Agency will achieve this outcome through the following priority interventions:

1. Facilitating the voluntary repatriation of refugees and irregular migrants. NDRA will work with IOM, UNHCR, Somaliland immigration authorities, neighbouring countries, and other mandated institutions to develop and implement repatriation programmes for refugees and irregular migrants voluntarily returning to their countries of origin or relocating to third countries.

2. Supporting interventions for IDPs who voluntarily choose to return to their areas of origin to restart their livelihoods. NDRA will work with humanitarian and development partners to assist in the voluntary return of people in IDP camps to their traditional or alternative livelihood basis.

3. Assisting IDPs, refugees and returnees who choose to integrate into the host communities to establish and enjoy their livelihoods.

4. Facilitating sustainable resettlement for IDPs who choose to relocate to another region of the country. NDRA will develop resettlement programmes and mobilise resources for IDPs willing to settle in locations in the country other than their place of origin. The agency will ensure the smooth transition of the IDPs into host communities.

5. Strengthening the monitoring and evaluation, counselling, advisory services, and orientation and awareness campaigns for vulnerable groups within DACs.

6. Advocating for the rights of DACs and devising appropriate awareness-raising campaigns to mitigate violence against refugees, asylum seekers and IDPs.

7. Strengthening the documentation and registration system for DACs. NDRA will develop an online database to capture information on displacement-affected people that informs the design of interventions that facilitates durable solutions.

8. Improving the case management system for DACs to facilitate access and utilisation of available services.

9. Developing a one-stop-shop toolkit for IDPs, refugees and asylum seekers that consolidates the rights they are entitled to, including legal and social services.

10. Strengthening the coordination mechanisms to protect DACs. NDRA will strengthen and scale up the coordination mechanisms, including with relevant stakeholders.

11. Strengthening the capacity of the NDRA to provide effective and efficient services to DACs.

12. Reviewing, formulating, and enforcing the policies and legal frameworks that protect the rights of DACs and strengthen law enforcement capacities and mechanisms.

13. Ensuring the implementation of mixed migration management strategic plan priorities.

17.11 Children's Rights

Children are among the most vulnerable people in the community due to their specific socio-economic circumstances. The most vulnerable include children who live on the street, refugee and migrant children, victims of crime, those who are displaced or orphaned and children whose parents cannot care for them.

Approximately 30 percent of Somaliland children are fostered, with four percent having lost both parents and 12 percent having lost one parent. 36 percent of fostered and/or orphaned children live in urban areas compared to 21 percent who are nomadic (SLHDS 2020). Children often face sexual, physical, and psychological violence at home, in school, and in other social settings. Although prohibited in Article 24 of Somaliland's constitution, and via the Juvenile Justice Act and the Teachers' Code of Conduct, corporal punishment is still widely used in schools and communities in Somaliland. The situation is more rampant in Quranic schools.

Although Somaliland labour law (31/2004) prohibits child labour, more than 13 percent of children (ages 5-14) engage in child labour (Employment and Labour Market Analysis 2019). The rate is higher for rural children compared to those that live in urban areas. Higher poverty levels could be a major driving factor of child labour, as the rate is lower for children of educated mothers and wealthier households.

Early marriage and, to a certain extent, child marriage are common in Somaliland. Survey data shows that 12 percent of women married at the age of 15, 39 percent at the age of 20, and 52 percent at the age of 22. Among men, five percent married at the age of 18, while 11 and 23 percent are married at the age of 20 and 22, respectively, (SLHDS 2020). Early and child marriage impedes prospects for higher education and decent living standards. Moreover, child marriage also poses health risks during childbirth.

Survey data shows a Female Genital Mutilation (FGM) prevalence rate of 98 percent in Somaliland, which is among the highest in the world. Traditional practitioners and birth attendants often perform FGM without anaesthesia and under unsanitary conditions. However, there has been a "medicalisation" of the practice in urban areas and among affluent people who enlist the services of healthcare professionals. Increased awareness levels have resulted in the decline of some forms of FGM, but entirely abandoning the practice is still a long-term challenge.

National laws, policies, and children's rights conventions promote and protect children's rights by establishing a protective environment for children in Somaliland, where girls and boys should be free from violence, neglect, and exploitation. Article 19 of the constitution guarantees that the state shall be responsible for the health, care, development, and education of the mother and the child, as well as those who are disabled or experiencing mental health issues. National legal frameworks that advance children's rights include the Child Rights Act (No.102/2021), the Child Protection Policy (2015) the Juvenile Justice Act (36/2007), the Teachers' Code of Conduct (2012), the Child Alternative Care Policy, the Somaliland Labour Law (31/2020) and the National Gender Policy (2019).

In partnership with development partners during NDP II, MESAF developed and implemented child-sensitive social safety nets for children in orphanages and those who live on the street. MESAF also sensitizes communities about child rights, manages orphanages, rehabilitates children who live on the street and transfers children whose parents could not take care of them to foster houses. Due to limited institutional and financial capacity, a significant number of children still lack fundamental rights, such as education, food, shelter, and clean water.

17.12 Children's Rights: Challenges and Key Issues

Children in Somaliland face numerous challenges.
- Schools continue to use corporal punishment as a form of discipline against children. Corporal punishment is commonly administered for many reasons, including absence from school, insubordination, fighting with classmates, bullying, not doing home-

work exercises and not obeying school rules. Corporal punishment is practiced in urban and rural areas, although the trend is decreasing specifically in urban areas. Corporal punishment is rooted in long-standing traditional norms that indicate it is acceptable and desirable. Although there have been regulations against corporal punishment, teachers generally do not know alternate, non-violent forms of discipline.

- Children need to access adequate recreational spaces and playgrounds, specifically in urban areas. Physical education is also a low priority in schools, due to a lack of recognition of its importance in child development and perhaps due to its absence in teacher training. This is manifested in the lack of equipment and recreational spaces in schools and residential areas.

- There is a significant number of children dropping out of school. Key issues that lead to dropouts include financial difficulty with paying for school fees and services, girls needing to support their mothers with household chores, and limited access to schools in rural areas. In recent years, dropout rates have worsened in rural areas due to recurrent droughts where pastoral and agro-pastoralist communities move in search of water and pasture for their animals.

- Children with disabilities suffer most when social services are not responsive to their needs and priorities. Children's access to basic healthcare and public services is limited in rural areas. Children suffer from malnutrition in some areas due to their parents' limited access to social services and lack of awareness of available support.

- FGM is prevalent in Somaliland. Girls who undergo FGM are at risk of infection, birth complications, bleeding and even death. Girls are also vulnerable to mental health disorders, dropping out of school and reduced growth and development, limiting their future livelihoods.

- There is an increasing incidence of rape against children in both urban and rural areas. Rape is a significant crime under customary, sharia, and formal laws. Although rape cases resolved through the legal justice system have been increasing, most incidences are still solved through customary law in which traditional leaders settle the issue by denying full justice to the victim.

17.13 NDP III Outcomes and Priority Interventions

Outcome 5: Relevant institutional, policy and legal frameworks are strengthened to protect children's rights.

The Ministry of Employment, Social Affairs, and Family will achieve this outcome through the following priority interventions:
1. Reviewing, drafting, and enacting national legal and policy frameworks that protect and promote children's rights. MESAF will coordinate and ensure the enactment of the draft children's rights policy and formulate new ones where necessary.

2. Supporting and facilitating the establishment of functioning child protection structures that protect the rights of vulnerable children. MESAF will review and capacitate the existing children's rights protection structures and facilitate the initiation of new ones across the country.

3. Establishing a comprehensive and user-friendly digital data management system that informs plans, decisions, policies, and interventions that advance children's rights.

4. Strengthening the capacity of community-based structures protecting children's rights, particularly in remote and rural areas where formal children's rights mechanisms do not exist.

5. Undertaking targeted assessments and research on the status of children's rights to make informed policy decisions and design relevant programme interventions.

6. Enhancing youth knowledge of sexual and reproductive health and rights (SRHRs) and the impacts of early child marriage in urban and rural areas. MESAF will collaborate with human rights activists and community structures to address child and early marriage in Somaliland.

17.14 Youth

Somaliland youth share traits with other developing states where underdevelopment is an enormous challenge. The Somaliland National Youth Policy defines the term "youth' as persons aged 15 to 35 years, which also complies with the African Youth Charter. According to the Population Estimation Survey (PESS), 72 percent of Somaliland's population is below the age of 35 years. Furthermore, Somaliland is experiencing a "youth bulge" – a situation that, if not address, could undermine the country's peace and stability. Many young individuals are neither in school nor employed, and even those seeking further education cannot be certain that they will have future employment opportunities.

The youth unemployment rate for Borama is 69 percent for urban areas and 62 percent for rural areas. Hargeisa's youth unemployment rate is 34 percent for urban areas and 41 percent for rural areas. Burao has a youth unemployment rate of 46 in urban areas and 53 percent in rural areas. (Labour Force Survey 2012).

The mismatch between local university courses and labour market demands is a critical driver of youth unemployment. Another obstacle is the prejudicial attitude towards technical education, where many people do not consider technical courses as prestigious as university courses, reducing the demand for TVET.

Rampant unemployment leads many Somaliland youth to risk their lives via migration (Tahrib), where they can find themselves at risk of torture and kidnapping for ransom by cartels. In addition, a large percentage of unskilled youth may resort to criminal activities and are vulnerable to drug addiction. A lack of employment also leads youth to early marriage, with the problem being more chronic in rural settings.

Addressing the challenges facing youth is a cross-cutting issue in which many public institutions have a stake, such as MESAF, the Ministry of Youth and Sports, the Ministry of Education and Science, and Somaliland Youth Development Fund. Youth issues are covered in the following policies and legislations: the National Youth Policy (2018-2021), the National Employment Policy (2020), the National Internship Policy (2019), the Somaliland Labour Act (31/2020), and the Civil Service Act (97/2022).

The Somaliland National Vision 2030 prioritises youth development under its Social Development pillar, where youth unemployment and emigration are particularly emphasised. The overall goal of the National Youth Policy is to attain an empowered youth that contribute positively to national development. The priority areas outlined in this policy are education and skills development; employment creation and economic development; health and well-being; recreation and sports; and information, communication, and technology, among other areas.

The government of Somaliland established the Somaliland Youth Development Fund (SLYD) in 2020 to address unemployment through improved access to finance, entrepreneurship promotion, and skills training. The Fund is currently developing strategic and operational documents to address the critical challenges facing youth through investments in entrepreneurship, which is a critical driver for accelerated socio-economic development. In collaboration with private financial institutions and development partners, SLYDF will enable young entrepreneurs to access finance, legal advice, market information, business skills development, and business-to-business linkages. The SLYDF will facilitate business co-creation bootcamps and public business pitch platforms in all the regions of the country.

The National Internship Policy sets out guidelines for supporting unemployed youth graduates with opportunities to gain practical work experience and bridge skills between academics and the demands of the labour market, ultimately contributing to increased youth employment and Somaliland's development.

The government of Somaliland introduced a national service programme that recruits university graduates on a merit basis. This programme creates jobs for many young graduates and reduces youth unemployment. Through three-to-six months of intensive training, youth are placed in positions in the armed forces or in various MDAs. However, this programme will require an innovative strategy to improve its sustainability as the public sector will require increased capacity to absorb more graduates.

To create an enabling environment for youth, the Ministry of Youth and Sports, with the help of development partners, established youth centres to promote integration and enable them to build their job skills. Youth centres also provide peer-to-peer learning, networking opportunities and encourage the growth of positive self-esteem. The MESAF has established an Employment and Training Directorate that supports job creation for youth and vulnerable groups, including women and minorities, to tackle unemployment. The Directorate has a job centre which provides services such as training for interviews and basic employment ex-

pectations, support for developing resumes and CVs, and trainings on entrepreneurship. In addition, with the financial support of international agencies, several local organisations offer TVET courses geared towards preparing youth for the labour market.

Led by the Ministry of Communication and in partnership with Taiwan's International Cooperation and Development Fund (ICDF), the e-Government Capability Enhancement Project and Technology manages an innovation zone – the first of its kind in Somaliland – which serves as an ICT training hub for public servants and citizens.

17.15 Youth: Challenges and Key Issues

Somaliland youth face several critical challenges:

- Unemployment remains the most significant challenge confronting youth. The high level of unemployment often leads to harmful coping mechanisms, such as drug abuse, illegal migration, and even violent conflict.

- There is a mismatch between the knowledge and skills youth attain at universities and the job market's demands, which increases youth unemployment. Evidence suggests skills acquired through TVET programmes are in high demand in the labour market, as opposed to social and business management degrees.

- Although youth make up the majority of Somaliland's population, they have limited presence in critical decision-making structures in the government, even though these decisions directly affect their future.

- Due to the high level of unemployment, an increasing number of youths illegally migrate through Ethiopia, Sudan, and Libya on their way to Europe. The journey can be perilous, and smugglers frequently expose migrants to life-threatening risks and violence. An increasing number of migrants have also lost their lives crossing the ocean, while others have died due to a lack of food and water.

17.16 NDP III Outcomes and Priority Interventions

Outcome 6: Increased resilience and socio-economic participation of Somaliland's youth.

The Somaliland Youth Development Fund, in collaboration with the Ministry of Youth and Sports, will achieve this outcome through the following priority interventions:

1. Increasing youth self-employment through business management and entrepreneurial trainings and the provision of business seed funding.

2. Improving youth employability and access to job markets through coordination and partnerships among key stakeholders to match skills with the demands of the job market.

3. Increasing resource mobilisation by establishing a public-private fund or investment venture to fund youth business initiatives and reduce unemployment.

The Ministry of Youth and Sports (MoYS) will achieve this outcome through the following priority interventions:

1. Producing a framework that facilitates and nurtures youth innovation and talents, such as through innovation labs and platforms where young people can showcase their entrepreneurial talents.

2. Improving existing recreational facilities and coordinating with local governments to allocate land for new facilities across the country. The MoYS will allocate adequate resources for maintaining the existing recreational centres and lobby local councils to provide land for new spaces.

3. Expanding and operationalising youth centres to the six regional capitals of the country. The MoYS will work with development partners to scale up existing youth centres and establish new ones where necessary.

4. Developing and implementing advocacy strategies on issues that affect youth participation in democratic governance at all levels. MoYS will collaborate with SYDF, MESAF, and CSOs in promoting youth participation in Somaliland's democratic processes.

5. Developing youth migration and response programmes that address the underlying causes of migration, including unemployment.

6. Creating community awareness campaigns against youth violence. MoYS will develop awareness-raising interventions to prevent youth from engaging in violence and drug-related crimes.

7. Conducting periodic coordination meetings with youth development stakeholders to share information on challenges and opportunities impacting youth development programmes and projects.

8. Enhancing the capacity of the MoYS to deliver youth development programmes effectively. The MoYS will develop relevant policy frameworks, enhance the technical and managerial capacities of the staff and, where necessary, recruit new talent.

17.17 HIV/AIDs

Somaliland has one of the lowest HIV/AIDs infection rates in Africa, which is typical of a highly religious and culturally close-knit society. The prevalence rate of HIV has been declining persistently, as revealed by comparative antenatal care surveys, dropping from 1.4 percent in 2004 to only .15 percent in 2018.

HIV/AIDS prevention programmes have continued to operate with different levels of coverage. The Somaliland National AIDS Commission (SOLNAC) has a strategy for integrating HIV/AIDs education into the national school curriculum and coordinates with the Ministry of Education and Science to improve knowledge and awareness and reduce social stigmas against people living with HIV/AIDS. To achieve WHO targets, the HIV testing rate in Somaliland has increased significantly. Key services include preventing mother-to-child transmission (MTCT), HIV testing and counselling, blood safety, tissue transfusion safety, pre- and post-exposure prophylaxis (PrEP/PEP), and HIV prevention commodities.

The number of people living with HIV (PLHIV) on antiretroviral therapy (ART) increased from 2,671 in 2016 to 3,371 in 2019 in Somaliland, owing to expanded testing facilities. To improve treatment commencement and adherence rates, "Test and Treat" protocols were introduced. Linkages and referral systems between health facilities, community outreach, and PLHIV networks have also been improved.

The number of viral load machines installed and used for testing has increased, leading to viral load coverage reaching 37.5 percent in 2019. As a result, more PLHIV now live longer due to increased ART coverage, with a retention rate of 74.8 percent.

The draft National HIV/AIDs Policy (2023) envisions Somaliland where HIV and AIDS are eliminated. This policy aims to create an enabling environment for the development and execution of effective and efficient HIV and AIDS interventions and for achieving epidemic control. The country's National Vision 2030 stipulates a multi-sectoral response to reduce the number of new infections and provide care and support to those in need. The national HIV/AIDs strategic plan also intends to strengthen the health delivery system and enhance the network of service delivery points at primary, secondary, and tertiary levels. This will improve HIV prevention, treatment, care, and support services to all population groups, especially high-risk and vulnerable groups.

HIV/AIDS response is a cross-cutting and multi-sectoral, which should be mainstreamed into the broader development strategies. SOLNAC organises a quarterly coordination platform for multi-sector focal points, PLHIV network representatives, national and international NGOs, and bilateral and multilateral partners to review progress, monitor responses, and address challenges. In addition, SOLNAC produces national HIV quarterly data (2018-2021) on ART, HIV testing, annual new HIV cases and HIV/AIDS mortality.

Despite coordinated efforts, a large percentage of people in Somaliland have limited awareness of HIV/AIDS. Although improving, there is still limited capacity for coordination and monitoring within HIV services and programmes and between other health and broader development programmes. The stigma against people living with the disease and retention in ART remains a challenge, primarily due to a lack of social support (food, transport) and stigma. The unemployment rate among PLHIV is generally high, with about 72.4 percent not engaged in any form of employment, which exacerbates the poor living conditions of the affected people. Increased poverty and overcrowded IDP camps increase opportunities for HIV transmission, as well as other diseases.

17.18 HIV/AIDS: Challenges and Key Issues

There are several challenges facing Somaliland for HIV/AIDS response:

- There are limited human resources to operate prevention, treatment, and care services.
- The monitoring and evaluation of HIV/AIDS responses has been a challenge, including low quality reporting.

- The coordination and management of response programmes have yet to be effective, resulting in fragmented interventions with limited impact.
- Stigma and discrimination are prevalent and impede access to and utilisation of HIV/AIDS services, particularly for those residing in rural areas and key affected populations.

17.19 NDP III Outcomes and Priority Interventions

Outcome 7: Reduced HIV/Aids incidence, prevalence, and mortality by increasing access to information and testing and treatment centres.

The Somaliland National AIDS Commission will achieve this outcome through the following priority interventions:

1. Expanding HIV/AIDs counselling services, testing centres, and access to ART in all regions.

2. Raising community awareness of HIV/AIDS transmission methods and preventive mechanisms. SOLNAC will scale up awareness programmes for HIV/AIDS risk groups and communities in all regions.

3. Expanding the number of HIV/AIDs treatment centres to reduce the impact of TB and other related complications. SOLNAC will increase the number of HIV/AIDS therapeutic centres, including treating disease patients and providing access to life-sustaining drugs and other essential services.

4. Improving the nutritional and economic status of PLHIV. SOLNAC, in collaboration with development partners, will provide food and invest in income-generation activities for PLHIV.

5. Developing, reviewing, and enacting the HIV/AIDs policy and regulatory frameworks that facilitate effective responses.

6. Improving research, M&E, and data management systems to inform policy decisions.

7. Strengthening the capacities of SOLNAC and its staff to better design, monitor and implement response interventions.

Outcome 8: Reduced HIV/AIDs-related stigma and discrimination.

The Somaliland National AIDS Commission will achieve this outcome through the following priority interventions:

1. Increasing awareness and sensitization in communities and medical facilities to reduce HIV/AIDs related stigmas and discrimination.

2. Integration of HIV/AIDS awareness in all levels of the educational system. SOLNAC will work with MESAF, the Ministry of Education and Sciences (MoES) and private education service providers to ensure an education system that is responsive to the needs and priorities of PLHIV.

17.20 Rural Development

Nomadic pastoralism is the traditional - and most viable - land management and production system in Somaliland. It has adapted to the erratic climate conditions of the Horn of

Africa's drylands by providing and conserving an extensive array of ecosystem services through dynamic, flexible, and complex structures. Somaliland is categorized as having arid and semi-arid ecosystems, suitable primarily for sheep, goat, and camel rearing in common rangelands. Livestock remains one of the country's major economic activities, bringing much-needed foreign currency. Somaliland exports live animals instead of chilled meat. This practice is vulnerable to external shocks, such as frequent importation bans from the Gulf countries, mainly Saudi Arabia.

Somaliland's rural communities have limited access to quality social services such as education, health, sanitation, and water. For instance, nomadic pastoralism is a critical challenge in the education sector due to constant mobility and the scarcity of trained teachers willing to serve in rural villages (ESSP 2022-2026). According to the 2020 Somaliland Health and Demographic Survey (SLHDS), rural women face acute problems in accessing healthcare. The SLHDS shows that mothers from urban areas have better access to qualified birth attendants than women living in rural and nomadic areas.

Due to the climate, water is very scarce in the country. Nearly 60 percent of the rural population does not have access to safe drinking water in Somaliland and daily water consumption per person is well below international standards for healthy living. The water situation is further worsened by poor sustainable management and improper operation and maintenance of water sources in rural areas (Water Sector Strategic Plan 2022–2024).

It is estimated that the country has 350,000 hectares of arable land, situated mainly in the northwestern plateau where farmers grow rain-fed sorghum, maize, sesame, watermelon, and beans. Cash crops are grown in small plots along dry rivers. Crop production is constrained by multiple socioeconomic, biophysical, and technical factors. Access to quality water in sufficient quantities is the most significant determining factor of crop production. Other issues include poor land management, inappropriate technology, inadequate support services (extension, early warning systems, and credit), incoherent policies, poor infrastructure, and limited value addition.

In both pastoral and agropastoral ecozones, the effect of land degradation and extreme weather conditions cause food insecurity and rural-urban drift. Cyclic droughts decimate a large percentage of livestock, cause crop failures, and displace rural households to IDP camps around the main towns. Gender is generally considered a critical determinant of poverty and access to services. According to the 2015 Poverty Profile Report, female-headed households are more likely to be poor compared to male-headed households.

Consequently, scarce natural resources cause inter-clan and inter-familial disputes. To cope with the situation, rural households rely on humanitarian responses, grab portions of communal lands to conserve fodder, grow crops for food and fodder, and turn to tree cutting for charcoal production.

The Somaliland population relies heavily on imported food and other essential commodities. Regular price increases affect the ability of an average household to rely solely on market purchases. Moreover, many households' meagre resources are wasted on Khat consumption, leaving little for essential household needs such as education and health.

The Ministry of Rural Development (MoRD) was established by presidential decree in November 2021 with the mandate of coordinating rural development efforts to ensure that Somaliland's rural communities enjoy a quality of life amidst recurrent droughts and other change-induced shocks. Its core duties and responsibilities include preparing and implementing a national rural development policy, creating plans to improve and maintain the livelihoods of rural communities, and coordinating rural development projects within government and non-governmental organisations to prevent the duplication of efforts.

The new ministry has a five-year strategic plan (2023-2025), which outlines the implementation arrangements of its core responsibilities. In addition, the MoRD will apply national water, agriculture, employment, environmental, health, and education policies and strategic plans, promoting integrated approaches whenever this is likely to result in improved efficiency, efficacy, and impact. Advances in information technology, including extensive mobile networks with internet access, community grazing reserves, commercial camel dairy production, increasing greenhouse production, and fodder, soil, and water conservation - as well as unsatiated demands for livestock and crop products - are opportunities for the new ministry to realize its mandate.

17.21 Rural Development: Challenges and Key Issues

In the absence of a specific thematic focus, the MoRD collaborates with other public institutions and humanitarian partners in addressing rural priorities and challenges, including:

- Diversifying sources of income for the majority of rural households, which overly depend on a single economic source, i.e., nomadic pastoralism or subsistent farming.

- Promoting innovative "climate-smart" approaches in rural development in the face of droughts and other climatic variables likely becoming more frequent and prolonged.

- Community-led sustainable natural resource management to:

    - Avoid unregulated land grabbing and conflicts over territorial control and land demarcations.

    - Combat the degradation of rangelands and farmlands, such as when indigenous plants are replaced with unpalatable exotic species such as Prosopis juliflora and parthenium weeds.

- Preventing and mitigating desert locust infestation, and epidemic human and livestock diseases in the absence of adequate social services.

17.22 NDP III Outcomes and Priority Interventions

Outcome 9: Sustainable livelihoods of rural communities enhanced through integrated interventions to achieve food security.

The Ministry of Rural Development will achieve this outcome through the following priority interventions:

1. Undertaking research on pull factors to urban centres and assess rural non-farm (RNF) business opportunities. MoRD will carry out rural community needs assessments for advocacy with relevant stakeholders, as well as investigating motives for pastoral and agro-pastoralist communities to move from rural to urban centres for better opportunities.

2. Enhancing adaptation capacities of pastoral communities through livestock destocking and restocking programmes. MoRD will work with public institutions and development partners to promote programmes that, on the one hand, support culling weak animals that may not survive in droughts and, on the other hand, restocking when the situation is favourable.

3. Building agribusiness skills through training the youth to enhance the income generating capacity of rural households. In collaboration with SYDF, MoYS, and MESAF, the MoRD will promote youth entrepreneurship skills in agribusiness value chains in agro-pastoral districts.

4. Promoting women's entrepreneurship and access and control over resources in rural areas, through self-help groups and cooperatives. The MoRD will establish and strengthen the capacities of self-help groups to champion women's entrepreneurship.

5. Designing and implementing climate adaptation and resilience interventions to strengthen rural communities' capacity and ability to anticipate, cope with, and recover from disasters and shocks. This includes increasing the awareness of rural communities about the risks of climate change and adaptation strategies through media programmes.

6. Investing in social protection initiatives for vulnerable groups, particularly women and girls, the elderly, PWDs and children in rural areas, in collaboration with MESAF.

7. In collaboration with the Ministry of Livestock and Fishery Development (MoLFD), conducting a study on sustainable systems of livestock production in the face of increasing climate variables that threaten the traditional pastoralist and agro-pastoralist livelihoods.

8. Establishing coordination platforms for public and non-public institutions on addressing the root causes of rural development issues.

9. Developing and enforcing policy and legal instruments that strengthen the rural development, recovery, and resilience building framework.

10. Carrying out an institutional capacity assessment. MoRD will address the institutional capacity gaps based on the assessment outcome. This includes assessing the need to increase the presence of MoRD in all regions through the establishment of regional offices.

17.23 Cost Estimates per Outcome and MDA

MINISTRY OF RURAL DEVELOPMENT	USD	4,395,000
NATIONAL DISPLACEMENT AND REFUGEE AGENCY	USD	10,256,665
SOMALILAND YOUTH DEVELOPMENT FUND	USD	9,150,000
SOMALILAND NATIONAL AIDS COMMISSION	USD	3,148,648

SDG	NDP Outcome	NDP Outcome Indicator	Unit	Baseline (2021)(*)	Target (2026)	COST ESTIMATE
SDG - 5	**CCT-GEN - 1: Reduced gender disparities in social, economic, and political outcomes due to strengthened gender-responsive services and systems.**	CCT-GEN - 1.A: Proportion of employees in the civil service that are female. **See GOV Outcome indicator:** GOV - 1.A: Number of males/females in selected managerial positions.	%	19.5%	30.0%	**2,629,800**
		See EDU Outcome indicators: Gender Parity Index for ECE, primary education, secondary education, TVET, and HEIs		See for baseline and target value the Education RBM matrices in the NDPIII MEAL supplement.		
		See EDU Outcome indicators: Proportion of teachers / instructors / lecturers that are female in primary education, secondary education, TVET, and HEIs.		See for baseline and target value the Education RBM matrices in the NDPIII MEAL supplement.		
	OUTCOME CCT-GEN - 1: Cost estimate per government instiution / MDA				MESAF	2,629,800
SDG - 16	**CCT-PWD - 2: Barriers that exclude People with Disabilities (PWDs) are challenged to ensure their inclusion and participation in their communities.**	**See EDU Outcome indicator:** EDU-KG - 2.B: Proportion of SEN children that are attending Pre-primary schools.	%	0%	5%	**246,500**
	OUTCOME CCT-PWD - 2: Cost estimate per government instiution / MDA				MESAF	246,500
SDG - 16	**CCT-DAC - 3: Increased resilience of IDPs, returnees, and refugees by ensuring equitable access to public services and sustainable livelihoods.**	CCT-DAC - 3.A: Average completion rate of the Outcome's combined operational benchmarks.	%	--	>80%	**6,904,665**
	OUTCOME CCT-DAC - 3: Cost estimate per government instiution / MDA				NDRA	6,904,665
SDG - 16	**CCT-DAC - 4: Longer lasting and more sustainable solutions have been found for displacement-affected communities.**	CCT-DAC - 4.A: Number of refugees and asylum seekers who have been repatriated in the NDPIII period.	Number of people	--	No target. To report real data.	**3,352,000**
		CCT-DAC - 4.B: Number of IDPs, refugees and asylum seekers who have been resettled in Somaliland in the NDPIII period.	Number of people	--	No target. To report real data.	
	OUTCOME CCT-DAC - 4: Cost estimate per government instiution / MDA				NDRA	3,352,000
SDG - 16	**CCT-CHR - 5: Relevant institutional, policy and legal frameworks strengthened to protect children's rights.**	CCT-CHR - 5.A: Annual Children's Rights Task Force Report has been submitted to the President's Office and released every year since 2025, and shows substantial progress based on targets and milestones as identified in the approved Implementation Plan for the Children's Rights Act.	% of Task Force targets that have been achieved	0% (Children's Rights Task Force to be established)	60%	**4,568,000**
	OUTCOME CCT-CHR - 5: Cost estimate per government instiution / MDA				MESAF	4,568,000
SDG - 8	**CCT-YOU - 6: Increased resilience and socio-economic participation of Somaliland's youth.**	CCT-YOU - 6.A: Proportion of business ventures that were supported with grants or loans received from the public-private fund to promote youth business initiatives that are operational.	Number of operational businesses	--	50%	**11,000,950**
	OUTCOME CCT-YOU - 6: Cost estimate per government instiution / MDA				MoYS	1,850,950
					SYF	9,150,000
SDG - 3	**CCT-HIV - 7: Reduced HIV/Aid incidence, prevalence, and mortality by increasing access to information and testing and treatment centres.**	**See HEA outcome indicator:** HEA - 1.F1: Proportion of people living with HIV that know their status.	% of PLWHIV	65%	90%	**2,984,046**
		See HEA outcome indicator: HEA - 1.F2: Proportion of people diagnosed with HIV infection receiving ART	% of PLWHIV	43%	90%	
	OUTCOME CCT-HIV - 7: Cost estimate per government instiution / MDA				SOLNAC	2,984,046
SDG - 16	**CCT-HIV - 8: Reduced HIV/AIDs-related stigma and discrimination.**	CCT-HIV - 8.A1: Proportion of primary schools that have received HIV/AIDS teaching material and are using it as part of the curriculum.	%	0%	100%	**164,602**
		CCT-HIV - 8.A2: Proportion of secondary schools that have received HIV/AIDS teaching material and are using it as part of the curriculum.	%	0%	100%	
		CCT-HIV - 8.A3: Proportion of TVET centres and schools that have received HIV/AIDS teaching material and are using it as part of the curriculum.	%	0%	100%	
	OUTCOME CCT-HIV - 8: Cost estimate per government instiution / MDA				SOLNAC	164,602

	CCT-RUD - 9:	CCT-RUD - 9.A: Average completion rate of the Outcome's combined operational benchmarks.	%	- -	>80%	4,395,000
SDG - 1						
	OUTCOME CCT-RUD - 9: Cost estimate per government instiution / MDA				**MoRD**	4,395,000

(*) The Outcome baseline value is from 2021, unless indicated otherwise

Please note that each NDP III Sector Outcome has a separate detailed RBM Matrix, which specifies Critical Outputs and Operational Benchmarks. These are important for monitoring and can be found in Annex 1 of the NDP III MEAL Supplement.

RESOURCE MOBILISATION STRATEGY

18.1 Introduction

This exercise analyses the myriad of financing available to the country from different sources. It includes assessments on the public sector resources of tax and non-tax revenues, financial sector support to the private sector, private sector flows, and Official Development Assistance (ODA) available to support the development of Somaliland. The key findings and recommendations are relevant to the implementation of the National Development Plan III in terms of expected financing sources and their magnitude, as well as reforms that are crucial to set the country on a high and sustainable growth path.

18.2 Overview of Somaliland's Finance Sector

The financial system in Somaliland consists of four shariah compliant banks, 16 remittance companies, three micro-finance institutions (MFIs), five insurance companies and three mobile money service providers. The banks operate on Islamic banking rules, mainly accepting deposits and giving loans to the public. MFIs also provide Sharia-compliant financial services via loans to low-income segments of society. Mobile money operators allow businesses and households to conduct transactions (mainly digital). Additionally, through international money transfer agents, they offer remittance services.

Somaliland's banking sector continues to grow, with assets (mainly in US dollars) increasing by 64 percent between 2017 and December 2020, standing at US$290.6 million in total. Equally, bank deposits increased substantially from US$120.4 million in 2017 to US$291.1 million in 2020.

Somaliland's banks remain fully capitalized with a capital adequacy ratio at 12.9 percent as of December 2020. This is above the Basel Committee recommended prudential requirement of 10 percent. Furthermore, the sector remains highly liquid to support economic activities, with the ratio of liquid assets to total assets being above 80 percent since 2017 and reaching a high of 90 percent in December 2020. This is above the prudential requirement of a minimum of 30 percent.

The banks support to the economy has been steadily growing over time. Gross loans as of December 2020 stood at US$184.3 million, up from US$49.7 million at the end 2017, marking a growth of 271 percent. Private sector credit

growth, a universal indicator of business growth, grew 124 percent in 2020. The support to this sector could be further strengthened.

In Somaliland, non-bank financing is provided by microfinance institutions and mobile money financial services. Both are expanding in volume and value, contributing to the rapid expansion of the digital financial space.

MFI's assets, capital, and income continue to grow, reflecting their vibrance. Total capital grew by 21 percent to US$ 6.8 million in December 2019, up from US$5.7 million the previous year. MFIs registered growth in total assets rose from US$7.4 million in 2018 to US$9.4 million in 2019. Similarly, gross loans increased from US$6.0 million in 2018 to US$7.5 million in 2019.

The Somaliland economy continues to be highly dollarised, which affects the ability of the Central Bank to fulfil its "lender of last resort" mandate. There is no inter-bank lending (which can help provide additional liquidity), no national payment system to allow for a clearance house, and limited international trade finance. According to the Somaliland Bankers Association, the percentage of unbanked people is estimated at around 90 percent.

18.3 Domestic Public Revenue

Public finance reforms in both tax policy and administration over the years have yielded positive results, albeit marginal. Domestic revenue increased from 6.3 percent of GDP in 2016 to 7.8 percent in 2020, below the tax-revenue target (a subset) of 13 percent in NDP II. This makes Somaliland amongst the lowest performers in a comparable group of selected East Africa and Horn of Africa countries, as depicted in Figure 16.

International trade (customs) revenue is the major driving force for domestic revenue mobilisation in Somaliland, comprising almost half of the government's revenue in 2020. While this figure shows the positive impacts of the development of the Berbera port, it also poses a risk due to the small revenue base. This figure is likely to increase when the Berbera Corridor is fully completed. Conversely, revenues from income taxes remains extremely low, accounting for only five percent of total revenues. Taxes on goods and services represent 18 percent of total revenues. As this tax affects almost all economic transactions in the country, it is clear there needs to be improvements to efficiency. Overall, domestic revenue mobilisation faces

Figure 16: Tax revenue as a share of GDP, cross country comparison
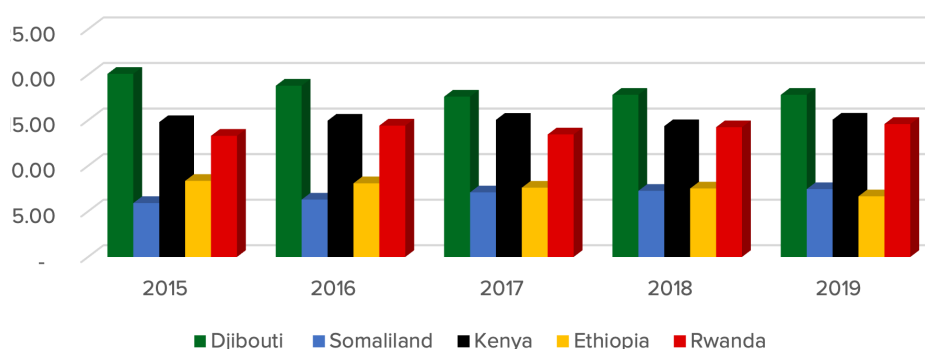
Source: World Bank Development Indicators

Table 14: UN Agencies disbursements across sectors and regions

SECTORS	REGIONS							
	MARODIJEH	TOGDHER	SAHIL	AWDAL	SANAG	SOOL	OTHER	TOTAL
GOV	$1,991,104	$653,909	$444,826	$469,451	$0	$0	$55,424	**$3,614,716**
ECON	$2,052,227	$0	$164,098	$555,340	$0	$0	$0	**$2,771,665**
EDUC	$1,907,602	$1,448,951	$617,110	$1,251,639	$831,800	$307,302	$306,050	**$6,670,457**
HEALTH	$13,328,029	$14,842,258	$3,950,138	$14,173,257	$16,982,164	$13,021,364	$10,876,399	**$87,173,612**
INFR	$581,718	$1,174,589	$0	$2,666,980	$0	$571,521	$1,650,236	**$6,645,044**
ENV	$164,825	$123,619	$145,675	$247,656	$0	$0	$0	**$681,776**
WASH	$2,524,736	$586,054	$307,043	$955,537	$824,193	$1,323,656	$308,416	**$6,829,639**
PROD	$3,732,798	$4,407,941	$1,996,034	$1,946,674	$1,949,646	$1,924,789	$0	**$15,957,884**
ENER	$0	$0	$0	$0.00	$0	$0	$0	**$0**
OTHER	$4,017,341	$478,104	$523,870	$632,967	$364,636	$539,637	$3,151,143	**$9,707,700**
TOTAL	**$30,300,383**	**$23,715,427**	**$8,148,798**	**$22,899,503**	**$20,952,440**	**$17,688,270**	**$16,347,671**	**$140,052,496**

Source: Aid Flow Report 2019, MoPND

Figure 17: Somaliland remittance inflow
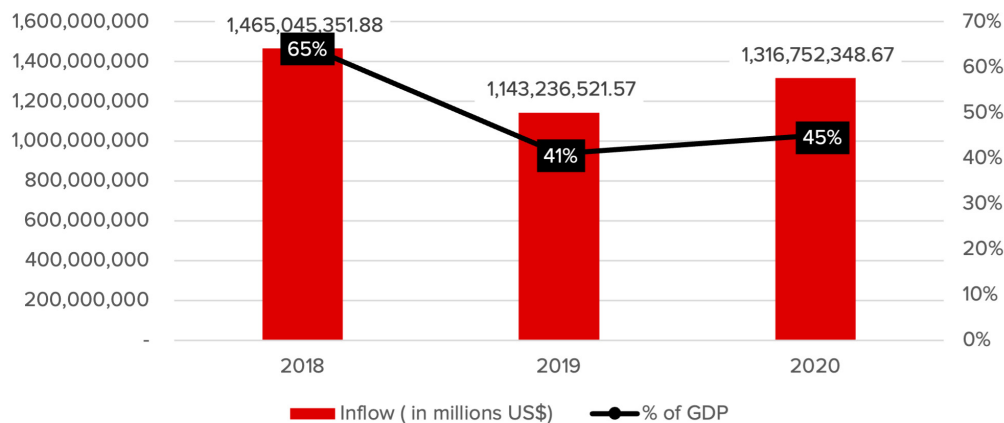
Source: Central Bank of Somaliland

the primary constraints of a narrow tax base and lack of automation to improve compliance. The varying capacities of different ministries to collect revenue continues to hinder revenue collection and increases the non-tax revenue base, especially on government properties.

18.4 Remittances

A significant portion of the population depends on remittances, ranging from personal consumption to small business support. The Ministry of Foreign Affairs estimates that almost one million Somalilanders live abroad, most of whom are working and sending remittances back home. It further estimates that over 300 micro, small, and medium enterprises in Hargeisa alone are financed by the diaspora.

Data from the Central Bank of Somaliland shows that in 2020 Somalilanders received US$1.3 billion (45 percent of GDP) in remittances. This constitutes a significant source of development finance for the country, and hence the potential of remittances should be of paramount importance.

Table 13: Aid flow summary by partner category

	2017	2018
INGOs	81,452,692	122,813,743
UN Agencies	138,528,596	140,052,496
World Bank	5,531,214	5,717,217
GIZ	8,114,009	5,577,693
SDF	12,070,160	10,432,635
TOTAL	**245,696,671**	**284,593,784**

18.5 Official Development Assistance

Somaliland, based on World Bank definitions, is categorized as a low-income country. In most cases, these countries have social service (health and education) deficiencies and infrastructure needs. The international community of development partners raised funding, on behalf of the country, to complement the government's efforts. These funds flow from bilateral partners and multilateral agencies, as well as international non-governmental agencies (INGOs). A breakdown of disbursements by partner category is shown in Table 13.

UN Agency Interventions

The total amount disbursed by UN agencies is estimated at US$140,052,496 for the year 2018. The bulk of which went to the health sector, with WFP disbursing almost half of these funds. Interventions to support livelihood activities in the production sector were the next highest recipient of the flows, followed by WASH and education. The FAO and UNICEF are also actively involved in the production, education, and WASH sectors.

International NGOs

The economic sector was the largest recipient of INGO funds in 2018, as opposed to the health sector in the previous year. This trend seems to be in line with the priority intervention areas of UN agencies. Figure 18 shows the distribution of INGO funds per sector

Presently, Somaliland is only benefiting from the GEF, with UNDP as the implementing partner, on the programme "Support for Integrated Water Resources Management to Ensure Water Access and Disaster Reduction for Pastoralists".

Given Somaliland's vulnerability to climate-related risk such as droughts, there is potentially abundant funding which the country can access. Below, we present data on climate finance in sub-Saharan Africa through multilateral agencies, with a view to highlighting untapped sources.

Figure 19 shows the magnitude of projects approved for sub-Saharan African countries between 2018 and 2020. The GCF, the Least Developed Countries Fund, and the Adaptation Fund are the ones with the largest support to the region. The projects, however, are mostly implemented through UN agencies, with very few projects directly executed by the government.

18.6 Climate Finance

There are a variety of different channels for climate finance. These range from bilateral and multilateral channels to funds such as the Green Climate Fund (GCF) and the Global Environment Facility (GEF). This also includes other private and public investment funds and specific loans by multilateral development banks and international financial Institutions (IFIs). The role of the private sector in climate finance is expected to grow in the coming years, including from sources such as philanthropies and regional funds.

There are broad objectives for each funding source, but they largely fall within the climate change objectives of adaptation, mitigation, capacity building, and reducing emissions from deforestation and forest degradation (REDD).

18.7 Future Trends in Development Financing for NDP III

Based on the performance of the economy and its relationship with financing sources, this section projects the flow of finance across the economy to support the development of the economy for the next five years under "a business-as-usual" scenario. A summary of the forecasting technique used for all the variables is provided. However, forecasting is largely constrained by a lack of data. The forecasts in Table 16 show moderate improvements in total financing available under existing scenarios. Worryingly,

Table 15: Financing sources and forecasting methods

Financing Source	Forecasting Technique	Data source
Domestic Revenue	Trend growth	Budget Policy Paper, MoFD
Foreign Direct Investment	Estimation from regional trends, using countries with much lower GDP Capita than Somaliland	World Bank Development Indicators
Domestic Investment	Maintain same growth rate under business-as-usual scenario	GDP Estimates, MoPND
Remittances	Using proportion to GDP for last available data point and maintaining same	Central Bank of Somaliland
Official Development Assistance	Moving average	AidFlow Report, MoPND
INGOs	Pro-rata basis growth	
UN Agencies	Pro-rate basis growth	
Climate Funds	Sub-regional average benchmarking	climatefundupdates.com

Figure 19: Multilateral climate fund approved projects

■ 2018   ■ 2019   ■ 2020
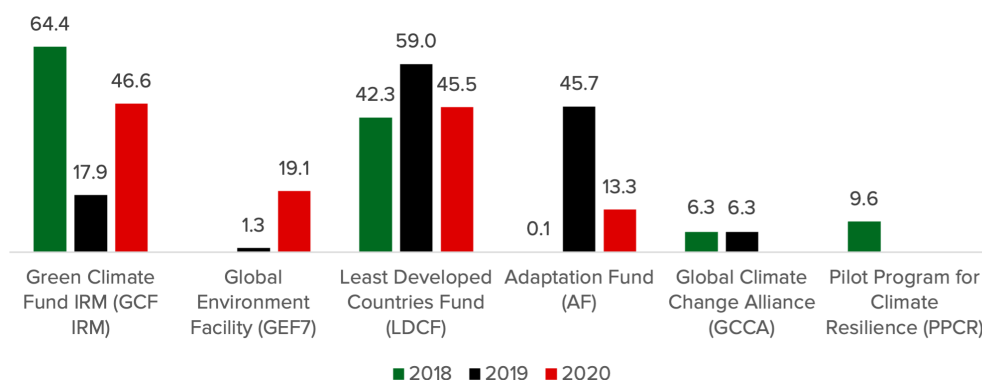
Source: Climate Change Update

Table 16: Development finance projections, 2023-2027 (USD)

	2022		2023		2024		2025		2026	
GDP Projections	3,065,102.04		3,137,131.94		3,210,854.54		3,276,944.63		3,355,545.79	
	US$	% of GDP	US$	% of GDP	US$	% of GDP	US$	% of GDP	US$	% of GDP
Domestic Revenue	251,338.37	0.08	269,793.35	0.09	282,555.20	0.09	294,925.02	0.09	308,710.21	0.09
FDI	76,627.55	0.03	78,428.30	0.03	80,271.36	0.03	81,923.62	0.03	83,888.64	0.03
Private Domestic investment	459,765.31	0.15	470,569.79	0.15	481,628.18	0.15	491,541.69	0.15	503,331.87	0.15
Remittances	1,379,295.92	0.45	1,411,709.37	0.45	1,444,884.54	0.45	1,474,625.08	0.45	1,509,995.60	0.45
Loans	-	-	-	-	-	-	-	-	-	-
Official Development Assistance	260,533.67	0.09	260,381.95	0.08	260,079.22	0.08	262,155.57	0.08	261,732.57	0.08
(of which INGOs)	116,709.36	0.04	116,641.39	0.04	116,505.78	0.04	117,435.90	0.04	117,246.42	0.03
(of which UN Agencies)	133,091.27	0.04	133,013.76	0.04	132,859.11	0.04	133,919.80	0.04	133,703.71	0.04
Climate funds	3,065.10	0.00	6,274.26	0.00	8,027.14	0.00	10,158.53	0.00	10,737.75	0.00
Total	**2,430,625.92**	**0.79**	**2,497,157.02**	**0.80**	**2,557,445.64**	**0.80**	**2,615,329.51**	**0.80**	**2,678,396.65**	**0.80**

the domestic revenues as a percentage GDP will still be under 10 percent by 2027. With limited domestic financing, the government will continue to be under-resourced to provide the basic social services. Therefore, ODA is projected to marginally increase during this period as the country requires a steady flow of funds from partners. In total, it is anticipated that development finance will reach US$2.6 billion by 2027.

18.8 NDP III Costing

Table 17 shows the estimated cost of all interventions for NDP III. The total costs of priority interventions linked to NDP III outcomes were estimated by sector experts. The cost estimates by all MDAs under a sector were then combined to constitute the total cost estimate of the sector. The estimated total cost for NDP III is US$ 2,576,140,274. Of these, infrastructure constitutes the highest share (36.78 percent of the total cost), followed by health (14.87 percent) and education (12.95 percent). The interventions, in value, are almost equally split between recurrent expenditures and development expenditures, as shown in the Table 18 (the latter is slightly higher at 54.48 percent). As depicted in Table 18, the plan frontloads most of the development expenditures between 2024-2026.

18.9 Financing Gap Analysis

As mentioned previously, domestic revenues are anticipated to grow, but potentially may still be below 10 percent of total government revenues. ODA is expected to marginally increase, based on forecasts from previous trends. Nonetheless, the financing gap analysis reveals interesting trends.

Due to a lack of sufficient data, committed resources from development partners could not be quantified and the financing gap analysis is presented in two scenarios:

- Scenario one: With donor inflows marginally increasing from previous years, this means only two of the five years of the NDP III will have a financing gap. However, this requires a high level of coordination and alignment between development partners and the government.

- Scenario two: Assuming normal domestic resource flows and poor coordination and non-alignment from partners, there will be a financing deficit in all five years of NDP III, totalling US$1.04 billion.

18.10 Strategies for Closing the Funding Gap

Banking Sector Support to Investment

The banking sector shows an average of more than an 80 percent liquidity ratio against the standard of at least 30 percent, as required by the Basel Committee prudential requirements. In contrast, access to finance continues to be a challenge for the private sector, more so for women. The government should incentivise bank lending to support private sector growth and more access for women.

Often, the banking sector serves as a source of financing to both the private sector and the government through money markets. With a high level of liquidity, there is a need for the necessary reforms to establish such a market in the economy. Asset quality supervision should be improved, especially around non-performing loans, ranging from their estimation to provision. There is a need to strengthen the Central Bank to address this risk.

There is currently no securities market in Somaliland. To a large extent, this is attributable to the lack of conventional commercial banking activity. The government, firms, and households do not have access to trading in financial assets. The ability of governments to raise money from the domestic economy is fundamental to addressing the liquidity constraints for financing much-needed investments. This is of the utmost importance, in view of the limited access to financing from multilateral financial institutions. Introducing Islamic money markets is an opportunity to tap into the vast network of possible diaspora financing for the governments' development agenda by investing in domestic financial assets.

Domestic Resource Mobilisation

The Addis Ababa Accord on financing for development affirms the commitment of African governments to improve domestic resource mobilisation as a core component of development finance. It is believed that domestic public resources are a more stable and sustainable source of income. To this end, domestic revenue as a proportion of GDP continues to lag in Somaliland compared to the sub-region, where it is recommended a rate of tax revenue to GDP be at least 14 percent.

To address this issue and expand domestic resources, the following reforms will be undertaken as part of the PFM Strategy supported by the recently approved World Bank Project on Enhancing Public Resource Management.
- Expanding the narrow tax base to reduce vulnerabilities to the economy from external factors.

Table 17: Total NDP III intervention cost by sector

Sector Name	Sum of 2023 Estimated Budget	Sum of 2024 Estimated Budget	Sum of 2025 Estimated Budget	Sum of 2026 Estimated Budget	Sum of 2027 Estimated Budget	Sum of Total Budget 2023-2027	Sum of Total Budget 2023-2027
INFRASTRUCTURE	235,958,000	250,015,000	219,002,000	128,887,500	113,608,500	947,471,000	36.78%
HEALTH	70,933,586	77,189,387	83,479,205	90,731,233	60,740,678	383,074,089	14.87%
EDUCATION	61,778,013	70,247,947	70,704,332	73,415,013	57,415,848	333,561,153	12.95%
GOVERNANCE	47,087,825	44,169,755	39,730,840	31,387,859	22,405,820	184,782,099	7.17%
WATER, SANITATION AND HYGIENE	32,729,162	33,868,526	37,904,000	32,554,000	33,205,062	170,260,750	6.61%
PRODUCTION	36,825,001	32,929,001	33,579,001	31,873,001	29,760,041	164,966,045	6.40%
ENERGY AND EXTRACTIVES	100,230,000	15,290,000	18,790,000	23,790,003	790,000	158,890,003	6.17%
JUDICIARY	13,500,000	13,500,000	13,500,000	13,500,000	13,500,000	67,500,000	2.62%
ECONOMY	10,741,000	11,184,000	11,517,000	11,593,000	7,183,000	52,218,000	2.03%
SOCIAL PROTECTION	5,470,351	13,179,153	12,741,156	13,048,159	681,000	45,119,819	1.75%
ENVIRONMENT	8,015,006	8,785,014	7,775,022	9,570,030	2,069,000	36,214,072	1.41%
CROSS-CUTTING	6,919,661	5,919,738	5,941,437	6,082,682	7,219,728	32,083,244	1.25%
Grand Total	630,187,604	576,277,521	554,663,992	466,432,481	348,578,677	2,576,140,274	100.00%

Table 18: Expenditure type, 2023-2027

Expenditure Type	Sum of 2023 Estimated Budget	Sum of 2024 Estimated Budget	Sum of 2025 Estimated Budget	Sum of 2026 Estimated Budget	Sum of 2027 Estimated Budget	Sum of Total Budget 2023-2027	Sum of Total Budget 2023-2027
Recurrent	309,282,072	221,337,419	233,100,694	238,763,049	170,080,054	1,172,563,289	45.52%
Development	320,905,532	354,940,101	321,563,298	227,669,432	178,498,623	1,403,576,986	54.48%
Grand Total	630,187,604	576,277,521	554,663,992	466,432,481	348,578,677	2,576,140,274	100.00%

- Prioritising automation for customs and inland revenue mobilisation, as iterated in the PFM Strategy, with the long-term goal of establishing the Somaliland Revenue Authority to increase efficiency and compliance.

- Modifying the capital gains tax payment regime. The current system negatively impacts compliance.

- Introducing frequent telecommunications tax audits to improve compliance. This should be addressed either through the upcoming public finance reform or led by an outside firm.

- Applying the recommended WHO tax regime on tobacco and other stimulants. This would combine a specific excise tax and an ad valorem tax.

Foreign Direct Investment

As Somaliland still doesn't have a system of national accounts, there is no data on the flow of Foreign Direct Investment (FDI) into the country. There should be deliberate efforts to measure such a variable as it indicates both the flow of much needed foreign currency and investor confidence in the economy.

The Berbera Port Concession is a prime example of the transformative impact FDI could play in an economy by creating more jobs and revenue for the government.

Increased FDI flows could potentially support stand-alone investments and or public-private partnerships. There is a need to establish an Investment Promotion Agency for both tourism promotion and export and investment promotions, which is common for countries in sub-Saharan Africa.

Remittances

There will be clear policies to encourage the diaspora's continued participation in the economy, including attracting diaspora financing. According to the Ministry of Foreign Affairs and International Cooperation (MoFAIC), there are at least 300 Somaliland diaspora businesses run in Hargeisa alone. Without an expanded export base, remittance flows will be necessary to keep the trade balance on a sustainable path.

Climate Funds

There are very limited flows of climate funds into Somaliland through multilateral agencies. As mentioned previously, the bulk of these funds in the region are channelled through UN agencies. A climate finance prospectus of projects will be detailed for engagement with the UN agencies operating in the country for possible resource mobilisation. The agencies have the capacity and trust of the fund managers to easily attract more funding. Bilateral and multilateral investments, such as in renewable energy, should be prioritised based on ease of access. A properly positioned private sector could also benefit from the myriad of opportunities for sustainable technologies, infrastructure, and practices. These range from private investors and development finance institutions (DFIs) and multilaterals such as the African Development Bank (AfDB) and the World Bank's International Finance Corporation (IFC). Given Somaliland's vulnerability to climate related risks such as droughts, the potential to access such funds is high. Table 20 shows an overview of climate funding implementing agencies.

Each of these funding sources have different priorities. Overall, the Global Climate Fund (GCF), the Least Development Countries Fund (LDCF), and the Adaption Fund (AF) are mainly focused on disaster risk reduction and prevention, agriculture, environmental policy, water supply and water policy, and rural development. To access these funds it will be important to learn from these experiences across the continent.

There are other actors in the region supporting private sector development in general who are also active on

Table 19: Overall revenues vs. expenditures

	2023	2024	2025	2026	2027	Total 2023-2027
Total Projected Resources (Revenue)	**511,872,041**	**530,175,298**	**542,634,417**	**557,080,587**	**570,442,784**	**2,712,205,125**
Domestic Revenue	251,338,367	269,793,347	282,555,199	294,925,016	308,710,212	1,407,322,142
Official Development Assistance	260,533,673	260,381,951	260,079,218	262,155,570	261,732,571	1,304,882,983
Total Expenditures	**474,247,860**	**765,084,278**	**717,555,120**	**702,126,500**	**620,787,587**	**3,279,801,346**
Development	178,498,623	320,905,532	354,940,101	321,563,298	227,669,432	1,403,576,986
Recurrent	295,749,238	444,178,746	362,615,019	380,563,203	393,118,155	1,876,224,360
Gap Analysis (Revenue vs. Expenditures)	**-222,909,493**	**-495,290,931**	**-434,999,921**	**-407,201,484**	**-312,077,374**	**-1,872,479,203**
Gap Analysis (Revenue (includes Donor funds) vs. Expenditures)	37,624,180	-234,908,980	-174,920,703	-145,045,914	-50,344,803	-567,596,220

sustainable investments in-line with climate change objectives, coming from partner countries of Somaliland. These include:

- The Nordic Development Fund (NDF), which is the joint Nordic international finance institution focusing on the nexus between climate change and development. Presently, they extend loans in the Somali region through Shuraako and Oxfam.

- The oldest DFI is the UK's British International Investment (formally CDC Group). It presently has a US$7.1 billion portfolio consisting of 681 businesses, of which 410 are in Africa, with an average annual return of 6.1 percent.

- FMO is a Dutch development bank structured as a bilateral private-sector international financial institution based in the Hague, Netherlands. FMO manages funds for the Ministries of Foreign Affairs and Economic Affairs of the Dutch government to maximize the development impact of private sector investments

- IFU is a DFI owned by the Government of Denmark. IFU is a self-governing, state-owned fund, whose objective is to promote economic and social development in developing countries.

- The European Investment Bank (EIB) is the lending arm of the European Union. It is one of the biggest multilateral financial institutions in the world and one of the largest providers of climate finance.

- Proparco is a subsidiary of Agence Française de Développement (AFD) and focused on private sector development. It has been promoting sustainable economic, social, and environmental development practices for over 40 years.

Somaliland has the opportunity for regulatory reforms to enable the private sector to partner with European counterparts to access much needed funding from these sources.

18.11 Additional Tables on Financing

The four additional tables on the following pages present the financing dynamics and requirements of all sectors in Somaliland. The first table, "Overall revenues vs. expenditures", presents the financing gap analysis for all sectors in two ways. First is an analysis of factors using only anticipated domestic resource flows in the sector, based on historical budget allocations. A second scenario is also presented where official development assistance (ODA) is factored in as an inflow into the sector. This shows the potential benefits of improving aid coordination to align ODA

to the objectives of the NDP III.

The second table, "Sectors by expenditure type", breaks down the expenditure needs for all sectors into recurrent and development expenditures.
The third table, "Expected sources of financing by sector", presents the expected financing sources of all planned expenditures for the NDP III period. These consist of government financing, a combination of government and partner contributions, and fully external financing.

The final table, "Sector budgets by MDA", shows sectors aligned with relevant MDAs and their expected financing needs during the NDP III period.

Table 20: Multilateral climate funding implementing agencies

Multilateral Climate Funding Implementation Agencies					
UNDP	FAO	FAO	CSE	GIZ	IBRD
UNEP	FAO	UNDP	IFAD	Nat. Govt	
IBRD and IDA	FAO	AfDB	UNWFP		
UNDP	AfDB	Cint	CSE		
IFAD		UNIDO	SSOb		
AfDB			UN Habitat		
WFP			MIE, Rwanda		
			NEMC		

Overall revenues vs. expenditures

	2023	2024	2025	2026	2027	Total 2023-2027
Total Projected Resources (Revenue)	511,872,041	530,175,298	542,634,417	557,080,587	570,442,784	2,712,205,125
Domestic Revenue (Total)	251,338,367	269,793,347	282,555,199	294,925,016	308,710,212	1,407,322,142
INFRASTRUCTURE	19,425,456	20,851,805	21,838,144	22,794,183	23,859,615	108,769,203
HEALTH	10,612,861	11,392,130	11,931,004	12,453,324	13,035,409	59,424,728
EDUCATION	15,137,684	16,249,196	17,017,821	17,762,834	18,593,093	84,760,630
PRODUCTION	7,421,349	7,966,276	8,343,099	8,708,347	9,115,387	41,554,457
WATER, SANITATION AND HYGIENE	13,800,678	14,814,018	15,514,756	16,193,967	16,950,895	77,274,314
GOVERNANCE	19,522,453	20,955,925	21,947,189	22,908,002	23,978,753	109,312,320
SECURITY	11,848,334	12,718,320	13,319,926	13,903,051	14,552,899	66,342,531
ENERGY AND EXTRACTIVES	2,021,311	2,169,730	2,272,363	2,371,844	2,482,707	11,317,955
ENVIRONMENT	1,837,999	1,972,958	2,066,283	2,156,742	2,257,551	10,291,534
ECONOMY	15,893,739	17,060,766	17,867,943	18,650,003	19,521,729	88,994,016
OTHERS (Social Protection, Cross Cutting, others)	7,384,099	7,926,290	8,301,222	8,664,636	9,069,633	41,345,880
JUDICIARY	763,219	819,260	858,013	895,575	937,436	4,273,504
Projected Official Development Assistance	260,533,673	260,381,951	260,079,218	262,155,570	261,732,571	1,304,882,983
INFRASTRUCTURE	9,317,607	9,312,181	9,301,354	9,375,017	9,360,484	46,667,238
HEALTH	104,586,568	104,525,662	104,404,135	105,237,650	105,067,844	523,821,859
EDUCATION	27,464,489	27,448,495	27,416,582	27,635,463	27,590,872	137,555,900
PRODUCTION	16,385,414	16,375,900	16,356,861	16,487,447	16,460,843	82,066,494
WATER, SANITATION AND HYGIENE	16,576,360	16,566,706	16,547,445	16,679,552	16,652,639	83,022,703
GOVERNANCE	13,817,151	13,809,104	13,793,049	13,903,166	13,880,733	69,203,203
SECURITY	0	0	0	0	0	0
ENERGY AND EXTRACTIVES	6,048,960	6,045,438	6,038,409	6,086,617	6,076,796	30,296,221
ENVIRONMENT	9,158,347	9,153,014	9,142,372	9,215,360	9,200,491	45,869,584
ECONOMY	29,374,635	29,357,529	29,323,396	29,557,501	29,509,809	147,122,870
OTHERS (Social Protection, Cross Cutting, others)	27,804,114	27,787,922	27,755,614	27,977,202	27,932,060	139,256,912
JUDICIARY	0	0	0	0	0	0
Total Expenditures	348,578,677	630,187,604	576,277,521	554,663,992	466,432,481	2,576,140,274
Development	178,498,623	320,905,532	354,940,101	321,563,298	227,669,432	1,403,576,986
INFRASTRUCTURE	102,350,000	226,170,000	240,940,000	210,430,000	120,930,000	900,820,000
HEALTH	5,630,661	6,575,543	7,155,456	7,738,522	8,410,785	35,510,968
EDUCATION	14,610,908	15,334,123	19,031,160	17,999,618	17,724,487	84,700,296
PRODUCTION	15,080,000	19,205,000	19,826,000	19,515,000	17,920,000	91,546,000
WATER, SANITATION AND HYGIENE	30,775,402	30,593,548	32,130,000	32,180,000	31,130,000	156,808,950
GOVERNANCE	621,235	6,601,836	10,391,636	7,294,235	2,821,235	27,730,177
SECURITY	2,450,000	5,005,500	3,985,500	4,132,500	1,887,500	17,461,000
ENERGY AND EXTRACTIVES	790,000	3,990,000	13,990,000	14,990,000	19,990,000	53,750,000
ENVIRONMENT	520,000	1,380,002	1,430,004	1,230,006	1,280,008	5,840,020
ECONOMY	150,000	450,000	450,000	450,000	50,000	1,550,000
OTHERS (Social Protection, Cross Cutting, others)	20,417	99,980	110,345	103,417	25,417	359,575
JUDICIARY	5,500,000	5,500,000	5,500,000	5,500,000	5,500,000	27,500,000
Recurrent	170,080,054	309,282,072	221,337,419	233,100,694	238,763,049	1,172,563,289
Personnel emoluments (staff Cost)	125,669,184	134,896,673	141,277,600	147,462,508	154,355,106	703,661,071
INFRASTRUCTURE	11,258,500	9,788,000	9,075,000	8,572,000	7,957,500	46,651,000
HEALTH	55,110,017	64,358,042	70,033,931	75,740,682	82,320,448	347,563,121
EDUCATION	42,804,940	46,443,890	51,216,787	52,704,714	55,690,526	248,860,857
PRODUCTION	14,680,041	17,620,001	13,103,001	14,064,001	13,953,001	73,420,045
WATER, SANITATION AND HYGIENE	2,429,660	2,135,614	1,738,526	5,724,000	1,424,000	13,451,800
GOVERNANCE	18,532,585	33,068,489	27,045,619	26,375,105	24,660,124	129,681,922
SECURITY	802,000	2,412,000	2,747,000	1,929,000	2,019,000	9,909,000
ENERGY AND EXTRACTIVES	0	96,240,000	1,300,000	3,800,000	3,800,003	105,140,003
ENVIRONMENT	1,549,000	6,635,004	7,355,010	6,545,016	8,290,022	30,374,052
ECONOMY	7,033,000	10,291,000	10,734,000	11,067,000	11,543,000	50,668,000
OTHERS (Social Protection, Cross Cutting, others)	7,880,311	12,290,032	18,988,545	18,579,176	19,105,424	76,843,489
JUDICIARY	8,000,000	8,000,000	8,000,000	8,000,000	8,000,000	40,000,000
Analysis (Revenue without Salaries vs. Expendit	-222,909,493	-495,290,931	-434,999,921	-407,201,484	-312,077,374	-1,872,479,203
INFRASTRUCTURE	-94,183,044	-215,106,195	-228,176,856	-196,207,817	-105,027,885	-838,701,797
HEALTH	-50,127,817	-59,541,456	-65,258,383	-71,025,881	-77,695,824	-323,649,361
EDUCATION	-42,278,164	-45,528,817	-53,230,126	-52,941,498	-54,821,920	-248,800,523
PRODUCTION	-22,338,692	-28,858,725	-24,585,902	-24,870,654	-22,757,614	-123,411,588
WATER, SANITATION AND HYGIENE	-19,404,384	-17,915,144	-18,353,770	-21,710,033	-15,603,105	-92,986,436
GOVERNANCE	368,633	-18,714,400	-15,490,066	-10,761,338	-3,502,607	-48,099,779
SECURITY	8,596,334	5,300,820	6,587,426	7,841,551	10,646,399	38,972,531
ENERGY AND EXTRACTIVES	1,231,311	-98,060,270	-13,017,637	-16,418,156	-21,307,296	-147,572,048
ENVIRONMENT	-231,001	-6,042,048	-6,718,731	-5,618,280	-7,312,479	-25,922,538
ECONOMY	8,710,739	6,319,766	6,683,780	7,133,003	7,928,729	36,776,016
OTHERS (Social Protection, Cross Cutting, others)	-516,629	-4,463,722	-10,797,669	-10,017,957	-10,061,208	-35,857,183
JUDICIARY	-12,736,781	-12,680,740	-12,641,987	-12,604,425	-12,562,564	-63,226,496
Fin Gap(with ODA)	-222,909,493	-495,290,931	-434,999,921	-407,201,484	-312,077,374	-1,872,479,203
INFRASTRUCTURE	-84,865,437	-205,794,014	-218,875,502	-186,832,205	-95,667,402	-792,034,559
HEALTH	54,458,751	44,984,206	39,145,752	34,211,769	27,372,020	200,172,498
EDUCATION	-14,813,675	-18,080,322	-25,813,544	-25,306,035	-27,231,048	-111,244,623
PRODUCTION	-5,953,249	-12,482,825	-8,229,041	-8,383,208	-6,296,771	-41,345,094
WATER, SANITATION AND HYGIENE	-2,828,024	-1,348,437	-1,806,325	-5,030,481	1,049,534	-9,963,734
GOVERNANCE	14,185,783	-4,905,296	-1,697,018	3,141,828	10,378,126	21,103,424
SECURITY	8,596,334	5,300,820	6,587,426	7,841,551	10,646,399	38,972,531
ENERGY AND EXTRACTIVES	7,280,272	-92,014,832	-6,979,228	-10,331,539	-15,230,500	-117,275,827
ENVIRONMENT	8,927,346	3,110,965	2,423,641	3,597,080	1,888,012	19,947,045
ECONOMY	38,085,374	35,677,295	36,007,176	36,690,504	37,438,538	183,898,886
OTHERS (Social Protection, Cross Cutting, others)	27,287,485	23,324,200	16,957,945	17,959,246	17,870,852	103,399,728
JUDICIARY	-12,736,781	-12,680,740	-12,641,987	-12,604,425	-12,562,564	-63,226,496

Sectors by expenditure type

Expenditure Type	Sector Name	Sum of 2023 Estimated Budget	Sum of 2024 Estimated Budget	Sum of 2025 Estimated Budget	Sum of 2026 Estimated Budget	Sum of 2027 Estimated Budget	Sum of Total Budget 2023-2027 calc	Sum of Total Budget 2023-2027 calc2
Recurrent	HEALTH	64,358,042	70,033,931	75,740,682	82,320,448	55,110,017	347,563,121	13.49%
	EDUCATION	46,443,890	51,216,787	52,704,714	55,690,526	42,804,940	248,860,857	9.66%
	GOVERNANCE	35,480,489	29,792,619	28,304,105	26,679,124	19,334,585	139,590,922	5.42%
	ENERGY AND EXTRACTIVES	96,240,000	1,300,000	3,800,000	3,800,003	0	105,140,003	4.08%
	PRODUCTION	17,620,001	13,103,001	14,064,001	13,953,001	14,680,041	73,420,045	2.85%
	ECONOMY	10,291,000	10,734,000	11,067,000	11,543,000	7,033,000	50,668,000	1.97%
	INFRASTRUCTURE	9,788,000	9,075,000	8,572,000	7,957,500	11,258,500	46,651,000	1.81%
	SOCIAL PROTECTION	5,429,351	13,154,153	12,741,156	13,048,159	681,000	45,053,819	1.75%
	JUDICIARY	8,000,000	8,000,000	8,000,000	8,000,000	8,000,000	40,000,000	1.55%
	CROSS-CUTTING	6,860,681	5,834,392	5,838,020	6,057,265	7,199,311	31,789,670	1.23%
	ENVIRONMENT	6,635,004	7,355,010	6,545,016	8,290,022	1,549,000	30,374,052	1.18%
	WATER, SANITATION AND HY(	2,135,614	1,738,526	5,724,000	1,424,000	2,429,660	13,451,800	0.52%
Recurrent Total		**309,282,072**	**221,337,419**	**233,100,694**	**238,763,049**	**170,080,054**	**1,172,563,289**	**45.52%**
Development	INFRASTRUCTURE	226,170,000	240,940,000	210,430,000	120,930,000	102,350,000	900,820,000	34.97%
	WATER, SANITATION AND HY(	30,593,548	32,130,000	32,180,000	31,130,000	30,775,402	156,808,950	6.09%
	PRODUCTION	19,205,000	19,826,000	19,515,000	17,920,000	15,080,000	91,546,000	3.55%
	EDUCATION	15,334,123	19,031,160	17,999,618	17,724,487	14,610,908	84,700,296	3.29%
	ENERGY AND EXTRACTIVES	3,990,000	13,990,000	14,990,000	19,990,000	790,000	53,750,000	2.09%
	GOVERNANCE	11,607,336	14,377,136	11,426,735	4,708,735	3,071,235	45,191,177	1.75%
	HEALTH	6,575,543	7,155,456	7,738,522	8,410,785	5,630,661	35,510,968	1.38%
	JUDICIARY	5,500,000	5,500,000	5,500,000	5,500,000	5,500,000	27,500,000	1.07%
	ENVIRONMENT	1,380,002	1,430,004	1,230,006	1,280,008	520,000	5,840,020	0.23%
	ECONOMY	450,000	450,000	450,000	50,000	150,000	1,550,000	0.06%
	CROSS-CUTTING	58,980	85,345	103,417	25,417	20,417	293,575	0.01%
	SOCIAL PROTECTION	41,000	25,000	0	0	0	66,000	0.00%
Development Total		**320,905,532**	**354,940,101**	**321,563,298**	**227,669,432**	**178,498,623**	**1,403,576,986**	**54.48%**
Grand Total		**630,187,604**	**576,277,521**	**554,663,992**	**466,432,481**	**348,578,677**	**2,576,140,274**	**100.00%**

Expected sources of financing by sector

Sector Name	Sources of Funding	Sum of 2023 Estimated Budget	Sum of 2024 Estimated Budget	Sum of 2025 Estimated Budget	Sum of 2026 Estimated Budget	Sum of 2027 Estimated Budget	Sum of Total Budget 2023-2027 calc	Sum of Total Budget 2023-2027	Sum of 2023 Estimated Budget2	Sum of 2024 Estimated Budget2	Sum of 2025 Estimated Budget2	Sum of 2026 Estimated Budget2	Sum of 2027 Estimated Budget2
INFRASTRUCTURE	Government of Somaliland	20,780,000	18,634,000	18,008,000	16,975,000	6,816,500	81,213,000	8.57%	8.8%	7.45%	8.22%	13.17%	6.00%
	Both	138,078,000	142,831,000	112,494,000	69,412,500	52,642,500	515,458,000	54.40%	58.52%	57.13%	51.37%	53.86%	46.34%
	External Funding	77,100,000	88,550,000	88,500,000	42,500,000	54,150,000	350,800,000	37.02%	32.68%	35.42%	40.41%	32.97%	47.66%
INFRASTRUCTURE Total		235,958,000	250,015,000	219,002,000	128,887,500	113,608,500	947,471,000	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
HEALTH	Government of Somaliland	1,578,272	1,717,464	1,857,412	2,018,770	1,351,480	8,523,398	2.23%	2.23%	2.23%	2.23%	2.23%	2.23%
	Both	63,538,759	69,142,394	74,776,498	81,272,502	54,408,462	343,138,615	89.58%	89.58%	89.58%	89.58%	89.58%	89.58%
	External Funding	5,816,554	6,329,530	6,845,295	7,439,961	4,980,736	31,412,075	8.20%	8.20%	8.20%	8.20%	8.20%	8.20%
HEALTH Total		70,933,586	77,189,387	83,479,205	90,731,233	60,740,678	383,074,089	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
EDUCATION	Government of Somaliland	906,111	521,111	469,111	381,111	87,000	2,364,444	0.71%	1.47%	0.74%	0.66%	0.52%	0.15%
	Both	59,699,902	68,804,836	69,358,221	72,196,902	57,328,848	327,388,709	98.15%	96.64%	97.95%	98.10%	98.34%	99.85%
	External Funding	1,172,000	922,000	877,000	837,000	0	3,808,000	1.14%	1.90%	1.31%	1.24%	1.14%	0.00%
EDUCATION Total		61,778,013	70,247,947	70,704,332	73,415,013	57,415,848	333,561,153	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
GOVERNANCE	Government of Somaliland	21,271,089	21,461,643	20,285,433	18,440,308	16,366,485	97,824,958	52.94%	45.17%	48.59%	51.06%	58.75%	73.05%
	Both	20,216,736	19,953,112	16,701,907	9,651,051	3,792,735	70,315,541	38.05%	42.93%	45.17%	42.04%	30.75%	16.93%
	External Funding	5,600,000	2,755,000	2,743,500	3,296,500	2,246,600	16,641,600	9.01%	11.89%	6.24%	6.91%	10.50%	10.03%
	Armed Forces Pension Fund (held by SL Government)	0	0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
GOVERNANCE Total		47,087,825	44,169,755	39,730,840	31,387,859	22,405,820	184,782,099	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
WATER, SANITATION AND HYGIENE	Government of Somaliland	1,974,000	624,000	1,424,000	1,324,000	2,224,000	7,570,000	4.45%	6.03%	1.84%	3.76%	4.07%	6.70%
	Both	28,930,000	30,180,000	33,480,000	28,230,000	28,930,000	149,750,000	87.95%	88.39%	89.11%	88.33%	86.72%	87.13%
	External Funding	1,825,162	3,064,526	3,000,000	3,000,000	2,051,062	12,940,750	7.60%	5.58%	9.05%	7.91%	9.22%	6.18%
WATER, SANITATION AND HYGIENE Total		32,729,162	33,868,526	37,904,000	32,554,000	33,205,062	170,260,750	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
PRODUCTION	Government of Somaliland	1,395,000	1,240,000	1,140,000	985,000	565,000	5,325,000	3.23%	3.79%	3.77%	3.39%	3.09%	1.90%
	Both	24,400,001	21,139,001	22,439,001	23,038,001	23,015,041	114,031,045	69.12%	66.26%	64.20%	66.82%	72.28%	77.34%
	Government and International NGO	11,030,000	10,550,000	10,000,000	7,850,000	6,180,000	45,610,000	27.65%	29.95%	32.04%	29.78%	24.63%	20.77%
PRODUCTION Total		36,825,001	32,929,001	33,579,001	31,873,001	29,760,041	164,966,045	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
ENERGY AND EXTRACTIVES	Government of Somaliland	640,000	640,000	640,000	640,000	640,000	3,200,000	2.01%	0.64%	4.19%	3.41%	2.69%	81.01%
	Both	240,000	600,000	600,000	600,000	0	2,040,000	1.28%	0.24%	3.92%	3.19%	2.52%	0.00%
	External Funding	99,350,000	14,050,000	17,550,000	22,550,003	150,000	153,650,003	96.70%	99.12%	91.89%	93.40%	94.79%	18.99%
ENERGY AND EXTRACTIVES Total		100,230,000	15,290,000	18,790,000	23,790,003	790,000	158,890,003	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
JUDICIARY	Both	13,500,000	13,500,000	13,500,000	13,500,000	13,500,000	67,500,000	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
JUDICIARY Total		13,500,000	13,500,000	13,500,000	13,500,000	13,500,000	67,500,000	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
ECONOMY	Government of Somaliland	6,526,000	6,601,000	6,636,000	6,220,000	3,492,000	29,475,000	56.45%	60.76%	59.02%	57.62%	53.65%	48.61%
	Both	1,655,000	1,953,000	2,286,000	2,623,000	1,296,000	9,813,000	18.79%	15.41%	17.46%	19.85%	22.63%	18.04%
	External Funding	2,560,000	2,630,000	2,595,000	2,750,000	2,395,000	12,930,000	24.76%	23.83%	23.52%	22.53%	23.72%	33.34%
ECONOMY Total		10,741,000	11,184,000	11,517,000	11,593,000	7,183,000	52,218,000	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
SOCIAL PROTECTION	Both	5,265,351	13,154,153	12,741,156	13,048,159	658,000	44,866,819	99.44%	96.25%	99.81%	99.80%	100.00%	96.62%
	External Funding	205,000	25,000	0	0	23,000	253,000	0.56%	3.75%	0.19%	0.00%	0.00%	3.38%
SOCIAL PROTECTION Total		5,470,351	13,179,153	12,741,156	13,048,159	681,000	45,119,819	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
ENVIRONMENT	Government of Somaliland	1,065,000	1,115,000	1,045,000	2,075,000	0	5,300,000	14.64%	13.29%	12.69%	13.44%	21.68%	0.00%
	Both	6,950,006	7,670,014	6,730,022	7,495,030	2,069,000	30,914,072	85.36%	86.71%	87.31%	86.56%	78.32%	100.00%
ENVIRONMENT Total		8,015,006	8,785,014	7,775,022	9,570,030	2,069,000	36,214,072	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
CROSS-CUTTING	Government of Somaliland	387,500	248,000	225,500	130,000	45,000	1,036,000	3.23%	5.60%	4.19%	3.80%	2.14%	0.62%
	Both	3,601,300	3,254,400	3,012,150	3,564,500	3,187,257	16,619,607	51.80%	52.04%	54.98%	50.70%	58.60%	44.15%
	External Funding	1,428,912	1,295,912	1,274,912	1,180,912	1,291,072	6,471,720	20.17%	20.65%	21.89%	21.46%	19.41%	17.88%
	(blank)	400,000	0	50,000	0	0	450,000	1.40%	5.78%	0.00%	0.84%	0.00%	0.00%
	Somaliland Government/Suporting Partners	781,949	741,426	1,038,875	1,097,270	586,399	4,245,917	13.23%	11.30%	12.52%	17.49%	18.04%	8.12%
	Development partners	320,000	380,000	340,000	110,000	2,110,000	3,260,000	10.16%	4.62%	6.42%	5.72%	1.81%	29.23%
CROSS-CUTTING Total		6,919,661	5,919,738	5,941,437	6,082,682	7,219,728	32,083,244	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
Grand Total		630,187,604	576,277,521	554,663,992	466,432,481	348,578,677	2,576,140,274						

Sector budgets by MDA

Institution Name (MDA)	Sector Name	Sum of 2023 Estimated Budget	Sum of 2024 Estimated Budget	Sum of 2025 Estimated Budget	Sum of 2026 Estimated Budget	Sum of 2027 Estimated Budget	Sum of Total Budget 2023-2027 calc	Sum of Total Budget 2023-2027 calc2
Road Development Agency	INFRASTRUCTURE	91,400,000	194,500,000	216,000,000	195,000,000	107,500,000	804,400,000	31.23%
Ministry of Health	HEALTH	60,740,678	70,933,586	77,189,387	83,479,205	90,731,233	383,074,089	14.87%
Ministry of Education	EDUCATION	55,053,848	58,824,902	68,049,836	68,613,221	71,616,902	322,158,709	12.51%
Ministry of Energy and Minerals	ENERGY AND EXTRACTIVES	790,000	100,230,000	15,290,000	18,790,000	23,790,003	158,890,003	6.17%
MoWRD	WATER, SANITATION AND HYGIENE	31,154,000	30,904,000	30,804,000	34,904,000	29,554,000	157,320,000	6.11%
MoLFD-Livestock	PRODUCTION	19,660,040	26,115,000	21,633,000	21,996,000	19,858,000	109,262,040	4.24%
MINISTRY OF PUBLIC WORKS, LAND AND HOUSING	INFRASTRUCTURE	365,000	17,055,000	16,975,000	16,965,000	16,925,000	68,285,000	2.65%
Supreme Court	JUDICIARY	13,500,000	13,500,000	13,500,000	13,500,000	13,500,000	67,500,000	2.62%
MINISTRY OF INTERIOR	GOVERNANCE	10,940,000	13,568,500	13,855,625	14,604,606	14,393,620	67,362,351	2.61%
Civil Aviation and Airport Authority	INFRASTRUCTURE	19,100,000	18,500,000	11,500,000	2,000,000	0	51,100,000	1.98%
MESAF	SOCIAL PROTECTION	681,000	5,470,351	13,179,153	12,741,156	13,048,159	45,119,819	1.75%
MoLFD-Fisheries	PRODUCTION	5,620,001	5,655,001	5,656,001	5,655,001	5,660,001	28,246,005	1.10%
Ministry of Agriculture Development	PRODUCTION	4,480,000	5,055,000	5,640,000	5,928,000	6,355,000	27,458,000	1.07%
Ministry of Planning and National Development	GOVERNANCE	672,100	10,865,000	5,645,000	4,335,000	4,110,000	25,627,100	0.99%
Ministry of Environment	ENVIRONMENT	2,039,000	5,195,006	6,005,014	5,485,022	6,530,030	25,254,072	0.98%
Ministry of ICT	INFRASTRUCTURE	2,202,500	5,596,000	5,370,000	5,037,000	4,462,500	22,668,000	0.88%
Bank of Somaliland	ECONOMY	1,301,000	3,981,000	3,981,000	3,981,000	3,981,000	17,225,000	0.67%
MINISTRY OF FOREIGN RELATION AND INTERNATIONAL COOPERATION	GOVERNANCE	2,605,000	4,465,001	4,605,002	2,705,003	2,405,004	16,785,010	0.65%
Ministry of Finance Development	ECONOMY	3,300,000	3,300,000	3,300,000	3,300,000	3,300,000	16,500,000	0.64%
Hargeisa Water Agency	WATER, SANITATION AND HYGIENE	2,051,062	1,825,162	3,064,526	3,000,000	3,000,000	12,940,750	0.50%
Ministry of Justice Somaliland	GOVERNANCE	360,000	4,340,000	3,460,000	3,150,000	1,270,000	12,580,000	0.49%
National Displacement and Refugee Agency	CROSS-CUTTING	2,945,929	2,501,912	2,339,912	2,265,912	2,189,912	12,243,577	0.48%
National Disaster Preparedness and Food Reserve Authority	ENVIRONMENT	30,000	2,820,000	2,780,000	2,290,000	3,040,000	10,960,000	0.43%
NQCC	GOVERNANCE	0	0	4,150,000	3,850,000	1,850,000	9,850,000	0.38%
Ministry of Employment	ECONOMY	1,525,000	1,505,000	1,750,000	2,000,000	2,370,000	9,150,000	0.36%
Somaliland Immigration and Border Control	GOVERNANCE	550,000	2,915,000	2,345,000	1,685,000	605,000	8,100,000	0.31%
PWD	CROSS-CUTTING	1,086,000	1,812,500	1,362,500	1,254,500	1,472,500	6,988,000	0.27%
Ministry of Defence	GOVERNANCE	0	901,000	1,877,000	2,410,000	1,495,000	6,683,000	0.26%
Ministry of Endowment and Religious Affairs	EDUCATION	2,362,000	1,191,111	1,071,111	1,059,111	886,111	6,569,444	0.26%
National Audit Office	GOVERNANCE	1,157,000	1,210,003	1,225,004	1,155,006	1,207,008	5,954,021	0.23%
SOMALILAND POLICE	GOVERNANCE	570,000	1,010,000	920,000	1,180,000	1,200,000	4,880,000	0.19%
National Commission for Higher Education	EDUCATION	0	1,762,000	1,127,000	1,032,000	912,000	4,833,000	0.19%
Ministry of Rural Development	CROSS-CUTTING	2,180,000	855,000	520,000	620,000	220,000	4,395,000	0.17%
Civil Service Commission	GOVERNANCE	1,812,000	1,115,000	582,000	385,000	456,000	4,350,000	0.17%
SOLNAC	CROSS-CUTTING	586,399	781,949	741,426	1,038,875	1,097,270	4,245,917	0.16%
Somaliland Coastguard	GOVERNANCE	2,000,000	1,500,000	400,000	150,000	0	4,050,000	0.16%
National Insurance Authority	ECONOMY	257,000	667,000	767,000	867,000	967,000	3,525,000	0.14%
National Printing Agency	GOVERNANCE	25,000	505,000	1,543,000	1,390,000	20,000	3,483,000	0.14%
Miniftry of industry & Investment	ECONOMY	400,000	488,000	586,000	719,000	825,000	3,018,000	0.12%
Civil Service Institute	GOVERNANCE	501,985	962,085	473,885	464,485	471,485	2,873,925	0.11%
Ministry of Trade and Tourism	ECONOMY	400,000	800,000	800,000	650,000	150,000	2,800,000	0.11%
Gender	CROSS-CUTTING	421,400	349,800	462,800	292,800	1,103,000	2,629,800	0.10%
Somaliland Fire Brigade	GOVERNANCE	0	711,500	711,500	503,500	473,500	2,400,000	0.09%
Somaliland National Human Rights Commission (SLNHRC)	GOVERNANCE	480,000	480,000	480,000	480,000	480,000	2,400,000	0.09%
NATIONAL TENDER BOARD	GOVERNANCE	170,000	960,000	590,000	380,000	120,000	2,220,000	0.09%
Ministry of Information	GOVERNANCE	192,235	544,236	526,739	441,740	329,742	2,034,692	0.08%
Ministry of Youth and Sports	CROSS-CUTTING	0	618,500	493,100	469,350	0	1,580,950	0.06%
Counter-Piracy Coordination Office (CPC)-Somaliland Maritime Security Coo	GOVERNANCE	132,000	380,000	479,000	133,000	133,000	1,257,000	0.05%
Ministry of Transport and Road Development	INFRASTRUCTURE	541,000	307,000	170,000	0	0	1,018,000	0.04%
GGC	GOVERNANCE	145,000	172,000	185,000	235,000	275,000	1,012,000	0.04%
Ministry of parliamentary relations and constitutional affairs	GOVERNANCE	93,500	483,500	116,000	93,500	93,500	880,000	0.03%
Grand Total		348,578,677	630,187,604	576,277,521	554,663,992	466,432,481	2,576,140,274	100.00%

NDP III IMPLEMENTATION ARRANGEMENTS

19.1 Introduction

The National Development Plan is first and foremost an instrument of the Government of Somaliland, guiding the national development process in 5-year intervals towards the achievement of the national goals set out in Vision 2030.

The NDP III contains the costed priority interventions of all government sectors and MDAs, thus contributing to the alignment and harmonisation of national goals and sector strategies while promoting and facilitating the alignment of NDP III with the national budget.

The total cost estimate of the NDP III clearly surpasses the financial resources available to the Government of Somaliland, and as such encompasses priorities and interventions which, by their nature and based on arrangements in the past, are expected to be financed by private sector entities and non-governmental organisations, as well as bilateral and multi-lateral development partners.

Whereas the government will continuously pursue the improvement of the alignment of the plan and budget at the national level, Somaliland's development partners are also expected to play a systematic constructive role in promoting and facilitating the proper alignment of non-government funding with the NDP III's priorities.

19.2 Alignment and Coordination

Alignment of the NDP III and the National Budget

Progress made in the reform of public finance management during the previous planning period facilitates is due, in part, to the alignment of the NDP III and the budget. Building on previous reforms, and in pursuit of this objective, the NDP III formulation process incorporated the following elements:

- MDAs were asked to submit the cost estimates of their priority interventions using digital forms that are used for the annual budgeting exercise and were provided by the MoFD.

- Cost estimates were not only aggregated at outcome level and sector level, but also at MDA level.

- Historical national budget data, provided by the MoFD, allowed for the identification of expenditures that are likely to be carried by the national budget.

Although additional steps need to be taken, both MoFD and MoPND are committed to pursuing the alignment of NDP III with the budget.

Alignment of Development Assistance: Aid Effectiveness Principles

The NDP III is Somaliland's central policy document for aid and development, but successful implementation will require an architectural framework that is strongly supported by its development partners. The NDP III will seek to strengthen its relationship with international partners based on the common principles of the Paris Declaration on Aid Effectiveness and reinforced through further alignment to the Busan New Deal TRUST principles.

Therefore, the NDP III envisions a partnership with international and national development partners that is guided by the aid effectiveness principles of:

1. **Ownership:** Somaliland must lead its own development policies and strategies and manage its own development work on the ground. Somaliland's ownership of its agenda is essential if aid is to contribute towards true sustainable development. Through the direction of the NDP III, international partners must support Somaliland in strengthening its capacity to exercise this kind of leadership by utilising and reinforcing local expertise, institutions, and management systems. Multi-Partner Trust Funds, such as the Somaliland Development Fund, must be further promoted and utilised by international partners, not only as vehicles for aid delivery, but also as a tool for strengthening these systems.

2. **Alignment:** It is critical the international community and civil society deliver and align their aid and programmes firmly behind the priority interventions and targets of the NDP III. Wherever possible, they must use local institutions and procedures for managing aid to build sustainable government structures. Building on agreements made in the Paris Declaration on Aid Effectiveness, international partners will be strongly encouraged to utilise Somaliland's procedures for PFM, accounting, auditing, procurement, and monitoring. Where these systems are in the process of being institutionalized or not yet firmly established to sufficiently manage aid effectively, Somaliland expects further assistance to strengthen them. To assist the implementation of the NDP III and to address potential gaps in its delivery, greater predictability of aid and improved aid flow reporting to Somaliland will be required. This will require the international community to further untie its aid to Somaliland from Somalia.

3. **Harmonisation:** The NDP III and its supporting architecture will seek to encourage international partners' to further improve their coordination of development work in Somaliland to specifically avoid duplication and reduce transaction and administrative costs. The NDP III will seek to reinforce international partner's participation in Somaliland's coordination architecture at the country and sector levels. This will ease the strain on the Government of Somaliland in relation to energy spent on coordinating international partners, reducing the large numbers of duplicative field missions, and ensuring that international coordination efforts are harmonised. Harmonisation with the NDP III priority interventions and targets will, for example, extend to pooled funding support mechanisms to sector and cross-sector strategies such as multi-partner trusts, national education plans, national energy strategies, drought prevention, and multi-sector flagship programmes, in an effort to prevent fragmentation into multiple individual projects with separate administrative costs.

4. **Managing for results:** The NDP III will place more focus on the resulting impact of development assistance and the tangible difference it makes in affecting the lives of Somalilanders. The NDP III, as the NDP II, will be outcome-focused and linked

directly to a results-based management framework, which will allow all stakeholders in Somaliland's development to measure and track the impact of aid and public investment. The NDP III will seek to drive more direct investment in the development of better government-led monitoring, evaluation, and statistical systems and tools in support of the strategy.

5. **Mutual accountability:** Somaliland and its international partners will account more transparently to each other in the use of development assistance funds, and to their citizens and parliaments for their impact. NDP III reporting procedures and tools will be enhanced to report back openly on Somaliland's development results. Somaliland's development assistance finance will be used as a mechanism to openly discuss NDP III results, hold stakeholders to account, highlight successes, and to seek solutions to challenges. Somaliland will also seek to have a direct mutual accountability framework with the international community to ensure that aid delivery is effective and transparent. To improve data collection and dissemination regarding results, outcome targets be collected by MoPND's Central Statistical Department and published annually in a special NDP III section of the publication "Somaliland in Figures". MoPND's M&E department will focus entirely on the process to achieve the outcome targets, based on operational benchmarks that have been formulated for each outcome by the involved government institutions. This will culminate in an Annual NDP III Progress Report that will be widely disseminated online and in print.

A Brief History of Aid Coordination in Somaliland

The first recognised policy in Somaliland that emphasised the importance of effective aid coordination was the 2007 Concept Paper on Aid Management and Coordination. Since then, several governmental acts and policies have been adopted to strengthen coordination in Somaliland, among them the Presidential Decree on the Establishment of a National Aid Coordination Forum, which evolved into the Somaliland Inter-Ministerial Aid Coordination Committee (IMACC). The IMACC's sole responsibility was to address policy and strategic issues related to aid delivery in Somaliland. While a very important step for Somaliland's aid coordination, the architecture and level of stakeholder participation was limited only to ministers.

Following this decree and the establishment of the IMACC a more comprehensive aid coordination policy was developed in 2010, with the (then) MoPND being responsible for its implementation. In 2011, a specific Department of Coordination (DoC) was established within the MoPND. The DoC established the first initial frameworks of a coordination architecture in Somaliland, forming sector coordination forums initially focused on education, health, water, the economy, ICT, and production. In direct support of the Somaliland National Vision 2030 and National Development Plan, these coordination sector forums have further evolved into the foundation of Somaliland's current coordination architecture, coordinating various stakeholders to achieve Somaliland's national goals and priorities.

Other important parts of the Somaliland's coordination architecture include:

- The High-Level Aid Coordination Forum (HLACF), which became a platform where all key stakeholders from the government, international community, and civil society were able to review progress being made regarding Somaliland's development and key reforms. However, with the demise of the Somaliland Special Arrangement, the HLACF faltered in holding its regular meetings.

- The National Planning Commission (NPC), which formed out of the National Aid Coordination Committee, whose functionality increased with the alignment of the multi-partner financed Somaliland Development Fund (SDF). The SDF utilised the NPC as the key government decision making body for the prioritisation and selection of large-scale development projects.

A performance review was conducted in 2015, focusing on the functionality of existing sectors. It found that while some sectors were performing well, there were serious inconsistencies in the functionality of others. The importance of individual sector coordination meetings was re-emphasised, and it was recommended to modify the coordination architecture to include humanitarian clusters. It resulted in humanitarian clusters being officially merged into sectors and a new Somaliland Aid Coordination Policy was released by the MoPND at the beginning of 2016. The operations of Somaliland's coordination architecture should be subjected to another performance review to revitalize this work for the NDP III period.

Somaliland's Current Aid Coordination Architecture

Somaliland's current coordination architecture, largely inherited from the NDP II period, is in principle a platform for the GoSL, allowing international partners, national organisations, civil society, and the private sector to align development and humanitarian activities across Somaliland at various institutional levels.

As stated in the NDP II document "The Somaliland NDP II architecture will utilize and build upon the different bodies and their functions within the existing Somaliland coordination architecture. The architecture presented will aim to be a transparent institutional mechanism that will enable programmes to be prioritised and aligned directly to NDP II outcomes and targets; ensure that aid is being delivered effectively and efficiently and provide for strong opportunities in cross-institutional and sectoral cooperation."

The Somaliland Aid Architecture and Coordination Model is made up of four distinct coordination layers (see Figure 20). Each layer provides an opportunity for all development and humanitarian stakeholders in Somaliland to engage directly in the alignment and harmonisation of development and humanitarian programming. It will provide an opportunity for the government, civil society, the private sector, diaspora, and international partners to coordinate, prioritise programming, critically assess progress, address challenges, and share information. Terms of reference were developed for each of the forums defining their membership, roles and responsibilities, and operations.

Figure 20: Current coordination model in Somaliland

Joint (GoSL, CSOs and development partners)	High Level Aid Coordination Forum
Government and Civil Society	National Planning Commission
Joint (GoSL, CSOs and development partners)	Inter-Sector Coordination Forum
Joint (GoSL, CSOs and development partners)	Sector Coordination Forums (9)
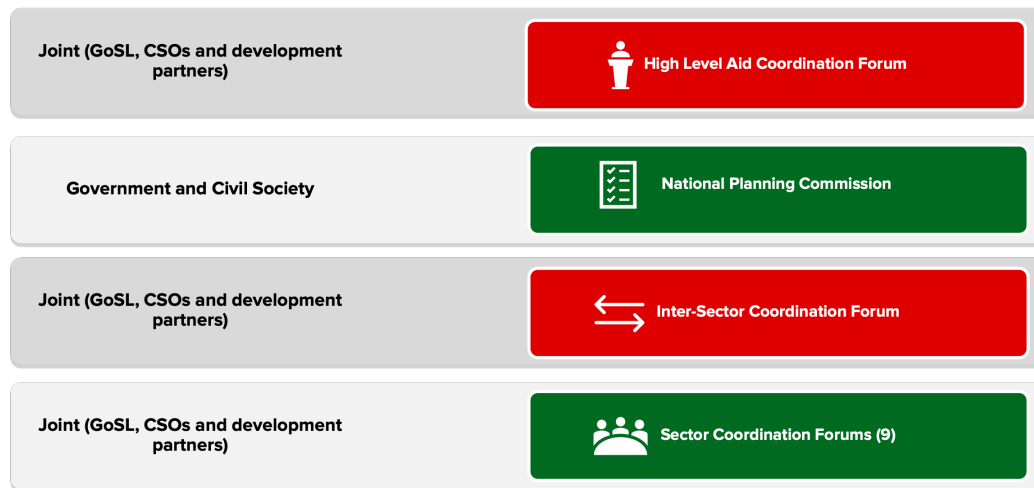
Although the coordination architecture will play an important oversight role for the NDP III, it is also recognised that this system needs to be reviewed and revitalised. MoPND is expected to play a leading role in this revitalisation process, with active support of all development partners who are members of the recently established High-Level Development Coordination Forum, the successor of the previous High-Level Aid Coordination Forum.

Alignment of NDP III and District Development Frameworks

As observed in the NDP II document, the "district planning process was led by the Ministry of Interior (MoI) in collaboration with UN agencies (through the JPLG project) and the decentralisation champion office under the Vice President. MoPND had no role in the district planning process. This means, the national development plan and the regional development plans on the one hand, and the district planning process on the other hand, were disconnected."

This situation hardly changed during the NDP II implementation period (2017-2021), other than the fact that, for a variety of reasons (see findings from the regional development plans review, NDP II, p.285), the regional development process ended up being eliminated from the cascading planning process in Somaliland by MoPND. Referring to the aforementioned review findings, a paradigm change in formulating regional development plans was devised during the NDP II period. Instead of putting standalone regional development plans in place, the major focus was to develop district development plans in line with the National Decentralisation Policy in the NDP II era. Consolidated district development plans will then form the regional development plans. This change arguably makes alignment of the NDP with the district planning process less of a challenge, as it reduces the number of tiers to be aligned from three to two.

Considering the above changes and continuing to pursue the same goal, additional commitments are needed in the NDP III period to further pursue alignment and harmonisation between national and district planning, finding a balance between national, sectoral, and local priorities whilst solidifying on-going decentralisation efforts. It is important to find an "elegant" solution, avoiding costly additions to an overall process that already takes up a considerable number of human resources, time, and money. In this context, both the MoI and the MoPND have included priority interventions to face this challenge.

19.3 NDP III Implementation Modalities

Sectoral vs. Intersectoral

As stated at the beginning of this chapter, the National Development Plan is first and foremost an instrument of the Government of Somaliland, guiding the national development process in five-year intervals towards the achievement of national goals as set out in Vision 2030.

The NDP III is built around sectoral strategies, and as such follows a sectoral approach in its design and presentation rather than an integrated multi-sectoral approach. The GoSL acknowledges that this may lead to less synergies and multiplier effects, which could result in reduced impact and less efficient ways of applying the scarce resources available for the national development process.

On the other hand, implementation roles and responsibilities can more easily be aligned with existing institutional mandates when following a sector approach. A more complex integrated inter-sectoral implementation approach can lead to unnecessarily high transaction costs, like additional and more complex coordination structures that need to be created, and less straightforward decision making processes.

Although the NDP III follows a sectoral approach in its design and presentation, there is no reason why in certain instances it cannot be implemented using an integrated multi-sectoral approach if this is warranted when the advantages clearly outweigh the disadvantages. In such instances, the NDP III priority interventions can be seen as building blocks from various sectors that can be brought together in a single project or programme, whilst addressing gaps, overlaps, and duplication efforts with the institutions involved.

Projects and (Flagship) Programmes

The NDP III will be implemented using various modalities. Certain parts will be implemented by the machinery of

government administration, like drafting additional policy and legal instruments, while others, with or without external financial support, are already thoroughly embedded in a sector's institutional routines, like the delivery of education, health, and water services to the Somaliland population. However, as is common in national development plans, other interventions are best rolled out by formulating several specific projects and programmes. Although they have a number of similarities, projects and programmes are defined as follows in the context of the NDP III:

- A **project** is defined as "a temporary organisation" that is created for the purpose of delivering one or more tangible results according to a specified project description. Projects have an end and are not designed to last very long. The project manager ensures that the project delivers the intended goal within a defined timeframe and budget.

- A **programme** is defined as "a group of related projects managed in a coordinated way to obtain benefits and control not available from managing them individually". Programmes are usually longer-term and do not have a fixed deadline. A programme is a framework of related projects sometimes organised in components. When programmes are intersectoral their separate projects can still be aligned with a single sector to facilitate lines of command and implementation arrangements.

- A **flagship programme**, in this context, is a major programme of the Somaliland government that represents the main thrust of its developmental policy. They can be sectoral or intersectoral. Although they do not intend to be a simple summation of NDP III priority interventions, their programme description should at least be explicit about their degree of alignment, in terms of i) objectives, outcomes, and interventions, ii) financing, and iii) oversight, management, outcome targets, and reporting arrangements to avoid duplication of efforts.

However, it is expected projects, programmes, and flagship programmes will be coherent entities, and that gaps, overlaps, and additional opportunities to improve synergies, efficiency, and impact will be addressed and clearly described during their formulation phase.

This document does not include a list of projects and programmes to be designed for the implementation of the NDP III. The definition of new projects and programmes is a process that is expected to intensify after the launch of the NDP III and will in most cases be a joint effort of the Somaliland Government, represented by MDAs with the relevant institutional mandates, and national and international development partners.

Of course, before the NDP III was formulated, several projects were already in different stages of the design process and will be part of NDP III implementation, as they will equally have been aligned with GoSL's overall or sector-specific objectives.

This section, however, does suggest next steps for the process of formulating a limited number of flagship programmes based, among other things, on the selection of complementary NDP III priority interventions, exploiting the comparative strengths that a group of sectors, development partners, and other relevant stakeholders can bring to the table to confront the following four core challenges:

1. Boosting Somaliland's economic and private sector development, exploring and maximizing opportunities and multiplier effects created by investments in the so-called "Berbera Corridor", and focusing on second tier and third tier private sector initiatives along the corridor. The "Berbera Corridor" is generally understood to stretch from Berbera, through Hargeisa, to Wajaale on the Ethiopian border. However, economic and infrastructural investments in Berbera like the harbour, the Special Economic Zone (expected to open in the beginning of 2023), and others will also create opportunities for the eastern hinterland, stretching from Erigavo, through Las Anood and Burao, to Berbera. For example, from an economic potential point of view, this eastern corridor is very relevant for livestock exports, an important foreign exchange earner for Somaliland.

2. Improving resilience and livelihoods of agro-pastoral and pastoral communities in environments most vulnerable to climatic changes, focusing on climate-smart practices and value chains for specific products that will support rural communities in adapting to climate change. Sustainable community-based natural resource management will be an important pillar of this approach. Such a flagship programme would, for example, include community-based rangeland management, livestock holding grounds, quarantine facilities, and strategic water points for livestock and people along the above-mentioned eastern corridor, covering Sanaag, Sool, and Toghdeer. A more coordinated approach between developmental and humanitarian interventions, striving for a more integrated approach and leading to more synergy and joint impact, would be another important aspect to build into this flagship programme.

3. Climate-smart infrastructural development, which improves access to affordable services that are crucial for the development of value chains and private sector initiatives like energy, water, roads, ICT, markets, etc., in partnership with local governments and the private sector. A more integrated planning of central and local government investments should provide more synergy and result in boosting the economic impact of investments in infrastructure at the national and sub-national levels.

4. Broadening and accelerating support to the decentralisation process that was started with support from the JPLG. In each phase, the Ministry of Interior has gradually increased the number of electoral districts being supported. Results have been positive and putting in place a nation-wide programme covering all 23 electoral districts would be the next logical step to consolidate progress made in the decentralisation process in Somaliland.

The suggested next steps are as follows, all to be implemented during 2023:

- **Step 1:** Discuss and agree on a **next steps document**, based on a dialogue between the GoSL and its key development partners. It is suggested that a special

session of the High-Level Development Coordination Forum could kick off this process.

- **Step 2:** Joint development and approval of a more detailed **roadmap** for the establishment of NDP III flagship projects. This would be accompanied by a process to engage key development partners with a track record of supporting the GoSL in its development aspirations and discussing financial implications and mutual commitments to the joint implementation of the roadmap.

- *Step 3:* Organisation of a **three-to-five-day work retreat** with representatives of joint stakeholders, with the following expected results:

  - A broad outline description of three complementary intersectoral flagship programmes that between them ensure coverage of all six Somaliland regions, considering, on the one hand, their specific challenges and comparative advantages, and on the other hand, potential available financing arrangements.

  - The TORs for three detailed pre-feasibility studies for the indicated flagship programmes, including logistical and financial commitments for these studies. These studies will, among other things, include:

    - A clear picture of how and to what extent they will align with the NDP III and on-going developments,

    - A balanced budget, matching cost estimates with potential financing arrangements.

- **Step 4:** Based on the accepted recommendations of the pre-feasibility studies, initiate the programme formulation phase.

- **Step 5:** Appraisal phase of each of the formulated flagship programmes. It is during this phase that final financial commitments will be put in place by the GoSL and all involved development partners and financing organisations.

The last step should ideally finish before the end of 2023, but at the latest by the beginning of Somaliland's national budgeting cycle in May 2024, so that financial commitments can be considered when preparing the national budget for 2025.

Immediately after the launch of the NDP III, the Somaliland Government will present these next steps in a joint session with key development partners who have a track record of supporting the GoSL in its development.

19.4 Establishment of the National Development Fund

As part of the NDP III implementation strategy the government has initiated a National Development Fund (NDF), based on transparent and accountable governance principles, to facilitate the joint financing of priority interventions. The GoSL will engage with development partners to build the NDFA into a central financing mechanism for Somaliland's long-term development. The GoSL will channel national development resources into the NDF, expecting development partners to follow suit for NDP III joint implementation.

Development financing frequently relies on intermediary institutions to administer funds and implement programs and projects, mainly outside government structures. Evidence suggests that such arrangements cannot fully support sustainable institutional capacity development, ownership, and mutual accountability between government and development partners. The GoSL is committed to increasing accountability and transparency to ensure the gradual and performance-based transferring of external development resources into the NDF, which will benefit Somaliland's public financial systems.

19.5 Monitoring, Evaluation, Accountability, and Learning

This section about monitoring and evaluation touches briefly on M&E in the context of the NDP III. It is complemented by the "NDP III MEAL supplement", which is a detailed technical manual, produced as a separate booklet, that targets all M&E staff of Somaliland's governmental institutions and development partners and projects that align their interventions with the NDP III.

The NDP III MEAL supplement is part and parcel of the National Development Plan III of Somaliland and, as such, has been approved by the highest authorities. It sets technical guidelines, norms, and procedures for monitoring, evaluation, accountability, and learning, all processes that support evidence-based decision making related to the implementation of the NDP III and thereby contributing to the national development goals set by the Somaliland people in Vision 2030.

Reduction of Outcome Indicators
The NDP II Results Based Management (RBM) framework defined 223 outcomes and 324 outcome indicators for nine sectors, or an average of ±25 indicators per sector. For most of these indicators, data were not collected for a variety of reasons. The institutional capacity to monitor the NDP II did not exist, and most government institutions were overwhelmed by the data demands put on them.

It is a lesson learned from the NDP II to be more selective in the choice of outcomes and outcome indicators for the NDP III. In addition, indicators must be measurable in the context of data collection by Somaliland's governmental institutions. The NDP III, although it comes with two additional sectors, has reduced the total number of outcomes from 223 to less than 70.

Inclusion of Operational Benchmarks per Outcome
NDP II outcomes had five-year targets, and these targets often were not clearly linked to underlying processes that could be monitored along the way. Although the NDP II's Results Framework included the priority interventions that were needed to achieve the outcome targets, these turned out to be difficult to monitor. Also, it was not clearly specified which outputs, and how many of them, would be critical to achieve the outcome targets.

If, for example, the outcome target was to raise the proportion of eligible children that attend primary school from 32

percent to 54 percent, it is important that the plan is also clear about the outputs that are needed in terms of, for example, the number of extra classrooms to be built and the number of additional teachers to be trained. This should then be costed to ensure coherence between, on the one hand, the outcome and output targets, and, on the other hand, the resources needed to achieve them.

Therefore, for each outcome, "critical outputs", each with "operational benchmarks", were formulated in special meetings with the relevant MDA to better structure the measurement of progress towards NDP III five-year outcome targets.

Main Actors for NDP III Monitoring

MoPND's Central Statistics Department has experienced staff in data collection and data handling and has for many years produced and published Somaliland's annual statistical bulletin, "Somaliland in Figures".

In this context, the following changes have been introduced for the monitoring of the NDP III:

- MoPND's Central Statistics Department – as opposed to the ministry's M&E Department – be exclusively responsible for coordinating data collection for all outcome indicators. It will also publish the outcome indicator values annually in "Somaliland in Figures", in a special NDP III section. This publication normally comes out in October following the data reference year.

- Government institutions are responsible for monitoring the operational benchmarks set for all critical outputs under their implementation and reporting responsibilities. This should be done in three-to-six-month intervals, under supervision of the director general, with the participation of all department directors whose units have oversight for reaching the benchmarks. In this context, the NDP III RBM matrix for each outcome is seen as an internal monitoring tool to support and structure internal management meetings in each MDA.

- Lastly, MoPND's M&E department is responsible for producing and disseminating the NDP III Annual Progress Report, which compiles the achievement of operational benchmarks as reported on by MDAs, including an Executive Summary section with overall conclusions and recommendations.

It is important the Annual Progress Report is published at the latest in May/June following the data reference year, so that possible adjustments can feed into the national budgeting exercise for the following year, as "Somaliland in Figures" only comes out in October with outcome-related data.

MEAL Concepts

Monitoring and Evaluation (M&E), has over the past years evolved into the MEAL approach, adding the concepts of Accountability and Learning to M&E (MEAL). This change stems from the realization that the mere collection of data does not automatically translate to learning and implementation. The NDP III MEAL supplement will therefore pay specific attention to describing how data should be used to systematically contribute to enhanced institutional accountability and learning and feed into evidence-based decision making.

Monitoring

Monitoring is the routine collection of data during implementation, analysing progress largely from a quantitative point of view. Based on this, managers can verify if the plan's objectives and targets are on-track.

Evaluation

While monitoring examines progress against the objective, evaluation is focused on understanding the causal relationship between interventions and results. This is especially important to understand when the intended results are not forthcoming and scare resources may be wasted (money, people, materials, time, etc.).

Whereas monitoring is the constant collection of data and reporting while the plan is being implemented, evaluation is done occasionally, after a certain period of implementation when it is reasonable to expect results. For a five-year plan such as the NDP III, it is normal to have a midterm review halfway through the plan period and an end of term evaluation. Evaluations are preferably done by external teams to ensure an independent and unbiased opinion.

Accountability

In public service there is a clear command chain, defining from the bottom to the top who is accountable to whom and in relation to what, determined by institutional mandates and the terms of reference of civil service functions. This accountability goes hand in hand with reporting routines in verbal or written form.

The nature of the reporting normally changes moving up the command hierarchy, including less operational detail and instead focusing more on results and the underlying reasons why these results are or are not forthcoming.

Monitoring and evaluation data needs to feed into management decisions. For the sake of accountability, it is best to present conclusions and recommendations based on summarized data and discuss major findings in senior management meetings that are routinely scheduled in a government institution, chaired by the director general or the minister.

At regular intervals a session could be dedicated to the presentation and discussion of progress towards reaching NDP III's operational benchmarks. It is the task of the director general, in coordination with the MDA's Planning and Statistical Department (PSD) director and the minister, to set the agenda for such NDP III-dedicated sessions at least every three to six months.

Learning

Learning is in principle a continuous process and can take place in any circumstance. However, it cannot be taken for granted that it will automatically take place, especially at an institutional level. Institutional learning is often a slow process, and there can be many reasons for an institutional environment to not be conducive to learning.

It is therefore important to structure the learning process and consciously build in learning moments during NDP III implementation. The NDP III Midterm Review and End of

Term Evaluation are examples of this at the highest level, but these learning moments can be organised at lower levels (MDA, regional, district, etc.) and happen more frequently. An opportune time for learning exercises would be in May-June, before the national budgeting starts but after the MDA's Annual Progress Report has been made, so that conclusions and recommendations can feed into the next national budgeting cycle.

It is important to organise meetings in an environment that is conducive to learning. Often preference is given to a venue outside of the regular working environment, although there may be additional costs attached to this. Also, whereas accountability sessions mostly take place in management meetings at various levels along the command chain, learning is best achieved in a broader (and longer) event, inviting a wide scope of actors and stakeholders. A doctor, a nurse, a community leader, a district health official, and ministry staff will all look at the same situation from different perspectives. It is the open dialogue about challenging viewpoints that brings about learning. There is a short-term cost attached to the learning process, but in the medium- to long-term, if well-executed, it may lead to substantial savings by improving the effectiveness of interventions.

Supply and Demand in the MEAL Data Chain

In the real economy, supply and demand meet each other in the marketplace, where the value of the goods and services on offer is determined, influencing both price and quality.

In a similar fashion, one can say that the supply and demand side of data meet each other in management meetings, supported by reports. Good management reports contain not only reliable data presented in an easy-to-understand way, but also conclusions and recommendations, which can shape the dialogue and in turn can lead to sound decision making and constructive adjustments.

As long there is a systemic and clear demand from leadership for quality data and reports, the quality of the data supply chain will undoubtedly improve over time. The NDP III MEAL supplement devotes a whole chapter to this demand-and-supply metaphor in the context of MEAL and how both sides need to be further developed if meaningful evidence-based decision making is to take place.

The distribution of the separately bound NDP III MEAL supplement will target the following staff in particular:
- All ministers, directors general, and department directors of Somaliland's MDAs.

- Heads and key staff of the Planning and Statistical Departments and/or M&E units in all MDAs.

- Management staff in all development partner organisations, programmes, and projects that play a role in the implementation of the NDP III.

19.6 NDP III Communication Strategy

The NDP II performance review concluded that the NDP II's communication strategy had not been effective in disseminating its core strategies and interventions and that this should be a lesson learned for the NDP III.

Until such time that the NDP III communication strategy has been developed and approved, reference is being made to section 6.7 (Communication) of the NDP II implementation chapter (pages 314-316).
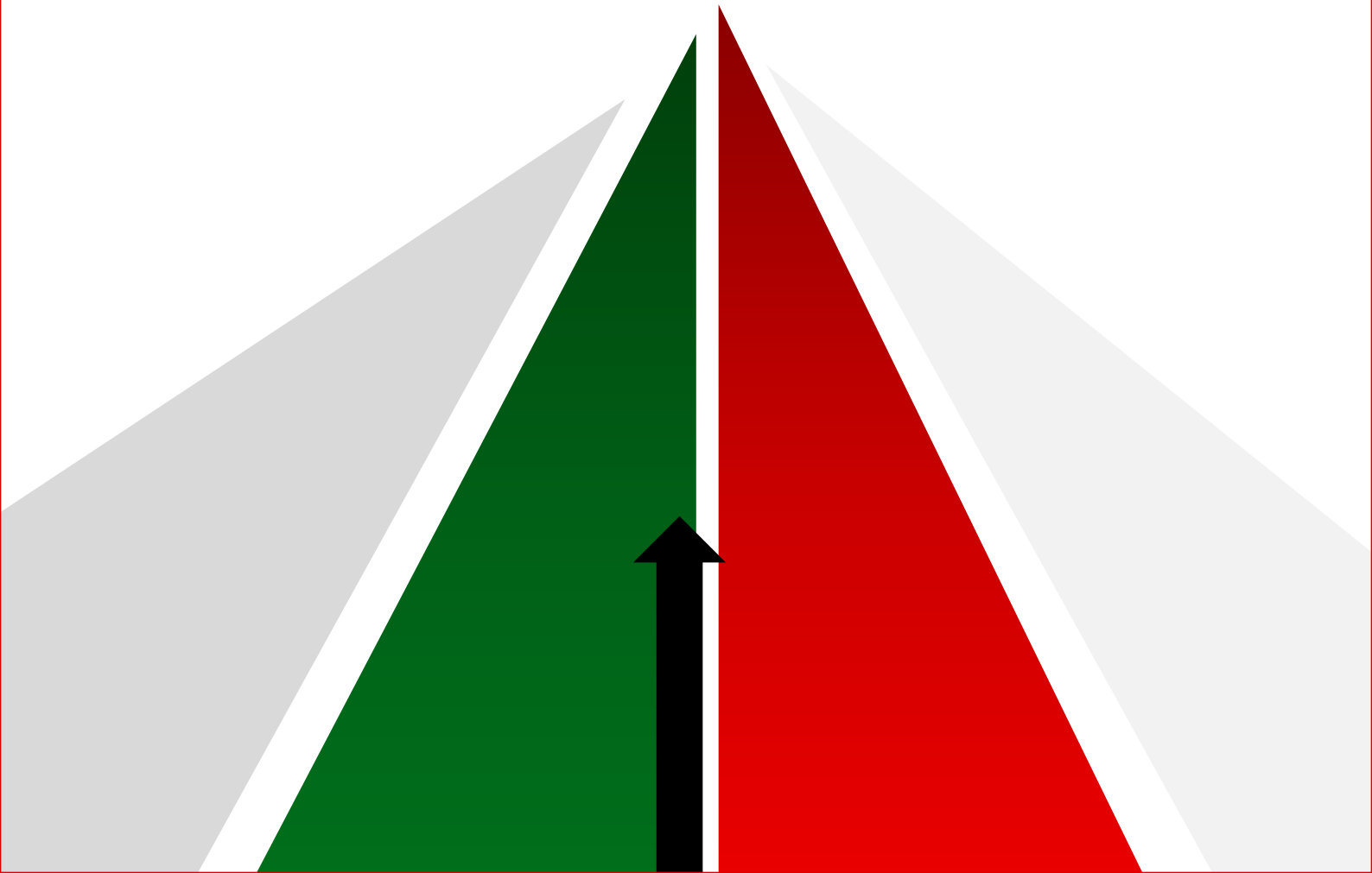
Monitoring
Evaluation
Accountability &
Learning

Ministry of Planning &
National Development
Republic of Somaliland

NATIONAL DEVELOPMENT PLAN III
MEAL Supplement

2023-2027
Ministry of Planning and National Development

This document is a supplement to the National Development Plan III of Somaliland and has been approved by the senior authorities in government. It sets technical guidelines, norms, and procedures for all processes that support evidence-based decision making related to the implementation of the NDP III, thereby contributing to the national development goals set by the Somaliland people in the Vision 2030.

This NDP III MEAL supplement is meant to be used by all staff working in M&E units in GoSL institutions and for programmes and projects that are aligned with the NDP III.

1. A QUICK INTRODUCTION TO NDP III PLANNING

This Monitoring, Evaluation, Accountability, and Learning (MEAL) supplement to Somaliland's National Development Plan III (NDP III) is designed as a stand-alone document. It targets all staff that are working in government institutions, programmes, and projects that are involved in NDP III knowledge management. This includes data collection, reporting, accountability processes, evidence-based decision making, and incorporating lessons learned. This document is a technical manual which contains detailed guidelines regarding MEAL in the context of the NDP III. The NDP III MEAL supplement is particularly relevant for:

- All ministers, directors general, and department directors of Somaliland's ministries, departments, and agencies (MDAs)

- Leadership and key staff of Planning and Statistical Departments and/or Monitoring and Evaluation (M&E) units in all MDAs

- Management staff in all development partner organisations, programmes, and projects that play a role in the implementation of the NDP III

1.1 The Planning Cycle

The planning process consists of anticipating and analysing the activities required to achieve a desired goal or target. It is a recurring process where lessons learned during the implementation plan are clearly identified, leading to recommendations and agreement on new measures to include in future strategies. The learning process must be based on reliable data, which requires monitoring and evaluation. Monitoring is the routine collection of data during implementation, reporting on how much has been done and where, who is being reached, if targets are being met, etc. Monitoring is usually quantitative in nature. For example, a monitoring report would inform the reader about how many new primary schools were built and in which districts,
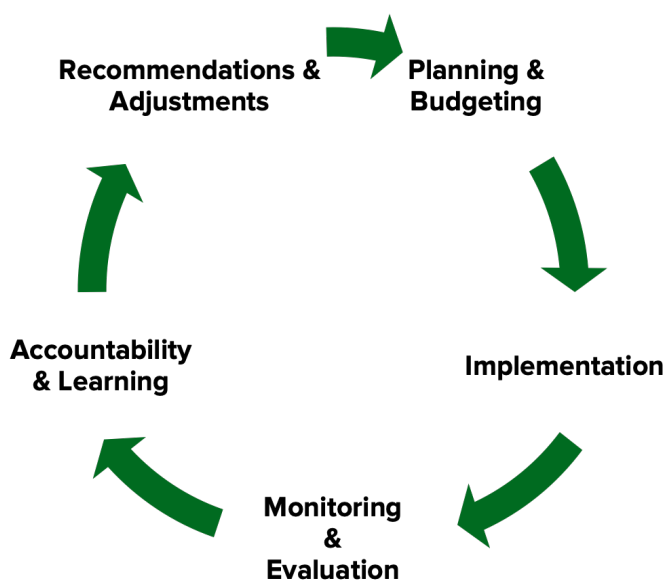
and how many more boys and girls have access to education because of the new school. Based on these figures, managers can verify if sufficient progress has been made against sector objectives and indicator targets.

However, monitoring does not always show *why* outcomes are different than expected targets – that is where evaluation comes in. Evaluation focuses on understanding the causal relationship between interventions and the results of those interventions.

This is particularly important when analysing why intended results are *not* forthcoming, especially in an effort to minimize the waste of resources (time, money, people, etc.). Whereas monitoring is the constant collection of data and reporting while the plan is being implemented, evaluation is done only after a certain period of implementation when it is reasonable to expect results.

For a five year plan such as the NDP III, it is normal to have a mid-term review and an end-of-term evaluation. Evaluations are preferably done by external teams to ensure an independent and unbiased opinion.

1.2 The Results Framework

Since the 1970s, there has been a continuous evolution of planning approaches to improve the way international development projects are measured and evaluated. The following planning approaches represent major developments in the last 50 years:

- The Logical Framework Analysis approach (LFA)

- The Results-based Management approach (RBM)

- The Theory of Change approach (TOC)

All three planning approaches seek to develop a thorough understanding of underlying problems and bottlenecks to achieve overall medium- to long-term development objectives (sometimes called project goals, such as poverty reduction or increased food security). A dialogue is required between representatives of all involved project stakeholders so that they can come to a common understanding of the situation based on a balanced analysis.

Based on this common understanding, stakeholders discuss the project goal(s), what kind of changes are needed or desired, and how the project can intervene (activities) to deliver all the products, goods, services, knowledge, skills, and attitudes (outputs) that are necessary to reach the desired changes in reality (outcomes), which in turn are needed to achieve the overall project goal(s) (impact).

Taken together, a logical framework (usually called a "logframe") or "results framework" is created to summarize the logical steps needed for achieving the project goal. Different organisations may choose to use slightly different terms and formats for their results frameworks. It is often a table with four-to-five rows and four columns, which is often called a matrix.

Recommendations & Adjustments → Planning & Budgeting → Implementation → Monitoring & Evaluation → Accountability & Learning

1.3 Instructions for Completing a Logframe Matrix

- Column A: From bottom to top, enter i) concise descriptions of the project's activities, ii) the expected outputs once these activities have been implemented, iii) the expected desired outcomes needed to reach the project foal, and iv) the overall project goal.

- Column B: From top to bottom, enter the impact, outcome, and output indicators, and their respective targets. These determine how progress is measured (indicators) and the project's ambitions (targets).

- Column C: State the source of the data for each indicator, such as which institutions are responsible for providing the data for the indicator's value. Preferably, data collection should be done by an independent institution, but this is sometimes difficult due to excessive costs.

- Column D: Enter the assumption of risks, which are external factors that cannot be directly controlled by project managers and could have an influence, whether positive or negative, on the activities, outputs, outcomes, and project goal described in column A.

Since its introduction in the 1970s, the logframe matrix has been widely used for projects. However, it is important to note that projects have a more specific focus in terms of their goals and involved stakeholders than the overall National Development Plan, which covers all of Somaliland's government institutions and development challenges from a high-level perspective.

Because of its wider scope, it is not practical to elaborate a complete logframe matrix for the NDP III. However, the NDP III planning framework is founded on the above-mentioned planning approaches and adopts and adapts some of their structural elements.

An example of a logframe matrix

	A	B	C	D
1	Overall objective/ goal	Impact indicator	Data source	Assumptions or risks
2	Outcome	Outcome indicator	Data source	Assumptions or risks
3	Output	Output indicators	Data source	Assumptions or risks
4	Activity	Activity indicators	Data source	Assumptions or risks

2. FROM NDP II TO NDP III

2.1 A Reduction of Outcome Indicators

The NDP II's Results-based Management (RBM) framework defined 223 outcomes and 324 outcome indicators, or an average of ±22 outcomes per sector. For most of these indicators, data was not collected for a variety of reasons. Most indicators were either not measurable or the institutional capacity to collect the necessary data did not exist. It is a key lesson learned from the NDP II to be more selective of the choice of indicators for the NDP III and try to align them as much as possible with existing routine data collection mechanisms. The NDP III has a total of 60 outcomes, or an average of six outcomes per sector.

2.2 A Stronger Focus on Evidence-based Decision Making

An important principle of the RBM approach is to focus on data that is necessary for evidence-based decision making. The RBM approach also emphasises that different types of managers require different types of data. In this context, the NDP III MEAL approach distinguishes between *operational* managers and *strategic* managers.

Operational managers are responsible for the implementation of interventions on the ground and are focused on immediate output targets resulting from these interventions. On the other hand, *strategic managers* are more focused on outcome targets – rather than outputs – and analyse and discuss changes in approach to better meet targets. Strategic managers should only shift their focus to outputs if outcome targets are not showing sufficient progress and they suspect this may be caused by certain output targets not being achieved.

2.3 The NDP II Results Framework

The NDP II has the following structural elements in its results framework:

- Alignment with the UN Sustainable Development Goals (SDGs)
- Outcomes, outcome indicators, and priority interventions
- Outcome baseline values (2016) and target values (2021)

Although the NDP II's results framework includes priority interventions that are needed to achieve outcome targets, these were found too difficult to monitor, partly because it was not clearly specified how these interventions were supposed to contribute to outcome targets.

To address this issue, for each outcome the NDP III identifies the two or three most important outputs, including their annual operational benchmarks. These "critical outputs" must directly address bottlenecks that otherwise would block significant progress in achieving the outcome targets. The following section shows an example from the education sector of how to define critical outputs for a given outcome target, as well as associated operational benchmarks for each year.

Figure 1: Example of the structural elements in the NDP II Results Framework

SDG4: Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all				
Outcomes	**Indicators**	**Baseline (2016)**	**Final Target (2021)**	**Priority interventions**
1. By 2021, female gross enrolment rate in primary education will increase to 52%	1.1. Female GER in Primary Education	1.1. 40%	1.1. 52%	- Infrastructure investment into new and existing education institutions with emphasis on clean water supply, latrines, green space, and disability access.
2. By 2021, female gross enrolment rate in secondary education will increase to 28%	2.1. Female GER in Secondary education	2.1. 17%	2.1. 28%	
3. By 2021, male gross enrolment rate in primary education will increase to 56%	3.1. Male GER in Primary Education	3.1. 48%	3.1. 56%	- In-service and Pre-service teacher training programs linked to competency assessment, registration, and certification.
4. By 2021, male gross enrolment rate in secondary education will increase to 34%	4.1. Male GER in Secondary education	4.1. 25%	4.1 34%	- Demand side programs which include financial and food-based incentives.
5. By 2021, 70% of primary school Grade 3 and Grade 6 students will pass minimum early grade literacy and numeracy standards	5.1. Proportion of primary students pass minimum early grade literacy and numeracy standards	5.1. G3 0% G6 0%	5.1. G3 70% G6 70%	- Annual "Go to School" campaigns and other community awareness programs for all educational levels.
6. By 2021, 50% of first grade primary school enrolments will have participated in at least 1 year of Kindergarten/Qur'anic early childhood schooling	6.1. Kindergarten/Qur'anic school participation rate	6.1. 18%	6.1. 50%	- Commitment from government to increase the education budget incrementally from 7% to 20% with increased efficiency measures.
7. By 2021, 70% of students, after 1 year of attending a government approved early childhood centre, will meet minimum age appropriate developmental milestones	7.1. Proportion of Students meeting with minimum requirements of age appropriate developmental milestones	7.1. Not available	7.1. 70%	- Development and implementation of skill and competency based TVET programs and scholarships for out of school and vulnerable youth with an emphasis on addressing labour market demands (fishing, agriculture etc.)
8. By 2021, male and female enrolment in all TVET course programs will increase to 10,000 students	8.1. Students' enrolment rate in all TVET courses programs	8.1. 1,062	8.1. 10,000	- Flexible non-formal and alternative educational programming for vulnerable population groups including women and rural.

2.4 Example Guidelines for Setting Critical Outputs for NDP III Outcomes

Outcome: By 2027, there will be an increase in access and participation in primary education.

Outcome indicator: Gross Enrolment Ratio (GER)

In the education sector, the Gross Enrolment Rate (GER) outcome indicator shows that in the 2020-2021 academic year the number of eligible students (6-13 years of age) enrolled in primary school was only 32 percent. In other words, 68 percent of all Somaliland children of primary school-age who should have been in school are **not** getting access to formal education. Every child has the right to education, so this outcome indicator can easily be justified as one of **strategic value**, as it will measure and quantify an important improvement in education and in the lives of many children in Somaliland.

As such, the Ministry of Education and Science wants to raise the GER from 32 percent (2021) to 54 percent (2027), or an increase of 22 percent over the NDP III period. The following five steps can guide the sector to determine suitable output indicators and targets for this outcome:

1. Identify the main problems that cause children to not attend primary school, as well as their underlying causes.

There may be various reasons why primary school attendance is so low. Problems could include a lack of schools or qualified teachers, cost barriers, or that parents and their children do not live in a fixed location, among others. Note that there may be different problems for different locations, for example between urban and rural areas.

2. For each main problem, make a list of interventions that are needed to address the issue.

To identify the proper interventions, it is important to examine i) the complexity of the problem, ii) the cost to provide a solution, and iii) the extent to which solving the problem leads to positive results in terms of the desired outcome. A balance needs to be found to identify the interventions that give the best "value for money and effort".

For example, enrolling more children (leading to a higher GER) can only be achieved if more schools – and extra classrooms for existing schools – are built, especially in the 662 rural settlements without education facilities. This is an important **lead intervention.** However, enrolling more pupils also requires more teachers and more textbooks. To employ more teachers a request needs to be made in advance by the Ministry of Education to the Ministry of Finance to include more funding for teachers' salaries in the next year's budget. All of these are examples of **complementary interventions** that follow from the lead intervention (building classrooms). Adjustments in the target of the lead intervention immediately leads to adjustments in the targets of the complementary interventions (fewer new classrooms mean fewer teachers and textbooks).

However, a lack of infrastructure may only be one of the main problems. Especially in the rural areas, parents may need to be convinced of the importance of primary schooling for their children. They could be convinced through an information campaign or by setting up a school meals program, especially in areas where food security is an issue. Both are examples of other lead interventions that may need their own complementary interventions.

3. From the list of lead interventions, select the 2-4 that are the most critical.

Critical interventions are lead interventions that are **absolutely essential** to reach the outcome. If these interventions are poorly implemented there will be a significant negative impact on reaching the outcome target.

In the context of this example: An important bottleneck for increasing the enrolment of children in primary school is the lack of physical infrastructure (classrooms). Classrooms are, on average, already crowded with a Pupil Class Ratio (PCR) of 50 students per class, so they likely cannot take in more students. A critical intervention, therefore, is the construction of schools and extra classrooms, particularly in the 662 rural settlements that have no education facilities.

If the construction of extra classrooms does **not** take place, achieving the outcome of increased primary school attendance will be significantly hampered or even practically impossible. Therefore, the construction of extra classrooms can be considered a **critical lead intervention**. This automatically puts the importance of all its dependant complementary interventions in the spotlight as well.

4. Formulate all critical lead interventions as critical outputs with associated operational benchmarks.

The critical intervention of "construction and expansion of primary schools" needs to be transformed into a critical output with one or more measurable annual operational benchmarks that allow operational managers to verify regular implementation progress. This means that for each operational benchmark, end-of-year targets need to be set.

- The critical output could be formulated as "newly constructed, rehabilitated, or extended primary schools".
- Operational benchmarks for this critical output could include:
  - The number of newly constructed primary schools
  - The number existing primary schools that have been extended or rehabilitated.
  - The number of additional classrooms that are available in primary schools.

As there is a policy to measure progress separately in the urban and rural areas, it is possible to create two sub-indicators, adding in "rural primary schools" or "urban primary schools" to the operational benchmark description.

5. Setting ambitious but realistic targets at outcome and associated critical output level.

After defining a set of critical outputs and their operational benchmarks, it is important to reflect on the institution's capacity to achieve them. If the goal is to raise the GER from 32 percent to 54 percent by 2027 (the outcome target), this means that an additional 185,000 students need to be enrolled, or ±37,000 per year.

Question if the outcome target poses a realistic challenge, solely from the point of view of increasing enrolment.

In addition, following our example, at the critical output level this also means that:
- An estimated 2,310 classrooms need to be made available
- Extra teachers need to be recruited to teach an additional 4,620 classes (complementary intervention)
- Extra schoolbooks need to be procured and distributed (complementary intervention)

There may be other critical outputs which are essential to making this significant increase in enrolment a realist target, such as intensifying school meal programmes in rural areas.

Again, it is important to question if all critical outputs and associated operational benchmarks are realistic challenges.

If any of the critical outputs and operational benchmarks are not achievable, the outcome target needs to be reduced. Ambitious targets are good, but they also need to be realistically achievable. Setting impossible targets leads to frustration and can also result in a waste of resources, such as empty classrooms or students without textbooks. This entire process is detailed in Figure 2. Once this exercise is complete, all elements are brought together in the NDP III Results Framework (or RBM matrix) shown in Figure 3, which consists of an output and outcome section.

Figure 2: Example from education - critical outputs for the achievement of outcome targets

OUTCOME EDU - 1: By 2027, there will be a significant increase in enrolment in Primary Education.

Baseline (2021)	TARGET (2027)
GER = 32%	GER = 54%

Critical Output 1.1: **Extra classrooms**

Critical Output 1.2: **Food-based incentive programs**

Critical Output 1.3: **"Go-to-School" awareness**
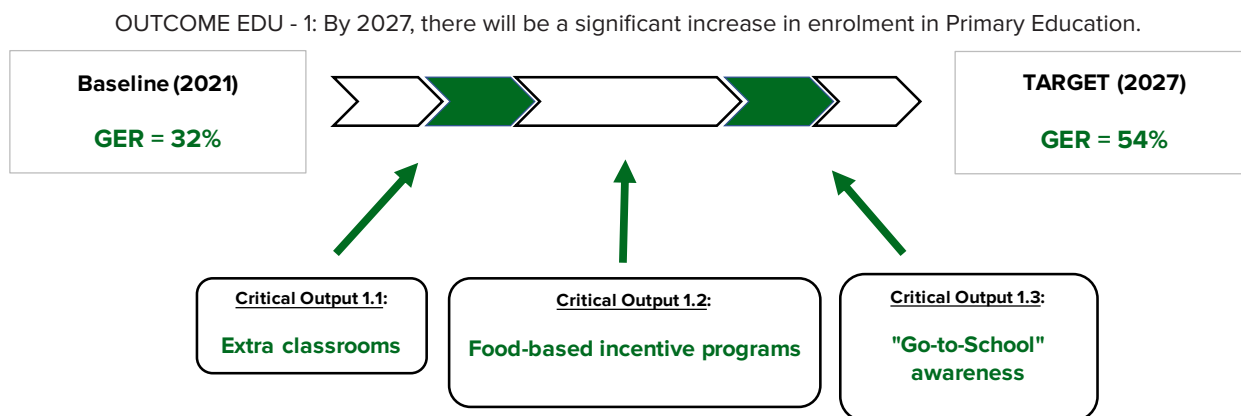
Figure 3: Example of the structural elements in the NDP III Results Framework

EDUCATION SECTOR

OUTCOME	OUTCOME indicators					Baseline (2020/21)	Target (2025/26)
EDU - 1: By 2027, there will be a significant increase in enrolment in Primary Education.	EDU - 1.A: Gross Enrolment Rate in primary education					32%	54%
	EDU - 1.A1: Gross Enrolment Rate for boys in primary education					36%	56%
	EDU - 1.A2: Gross Enrolment Rate for girls in primary education					29%	52%

Critical OUTPUTS	Operational benchmarks	Type of target	2023	2024	2025	2026	2027	MDA
EDU - 1.1: Newly constructed or rehabilitated primary schools and additional classrooms.	EDU - 1.1.a: Number of additional classrooms available in urban primary schools	Accumulative Total	300	600	900	950	950	MoES
	EDU - 1.1.b: Number of additional classrooms available in rural primary schools	Accumulative Total	400	800	1,200	1,400	1,600	MoES
EDU - 1.2: Programs with food-based incentives in place in 40% of primary schools	EDU - 1.2.a: Number of primary schools with food based incentives covering at least 6 months of the school-year.	Annual Total	374	374	374	374	374	MoES
EDU - 1.3: Annual Go-To-School campaigns and awareness programs in 60% of Educational Clusters.	EDU - 1.3.a: Percentage of educational clusters covered by "Go-To-School" campaigns and other awareness programs.	Annual Total	30%	30%	30%	30%	30%	MoES

Description of the link between critical outputs, critical output targets and outcome:

OUTPUT EDU - 1.1: An important bottleneck for increasing the enrolment of children in primary school is the lack of physical infrastructure (classrooms). A priority intervention is therefore the construction of schools, particularly by targeting the 662 rural settlements that have no education facility at all. Classrooms are on average already crowded with a Pupil Class Ratio (PCR) of 50 students per class so cannot be expected to absorb new students. An increase of the GER from 32% to 54% would mean an extra 255.000 pupils (22% of the estimated primary school age population in 2027), and therefore a total of 2.550 extra classrooms if keeping the same PCR and assuming that a classroom is used for 2 groups of students every day.

OUTPUT EDU - 1.2: Out of a total of 936 government owned primary schools 40 % (374 schools) are estimated to be in a high food security risk area and will be targeted for food-based incentive programs. School selection is based on parameters like i) food security, 2) child nutrition status, 3) drought risk, etc.

OUTPUT EDU - 1.3: Annual "Go-To-School" campaigns will be held with a focus on places where extra schoolrooms are expected to become available before the start of the academic year, and food-based programs are prioritized. In the rural areas, Educational Cluster Coordinators will be involved in these awareness campaigns. In the baseline year 2021 there were a total of 154 educational clusters in Somaliland, covering 10 rural settlements each.

The **outcome** section contains:
1. The outcome, which describes the direction of the desired change.
2. The outcome indicator, including relevant sub-indicators to make policy distinctions (urban vs. rural, men vs. women, etc.).
3. The baseline value of the outcome indicator, which describes the situation before the start of NDP III period.
4. The target value of the outcome indicator, which describes the intended results at the end of the NDP III period.

The **critical output** section contains:
5. The critical outputs that are essential to achieve the outcome.
6. The operational benchmarks that measure progress in achieving each critical output.
7. The annual targets for operational benchmarks for the entire NDP III period (2023 -2027). Here, the baseline values are not considered relevant, as it is the annual benchmark targets that will lead to the outcome target.

8. The government institution (MDA) that is responsible to produce the critical outputs and provide the data to verify progress.
9. The logic that underpins the link between outcome targets and operational benchmarks.

Note that, as in the NDP II, all outcomes are aligned with the UN SDGs. The link between outcome and SDG is systematically included for each sector in the "cost estimate per outcome and MDA" table at the end of each sector chapter in the main NDP III document.

3. MONITORING THE NDP III

3.1 Data Supply and Demand Principles

The mechanism of supply and demand and how it affects the value of goods and services is well known in the marketplace. For the MEAL system to work, it is also crucial that there is a good balance between the supply and demand sides of data and management information.

If monitoring data is collected but managers show insufficient interest or do not appreciate its value for decision making, is a high supply of data but weak demand. Consequently, the quality of the data supply-chain will suffer. As in the marketplace, it is important that there is transparency, predictability, and stability in data demand and supply.

As supply normally follows demand, it is important to first and foremost stabilize the demand side of management information. This is done by defining who is demanding what data, and when and how often it is needed. Once this is clearly defined and institutional routines are established, the data collection supply chain will be able to organise itself and create the capacity needed to satisfy demand.

It is acknowledged that NDP III related data collection and reporting is only part of the data that managers need to effectively manage their institution. Therefore, NDP III monitoring obligations, whenever possible, are kept to a minimum.

3.2 Technical Aspects of Monitoring NDP III Progress

How to Assess Critical Outputs and Operational Benchmarks

There is a distinction between monitoring the NDP III's critical outputs and operational benchmarks, which is more important for *operational managers*, and monitoring progress towards the five year sector outcome targets, which is more important for *strategic managers*.

It is beyond the purpose of this MEAL supplement to explain in detail each sector's data collection chain, from the field level to central level professional statistics department (PSD), as this differs greatly from sector to sector. It is therefore assumed that each MDA will take action to improve their internal data collection chain in such a way that they can satisfy the minimum requirements put forward in this MEAL supplement regarding NDP III monitoring. Therefore, this MEAL supplement assumes that MDA data collection chains are sufficiently functional so that relevant data will be available at the PSD level.

It is strongly recommended that the senior management of each MDA discusses NDP III progress in relation to the critical outputs and the associated operational benchmarks for which they are responsible **every three to six months**. This is best done through an operational progress report prepared by PSD staff, under the guidance of the director general. There are two different types of operational benchmarks:

- Most operational benchmarks attempt to indicate important steps through established milestones. The RBM matrix uses only three simple categories that roughly measure progress by indicating if it is pending (marked with "- -"), in progress, or completed. This can often easily be answered through institutional memory and does not require systematic data collection.

- However, there are also operational benchmarks with numerical targets, showing for each year how many outputs need to be achieved, such as how many schools need to be built.

The following example shows the difference between the types of operational benchmarks.

Critical outputs	Operational benchmarks	Type of target	NDP III period					MDA resp.
			2023	2024	2025	2026	2027	
CCT-DAC - 3.1: Small grants disbursed for small-scale (particularly women-owned) businesses.	CCT-DAC - 3.1.a: Guidelines and criteria for the acquisition of small grants are developed and approved.	Milestone	In progress	Completed				NDRA
	CCT-DAC - 3.1.b: Number of requests for small grants by people from displacement-affected communities that have been received by NDRA.	Accumulated total		130	300	530	700	NDRA
	CCT-DAC - 3.1.c: Proportion of small grant proposals that have been awarded by NDRA and disbursed to people from displacement-affected communities.	Accumulated total			20%	30%	40%	NDRA

Example of the Different Types of Operational Benchmarks

In the following example, the critical output CCT-DAC – 3.1 is broken down into three different operational benchmarks.

1. The first operational benchmark (CCT-DAC – 3.1.a) represents a process of developing and approving guidelines and criteria for awarding small grants. This is obviously an important step before starting to process grant requests. As shown in the table, the benchmarks indicate that this should start in 2023 and be completed by 2024.

2. The second operational benchmark (CCT-DAC – 3.1.b) shows the number of grant applications that are expected to be submitted by people living in displacement affected communities (DACs). This reflects the expected impact of this intervention, which depends on, among other variables, how thoroughly the National Displacement and Refugee Agency (NDRA) informed eligible recipients about the availability of the grants and how aligned the grants are to people's needs and expectations. These are **numerical** targets for each year. Note that these are **accumulated totals** showing what NDRA expects to achieve until the end of each year, **including all the accumulated achievements of the previous years.**

If targets are not met in previous years, it will increase the amount of work to reach future targets. For example, if only 110 instead of 130 grant applications have been processed in 2024, then it means that the target for 2025 is not 170 grant applications but 190. Sometimes it makes more sense to have **annual** totals. In this case, targets that are not met in a previous year do not increase the burden to meet future targets.

3. The third operational benchmark (CCT-DAC – 3.1.c) in this example is also numerical, but shows percentages, estimating the proportion of people who requested a grant that actually received a grant. This is linked to people's capability to successfully apply for a grant. Factors that impact this benchmark include the complexity of the application process and the criteria for approving a grant.

This is also an **accumulated total**, meaning that at the end of the NDP III a total of 280 (40% x 700) applicants must have received a grant (not just 40% of the 170 people that are expected to apply in 2027). This puts extra pressure on the NDRA to continuously improve their performance by adapting the application process.

For supervisors who are directly responsible for the implementation of activities that will lead to achieving operational benchmarks, it is important to understand the progress in every operational benchmark. However, senior managers like directors general and ministers may prefer a more general picture, based on a summarized overview of progress in achieving a set of operational benchmarks.

The following example shows how to summarize benchmark achievements that contribute to the same outcome. When reporting, it is also important to describe unusual situations that affected performance during implementation in a short paragraph for each outcome.

Outcome: **ECO - 1: By 2027, Somaliland will achieve inclusive and sustainable economic growth through sound macroeconomic frameworks and policies.**

Reporting year 2024		(a)	(b)	(c)	(d)
		As planned in RBM matrix		As reported	
	Milestone category	Frequency	Score	Frequency	Score
1 - Qualitative operational benchmarks measured in milestones	Completed	4	400%	6	600%
	In progress	3	75%	5	125%
	Pending	5	0%	1	0%
	TOTAL	12	475%	12	725%	153%

NOTE: Overall performance is equal to "Total reported score" divided by "Total planned score" times 100%, which is 725% / 475% = 153%

Outcome: **ECO - 6: By 2027, Somaliland will have adopted Investment and industrial development regimes to promote sustainable development.**

Reporting year 2024		(a)	(b)	(c)
	Benchmark description	Planned amount	Reported amount	Benchmark score
2 - Quantitative operational benchmarks measured in numbers	ECO - 6.1.a: Number of regions with a One-stop shop established and operational.	1	2	200%
	ECO - 6.1.c: Total number of newly registered businesses with assistance from the one-stop shop.	20	16	80%

NOTE: An individual benchmark score is equal to (reported amount) divided by (planned amount) times 100%.

Summarizing Performance for Completing Benchmarks

There are two components to summarizing the performance of operational benchmarks that fit under the same outcome, depending on the type of benchmark target:

1. Summarising the overall performance of a series of operational benchmarks that were defined by **milestones.**

2. Presenting the implementation rate of a series of operational benchmarks that have numerical targets, i.e., **accumulated or annual totals.**

The above table shows how the overall performance of a series of benchmarks with annual milestones is determined (example for Outcome ECO – 1 in reporting year 2024, see annex).

1. The first step is to copy the outcome from the RBM matrix.

2. The second step is to verify, in the 2024 column of the outcome's RBM matrix, the total number of operational benchmarks that were expected to be either completed, in progress, or pending (indicated by "- -"). The totals are then entered in column (a) for each of the milestone categories (see below).

3. Each milestone category is assigned a scoring percentage:

- Each benchmark that is expected to be completed is assigned 100%

- Each benchmark that is expected to be in progress is assigned 25%

- Each benchmark that is expected to be pending ("- -") is assigned 0%

After determining the total scores for each benchmark's milestone category, they are summed up, as shown in column (b): **475%.**

4. The fourth step is to check the real situation and register the total number of operational benchmarks that have actually reached completion, are in progress, or are pending at the end of 2024. This is entered in column (c).

5. Again, the same scoring percentages are used for each of the milestone categories. These are summed up for each milestone category and entered in column (d): **725%.**

6. The last step is to determine the "Overall Performance Score", which is equal to the "total reported score" DIVIDED BY the "total planned score" TIMES 100%, which is 725% DIVIDED BY 475% " TIMES 100% = 153%.

As the Overall Performance Score is higher than 100%, implementation is going faster than expected in the plan.

It is important to note that this is a rough method of estimating the Overall Performance Score because the size and complexity of achieving each operational benchmark can be very different. However, this method gives a general overview if things are more or less on track.

A different and simpler method used to present the completion of quantitative (numerical) benchmarks is shown in the table above (example ECO – 6):

1. The number of units planned for each operational benchmark are entered in column (a).

2. The number of units that are reported to be accomplished at the end of the reporting year are entered in column (b)

3. For each operational benchmark the performance is calculated separately, as follows: (reported amount) DIVIDED BY (planned amount) TIMES 100%.

3.3 How to Assess Sector Outcome Indicators

In contrast to operational benchmark monitoring, the collection of data for sector outcome indicators only occurs once every year. This process runs parallel to the production of the annual operational progress report by compiling four quarterly progress reports, as described in the following section. There are important differences between reporting on operational benchmarks and reporting on outcome indicator targets:

- Monitoring of operational benchmarks is a relatively simple process. In contrast, most outcome indicators have quantitative (numerical) targets and often rely on a fairly complex data collection systems, involving many implementation units (like schools, health posts, etc.) at various institutional levels. For example, to measure the primary school GER, MoES needs to collect enrolment data from all primary schools in Somaliland.

- Many outcome indicator values are recognized as important national statistics and therefore need to be submitted to MoPND's Central Statistical Department for quality control, as they, once officially published, will be important national and international reference points. This is not the case with operational benchmarks.

A. Projected outcome indicator targets in NDPIII RBM matrix

		(a)	(b)	(c)
NDP Outcome	**NDP Outcome Indicator**	**Unit**	**2021**	**2027**
ECO - 1: By 2027, Somaliland will achieve inclusive and sustainable economic growth through sound macroeconomic frameworks and policies.	ECO - 1.A: Gross Domestic Product per capita (at current prices).	USD	775	1,160
	ECO - 1.B: Proportional share of tax revenue in GDP.	%	9.5%	15%
	ECO - 1.C: Annual inflation in Somaliland stays within its target margin during the NDP III period.	%	5.6%	<10,0%

B. Real progress towards NDPIII outcome indicator targets

(k)		(l)	(m)	(n)	(o)
Reporting year		Progress towards 5-year Outcome Target			
2024		**Years since BASELINE**	**Expected progress**	**Actual progress**	**% achieved**
REAL VALUE	Proportion of the 5-year targeted increase that has been achieved				
920		3	192.50	145.00	75.3%
14.0%		3	2.75%	4.50%	163.64%
7.0%		3	<10,0%	7.0%	YES

Reporting on Progress Towards Outcome Indicator Targets

This table takes the indicators for Outcome ECO – 1 as an example of how progress should be reported on outcome targets at the end of any given year in the NDP III period. This table has two sections:

- Section A is simply an exact copy of the relevant outcome information in the RBM matrix. This serves only as a point of reference to understand the calculations.

- Section B shows the actual calculations to arrive at the "proportion of the 5-year targeted increase that has been achieved". The mathematics behind this are explained below.

Attention: This is **not** the proportion of the target value, but it is the proportion of the **increase** needed on top of the baseline value to arrive at the target value (target value MINUS baseline value). The numbers in both sections of the table for indicator ECO – 1.A are detailed below:

Table A: Outcome indicator baseline and target values copied from the RBM matrix
- Column (a) shows the unit of measurement

- Column (b) shows the baseline value in 2021 (775 USD GDP per capita, for indicator ECO – 1.A)

- Column (c) shows the target value in 2027 (1,160 USD GDP per capita)

- Therefore, the total increase expected during the NDP III period is the target value MINUS baseline value, or 1,160 USD MINUS 775 USD = 385 USD per capita.

Table B: Real progress as recorded at the end of the reporting year (2024)
- Column (k) shows the reporting year (2024) and the real value as recorded at the end of the reporting year, which for this example is a GDP value of 920 USD per capita.

- Column (l) shows the difference between the reporting year (2024) and the baseline value year (2021), so 3 years. Note that in this case the total period between the baseline year (2021) and target value year (2027) is six years.

- Column (m) shows that it is reasonable to expect that 50% of the target increase will have been reached, because 50% of the time has passed between the baseline year and target year (three out of six years).

This would be 385 USD TIMES 50% = 192.50 USD per capita. **This is the expected progress.**

- Column (n) shows the real progress made during the three years that passed since the baseline year, so 920 USD MINUS 775 USD = 145 USD. T**his the real progress.**

- Finally, column (o) shows the proportion of the targeted increase that was achieved. This is equal to (real progress) DIVIDED BY (expected progress) TIMES 100%. So, for this example, 145 USD per capita DIVIDED by 192.50 USD per capita TIMES 100% = 75.3%.

Conclusion: Although progress has been made, it is less than expected, as the "% of the targeted increase" is less than 100%.

Regarding **Indicator ECO – 1.B** we can now quickly observe the following:

- The total targeted increase is equal to the target value in column (c) MINUS the baseline value in column (b), or 15% MINUS 9.5% = 5.5%.

- The **real progress** is the real value in column (k) MINUS the baseline value in column (b), which is 14% MINUS 9.5% = 4.5%.

- The **expected progress** is 50% TIMES 5.5% = 2,75% (column m) as only three out of six years have passed since the baseline value was recorded.

- Finally, column (o) shows the proportion of the targeted increase that was achieved. This is equal to (real progress) DIVIDED BY (expected progress) TIMES 100%. So, for this example, this is 4.5% DIVIDED BY 2,75% TIMES 100% = 163.64%.

Conclusion: Because this is higher than 100%, progress is faster than anticipated.

Regarding **Indicator ECO – 1.C** we can observe the following:

- This is an entirely different case. The numbers in Table A should not be interpreted as if the government wants to increase annual inflation from 5.6% (the baseline value in 2021) to 10% (the target value in 2027). Inflation is not a good thing, and all governments want to keep it as low as possible.

- The target of the Central Bank of Somaliland is to keep annual inflation below 10% and preferably much lower. However, there are many external factors that influence inflation.

- MoPND's CSD collects consumer prices and calculates the inflation figures in Somaliland. This is an indicator which only has two possible answers, in this case the answer "yes" or "no" (this is called a Boolean indicator).

- If inflation is less than 10% the correct answer is "Yes, inflation is within its target margin of less than 10%." This is the case in the baseline year when annual inflation was at 5.6%. However, if annual inflation is higher than 10% the correct answer is "No, inflation is not within its target margin of less than 10%."

- In the example above, the real value registered for 2024 is 7% annual inflation. This is less than 10%, so it is within the margin set by the Central Bank, and the

correct answer is therefore "Yes, inflation is within its target margin of less than 10%."

So, although the example given for the first two indicators is useful for the vast majority of NDP III quantitative (numeric) outcome indicator targets, the example of the third indicator shows there may be exceptions and common sense should prevail to identify those exceptional cases.

Outcome Indicators Using Somaliland Population Data

There are many outcome indicators that require Somaliland population data of a specific age group in the way they are expressed, for example:

- The proportion of citizens, 16 years or older, that have a national ID card.

- The Gross Enrolment Ratio in primary education, or the proportion of all Somaliland children of primary school age (6-13 years old), who are enrolled in primary education.

- The prevalence of stunting in children under 5 years of age, or the proportion of all Somaliland children who are zero to four years old who show clear characteristics of stunting as diagnosed in health facilities.

It is important that a common reference point is being utilized and that from year to year the estimated population growth is calculated correctly for population-based indicators.

A Population Reference Table is included in Annex 5, which is based on PESS-2014 population figures for ages zero to 75 years old and includes projections for each year of the NDP III period based on an estimated population growth of 2.93% per year. This Population Reference Table has been approved by MoPND's Central Statistical Department.

This also includes a separate table with population-based NDP III outcome indicators and the projected size of associated age groups for each year of the NDP III period. This has been included to provide a common reference point and avoid miscalculations.

3.4 Annual reporting

Operational Progress Reports
Reporting on operational benchmarks is done through 3-6 monthly Operational Progress Reports. The minimum requirements for these reports are:

- An overview of critical outputs and operational benchmarks under the MDA's responsibility, as presented in the relevant NDP III RBM matrices.

- Progress achieved in the previous 3-6 months for each of the operational benchmarks associated with critical outputs under the MDA's responsibility.

- Problems that may affect the achievement of the benchmark targets and proposed measures to counter such operational problems.

- General conclusions and a summary of recommended actions, including the entity that will be responsible and the completion deadline.
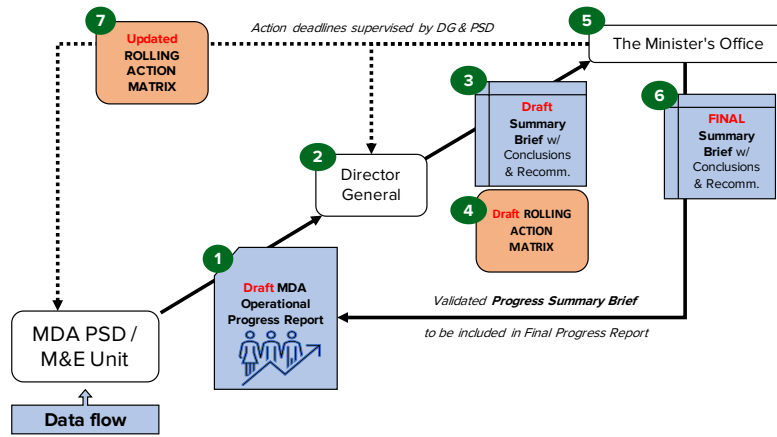
The evidence-based conclusions and recommendations, formulated by the director general with support from the PSD, are a critical part of Progress Reports. This will help in focusing the discussion, facilitating decision making, and formulating action points during the management meeting.

Depending on the dynamics in top management in each MDA, the following 7 steps in information management are suggested, as shown in Figure 4.

1. The head of the PSD, together with their staff, must ensure that the data supply chain produces a draft Operational Progress Report in a timely manner, which is presented to the director general and contains the elements previously mentioned.

2. The director general, the head of the PSD, and any other relevant staff will then have a meeting to discuss and (re-)formulate all conclusions and recommendations contained in the draft progress report. In the context of their institutional function, the DG is ultimately responsible for data verification to ensure that all conclusions and recommendations are evidence-based.

3. After this meeting with the DG, a concise Progress Summary Brief is prepared for validation by the minister or agency director. The Progress Summary Brief contains the most important data and the final draft of the conclusions and recommendations of the Progress Report.

4. At the same time, the PSD and DG prepare a draft Rolling Action Matrix (RAM), which serves to register recommended actions to be taken based on the Progress Report. The term "rolling" means that new recommended actions will be added continuously at the bottom of the list and only fully implemented actions can be taken off the list. The Rolling Action Matrix is a simple table with seven columns (see Figure 5).

5. The minister or agency director will then be asked to call a special NDP III management meeting where the Progress Summary Brief and the Rolling Action Matrix are discussed, possibly revised, and validated.

6. The validated Progress Summary Brief will be added to the Progress Report and can now be shared with external partners.

7. However, the Rolling Action Matrix is considered an internal management instrument, and future senior management meetings should start with verifying the status of the agreed upon actions, ensuring that deadlines are met and adding any new actions.

Critical outputs and their associated operational benchmarks are always assigned to specific MDAs (see final column in the RBM matrices). The responsibility for reporting on them is therefore also assigned to that MDA.

Each year, the PSD in any given MDA must compile the 3-6 monthly validated Progress Reports into a single institutional Annual Operational Progress Report. In principle, these reports do **not** include sector outcome related data.

The validated Annual Operational Progress Reports are shared by each MDA with the MoPND's M&E department, which should receive in total 50-60 reports. It is expected that most of these reports will be between 3-5 pages in length.

Figure 5: Example of a Rolling Action Matrix to monitor "Action to be taken"

No.	Date	Action to be taken	Responsibility	Deadline date	Status	Observations

Figure 6: Producing the NDP III Annual Progress Report
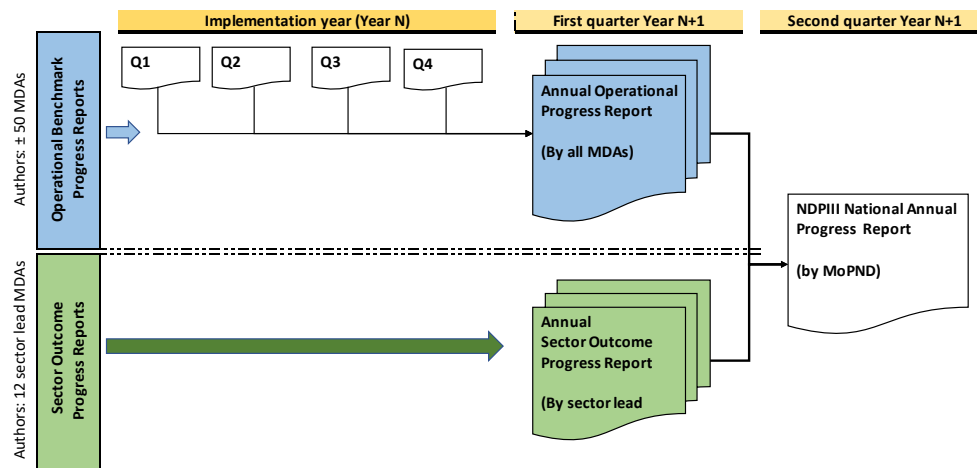
Sector Outcome Progress Reports

In contrast to operational benchmarks, which are assigned to MDAs, outcomes and outcome targets are assigned to sectors. In sectors with more than one MDA it is not always clear who is responsible for outcome data collection and reporting.

Therefore, MoPND assigned a **lead MDA** for each sector, which will be responsible for reporting to the Central Statistics Department (CSD) on outcome indicator values and supporting data. The CSD has quarterly meetings with relevant PSDs in the existing Statistical Working Group, where the harmonisation of this process will be discussed.

The following list shows the lead MDA in their sector for the purpose of collecting data on NDP III outcome indicators and submitting them to MoPND's CSD:
- Economic Sector: MoTT
- Energy and Extractive Sector: MoEM
- Production Sector: MoLFD
- Infrastructure Sector: MoTRD
- Governance Sector: MoI
- Education Sector: MoES
- Health Sector: MoHD
- Social Protection Sector: MESAF
- Judciary Sector: SCS
- Cross-cutting Themes: MESAF

Sector lead MDAs should coordinate sector data collection using the following process:
- Some sector outcomes clearly align with the institutional mandate of another MDA in the sector, so the lead MDA can assign data collection for that outcome to the relevant MDA and only needs to provide oversight to ensure that the responsible MDA collects the relevant data for that outcome.
- In other cases, the lead MDA will have to collect the data themselves as there is no alternative MDA in the sector who can be expected to do so.
- All outcome data will be gathered by the lead MDA and presented in a separate Annual Sector Outcome Progress Report for the whole sector.

The Annual Sector Outcome Progress Report is submitted by the sector lead MDA to MoPND's Central Statistical Department, who will receive a total of 12 reports (1 per sector). It is expected that most of these reports will be no more than 5-10 pages.

The NDPIII National Annual Progress Report

Every year, the available data from the Annual Operational Progress Reports, prepared by all MDAs, and the Annual Sector Outcome Progress Reports, prepared by sector lead MDAs, will be merged into a single document, the NDP III National Annual Progress Report.

Every year, MoPND's M&E Department must integrate the 12 Sector Outcome Progress Reports with the 50-60 Operational Progress Reports, combining them into a single NDP III National Annual Progress Report. This is a significant task for the involved staff and MoPND should consider mobilizing additional resources for the M&E department for a 2-3-week period once the majority of Progress Reports have been made available. The NDP III National Annual Progress Report is the most important report each year for promoting accountability and learning at various levels (Sector Coordination Forums, the National Planning Commission, the High-level Development Coordination Forum, etc.). The Annual Progress Report is the cornerstone for maintaining a fruitful dialogue with development partners and boosting the NDP III's Resource Mobilization Strategy. Figure 6 illustrates the annual reporting process.

The compiled NDP III National Annual Progress Report includes the following sections:
- An executive summary, including the most important conclusions and recommendations from the sector chapters.
- For each sector, the end-of-year real values of sector outcome indicators and the degree to which NDP III outcome targets have been reached.
- Under each of the outcomes, an overview of operational benchmarks that have been completed, and how many are expected to be completed. This includes a short analysis of how operational benchmark completion has been affected, positively or negatively, against outcome levels.

- The extent to which other internal or external factors have affected the outcome levels and the completion of certain benchmarks.

- Conclusions and recommendations for major adjustments needed to keep the NDP III on track.

3.5 Dissemination and Publication of Progress Reports

The Operational Progress Reports (by MDAs)

Once the Quarterly and Annual Operational Progress Reports have been analysed, discussed, possibly adjusted, and validated, they can shared with external partners either as a digital copy or hard copy.

The following is recommended for MDA-validated Operational Progress Reports:

1. All MDAs prepare their 3-6 monthly Operational Progress Report, as previously explained. The report is validated by each MDA in a special senior management meeting.

2. All MDAs share their report with the chair and co-chair of the associated Sector Coordination Forum (SCF), who will put a discussion of the MDA reports on the agenda of the next SCF meeting. In principle, the MDA quarterly reports are always distributed by email to all SCF members.

3. If important issues are identified in the SCF meetings that need to be brought to the attention of the relevant MDA, the SCF chair and co-chair can issue an official SCF memo to the relevant minister or agency director.

The National Annual Progress Report (by MoPND)

The following entities are targeted in the process of validating and disseminating the NDP III National Annual Progress Report:

- Sector Coordination Forums
- The Intersectoral Coordination Forum

- The National Planning Commission
- The Cabinet
- The President's Office

It may also be desirable, once validated by the National Planning Commission, to share evidence-based information with engaged development partners as part of the NDP III's Resource Mobilization Strategy, so this can be discussed in the High-level Development Coordination Forum or other assemblies.

The information management steps suggested for the NDP III Annual Progress Report involve different authorities, as depicted in Figure 8 and explained below:

1. All MDAs in each sector submit their Annual Operational Progress Report to MoPND's M&E department in a timely manner, according to predetermined deadlines. Simultaneously, each sector lead MDA submits its Sector Outcome Progress Report to MoPND's CSD.

2. The CSD and the M&E department will conduct a quick quality-check on the Progress Reports, based on the following criteria:

   - Checking for all relevant data according to the guidelines

   - Checking the report contains credible data presented in a user-friendly format

   - Checking data tables for any errors in calculated values

   - Ensuring that data tables are accompanied by text that contextualizes the data

   - Confirming the report contains a Summary Brief with clear data-based conclusions and recommendations

3. The CSD will formally validate all outcome indicator values so that the M&E department can include them in the NDP III National Annual Progress Report.

4. MoPND's M&E department will then compile the NDP III National Annual Progress Report, which is organised by sector chapters and also contains an overall executive summary and a section on conclusions and recommendations.

Figure 7: Dissemination of Operational Progress Reports to the SCFs
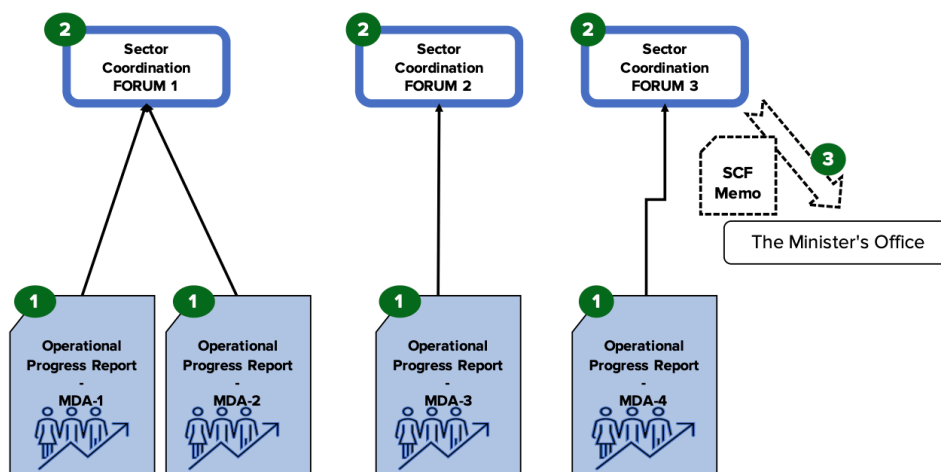
Figure 8: Dissemination of the Annual National Progress Report
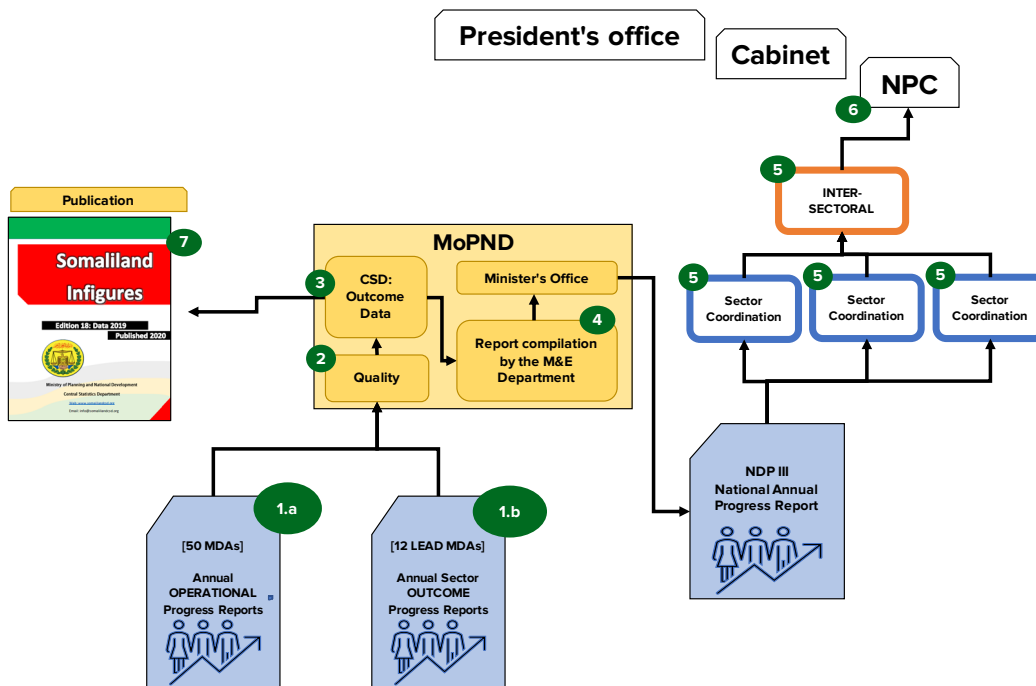
5. The NDPIII National Annual Progress Report is shared with SCF chairs and co-chairs, who and then share the report with the Intersectoral Coordination Forum (ISCF).

6. The National Planning Commission, chaired by MoPND, will organise a special session to validate the NDP III National Annual Progress Report, addressing comments and observations before official distribution.

7. The CSD will publish the validated outcome indicator values in a NDP III section (or in a special edition) of the Somaliland-in-Figures publication later in the year.

3.6 Reporting Calendar

Figure 9 shows the reporting calendar for the three types of reports and the institutions that are responsible.

- Operational Progress Reports (four quarterly and one annual)
- Sector Outcome Progress Report (1)
- National Progress Report (1)

3.7 Reporting Language

Progress Reports that are elaborated by the MDAs at central level should be written in English. This makes it easier to share these reports with non-Somali speaking development partners. However, these reports in English will include an executive summary in Somali.

Figure 9: Reporting calendar for Operational, Sector Outcome, and National Progress Reports

Type of report	Action	"YEAR N" (This is the implementation year)												"YEAR N+1"							By whom?
		J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	
Quarterly Operational Progress Reports	Submission to DG	31			30			31			31										All PSDs of all MDAs
	MDA internal validation		15			15			15			15									
	Sharing with SCF-chairs		20			20			20			20									
	Compilation for the whole year														28						
Sector Outcome Progress Report	Data collection Outcome targets														28						PSDs of sector lead MDAs
	Submission to DG														15						
	Analysis and validation w/SCF														31						
	Sharing with MoPND/CSD														05						
Annual Operational Progress Report	Compilation of Annual Report															10					PSDs of sector lead MDAs
	Submission to DG															15					
	MDA internal validation															30					
	Sharing with MoPND/M&E																15				
	Sharing with MoPND/CSD																15				
	Sharing with relevant SCF chair																15				
National Progress Report	Compilation of all MDA reports																	15			MoPND (M&E dept. and CSD)
	Outcome data check by CSD																	30			
	Submission to DG of MoPND																		10		
	Analysis and validation NPC																		25		
	Report dissemination																			31	

4. EVALUATION OF THE NDP III

4.1 Midterm Review of the NDP III

There was no Midterm Review of the NDP II, so a key learning moment was lost. Because evaluation focuses on understanding the causal relationship between interventions and results – as opposed to monitoring, which consists of only routine data collection – it important that MoPND conducts a Midterm Review of the NDP III. Figure 10 shows a suggested calendar for the midterm review

Please note the following guidance on the mid-term review:
- MoPND is responsible for leading and coordinating the preparation and implementation of the different steps in the calendar.

- It is important that MoPND involves stakeholders in the preparation and implementation of the Midterm Review so that they will feel ownership of the major conclusions and recommendations and be willing to adjust interventions. A good starting point for this is the joint approval of the terms of reference based on a jointly-developed review methodology.

- The focus of the Midterm Review should be on identifying the most important lessons learned based on identified major implementation bottlenecks, and to a lesser extent on progress in sector outcomes, as there only will have been two years of implementation. To facilitate this, MoPND must ensure that the Annual Operational Progress Reports and National Annual Progress Reports of 2024 and 2025 are made available to the Midterm Review team.

- Financial resources have been tentatively planned in the NDP III budget for the Midterm Review (US$ 85,000). However, a financial budget proposal should be made based on the approved methodology and terms of reference.

- Finally, MoPND must ensure the Midterm Review team produces clear recommendations and lessons learned that will lead to the formulation of a plan of action to adjust NDP III implementation.

4.2 End-of-Term Evaluation of the NDP III

The End-of-Term Evaluation of the NDP III should be scheduled early enough so that its major findings can be taken into account for the NDP IV formulation process, likely influencing the approach and methodology of the next phase of Somaliland's national development planning. Figure 11 shows a recommended calendar for the End-of-Term Evaluation.

The calendar for the End-of-Term Evaluation is similar to the one for the Midterm Review, but with several differences:
- Whereas the Review starts with the joint approval of the methodology this is not the case for the Evaluation, as this will already be part of the procurement process.

- The Evaluation will most likely be done by an external consultancy through a formal procurement tendering process. The companies that were selected in the expression of interest phase will be invited to submit a technical and financial proposal. An important part of the technical proposal will be a detailed and well-founded explanation of the evaluation methodology they are proposing.

- In contrast with the Midterm Review, the focus of the End-of-Term Evaluation should be on the achievement of outcome targets. To facilitate this, MoPND must ensure that, at minimum, the National Annual Progress Reports for 2024, 2025, 2026, and 2027 are made available to the evaluation team.

- Instead of an action plan based on recommendations for NDP III adjustment, the evaluation process will culminate in two additional activities, both to be produced by the consultants (and should therefore be included in their terms of reference):
  - The organisation of one or more seminars to debate lessons learned, engaging with core staff of all sectors
  - Approval of a document with recommendations for the NDP IV formulation process

- Financial resources have been tentatively planned in the NDP III budget for the End-of-Term Evaluation (US$ 300,000). However, a final budget needs to be based on contract negotiations at the end of the tendering process.

Outcome indicators using survey data were avoided as much as possible, as it would be difficult to guarantee the availability of data in 2027 for verifying the achievement of outcome indicator targets.

However, an exception was made for the Somaliland Health and Demographic Survey for the following three reasons:
- It contains important social indicators on a large cluster basis that can only be obtained through surveys.

- MoPND's CSD is heavily involved in the preparation and implementation of the SLHDS.

- The last SLHDS was performed in 2020 in conjunction with the NDP III formulation to provide baseline values for key outcome indicators. MoPND's CSD should negotiate financial resources and technical support so that another survey can be conducted in 2026 in time for the End-of-Term evaluation of the NDP III, while simultaneously providing baseline values for the NDP IV.

Figure 11: Implementation calendar for the NDP III End-of-Term Evaluation

	Description	2026			2027						
		OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL
1	Approval of Terms of Reference	X									
2	Approval of preliminary budget proposal	X									
3	Financing commitments completed		X	X							
4	Procurement of external consultancy company			X	X						
5	Evaluation team mobilized					X					
6	Implementation of end-of-term evaluation						X	X	X	X	
7	Approval Evaluation Report									X	
8	Lessons learned seminar by evaluation team									X	
9	Approval "Repercussions for NDP IV" doc.										X

Figure 10: Implementation calendar for the NDP III Midterm Review

	Description	2024			2025						
		OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL
1	Midterm Review methodology approved	X									
2	Approval of Terms of Reference		X								
3	Budget approval		X								
4	Financing commitments completed				X						
5	Midterm Review team established						X				
6	Implementation of Midterm Review							X	X	X	
7	Recommendations validated									X	
8	Action Plan formulated										X

5. ACCOUNTABILITY

Over the years, M&E has evolved into the MEAL approach, adding the concepts of accountability and learning. This is the result of the realization that mere data collection for M&E will not automatically lead to accountability, institutional learning, and, most importantly, improvements in evidence-based decision making. Because the public sector has a clear chain of command for reporting, these reporting routines go hand-in-hand with accountability.

A number of reporting routines were previously mentioned that are meant to improve accountability:

- All reporting includes a section with conclusions and recommendations to facilitate discussions in subsequent management meetings.

- All MDAs are strongly advised to prepare 3-6 monthly Operational Progress Reports and subsequently organise senior management meetings to discuss progress on operational benchmarks, using the RBM matrix as a guiding tool.

- Each year, sector lead MDAs will prepare Sector Outcome Progress Reports and discuss the results in the relevant Sector Coordination Forum, which also includes development partners.

- Data related to NDP III outcome indicator targets will be validated each year by MoPND's CSD, which will also be responsible for their publication in the annual Somaliland-in-Figures report.

- The compiled NDP III National Annual Progress Report will be approved by the National Planning Commission and shared with the highest authorities, including the Somaliland High-Level Development Coordination Forum.

The MoPND has a vital role to play in reinforcing these reporting routines and supporting an institutional culture of accountability throughout the NDP III process.

6. LEARNING

Learning is a continuous process and can take place in any circumstance. However, it cannot be taken for granted that learning will automatically take place, especially at an institutional level, where it is often a slow process.

Therefore, it is important to structure the learning process and consciously build in learning moments during NDP III implementation. The previously mentioned NDP III Mid-term Review and End-of-Term Evaluation are examples of learning at the highest level, but these moments can be organised at lower levels (MDA, regional, district, etc.) and happen more frequently. A key annual learning opportunity is in May-June before the National Budgeting Exercise starts, but after the MDA's Annual Progress Report has been made, so that conclusions and recommendations can feed into the next national budgeting cycle. There is a short-term cost attached to the learning process, but in the medium- to long-term, if well executed, it will lead to substantial savings by improving the effectiveness of interventions.

Figure 12 presents potential important learning moments for institutions at different levels during the NDP III implementation period: Please note the following:

- Figure 12 shows **potential** learning moments. Each institution, based on their perception of the NDPIII implementation process, must determine how and when to organise learning activities.

- Learning events need to be well structured. It should be clear what the potential lessons learned are, who should be invited to be able to have a well-balanced and open dialogue, and how to structure the learning process so that the event will lead to useful results. Think about the potential added value of one or more external facilitators, utilizing persons who bring in relevant expertise, the presentation of relevant lessons learned elsewhere, etc.

- Learning events that take place before the onset of the annual national budgeting exercise could potentially have an impact if lessons learned could include recommendations for altering budget allocations for some MDAs.

Figure 12: Potential learning moments and events during the NDP III period

	Learning event	Participants to consider	2023	2024	2025	2026	2027
1	MDA learning seminar after validating the MDA's Annual Operational Progress Report	Strategic and operational managers from central, regional, and field level, and representatives of implementing partners.		APR/ MAY	APR/ MAY	APR/ MAY	APR/ MAY
2	Sector learning seminars to discuss lessons learned as formulated in Annual Operational Progress Reports or NDPIII National Annual Progress Reports.	SCF - members of the relevant sectors and other invitees.		AUG/ SEP	AUG/ SEP	AUG/ SEP	AUG/ SEP
3	Special session of the HLDCF to discuss the lessons learned and recommendations of the MidTerm Review or end-of-term Evaluation of the NDPIII.	Members of the HLDCF and other invitees.			JUN		JUN
4	NPC retreat to discuss lessons learned formulated in NDPIII National Annual Progress Reports and/or Midterm Review.	Members of the NPC, the Inter-sectoral Coordination Forum and other invitees.			AUG/ SEP		AUG/ SEP

7. WHO DOES WHAT, AND WHEN?

7.1 Government Officials

Sector technical staff involved in data collection at the central, regional and district levels

Technical staff involved in data collection are on the **supply side** of the data value chain, they must:

- **Familiarize themselves with the RBM matrices relevant to their sector.** For the sector, this means all outcomes, outcome indicators and targets for 2027. For the MDA, this means all critical outputs and annual operational benchmarks for which their institution is responsible.

- **Reflect on their role** in data collection and reporting for each of the NDP III indicators and benchmarks, based on their institution's deadlines and instructions.

- **Ensure data collection takes place** according to standards, formats, and deadlines set by their institution.

- **Verify that data is correct** before submission. Whenever relevant, data should also be accompanied by contextual comments.

- **Submit data to their superiors** in the data chain according to set deadlines.

Ministers, DGs and heads of PSDs/M&E units

Ministers, directors general, and heads of the PSDs/M&E units are on the **demand side** of the data value chain. In other words, they need management information to improve the performance of their institution, and this information can only be made available if relevant and reliable data has been collected. The heads of PSDs/M&E units should:

- **Familiarize themselves with the RBM matrices relevant to their sector.** For the sector, this means all outcomes, outcome indicators and targets for 2027. For the MDA, this means all critical outputs and annual operational benchmarks for which their institution is responsible.

- **Guarantee oversight** of data collection and Progress Report preparation by ensuring the following:

  - **There are clear instructions for data collection**, including uniform formats, for government staff and managers of sector-aligned projects.

  - **Operational benchmark reporting and discussion occurs every 3-6 months** so that adjustments can be made during year. These reports should be internally **validated no more than 6 weeks after the end of the reporting period.** An end-of year summary report on progress during the year needs to be compiled and validated at the MDA level by the end of February of the following year at the latest, which is then incorporated into the Annual Progress Report.

- **Outcome indicator targets are collected** during January and February of the following year.

- Once data is collected and analysed for all relevant Sector Outcome indicators, as well as the Critical outputs and associated Operational benchmarks, and conclusions and recommendations have been duly formulated, the **Annual Progress Report is drafted and submitted** to senior management (DG, minister/agency director) every year by **April 15 at the latest.**

- **Organise a special management meeting** for the discussion and validation of the Annual Progress Report (data, conclusions, and recommendations) by the end of April at the latest.

- **Communicate all relevant end-of-year outcome indicators to MoPND's CSD every year by May 15 at the latest.** The CSD is responsible for quality control and publication.

- **Submit the MDA's validated Annual Progress Report every year to MoPND's M&E department by May 15 at the latest.** Every year, the M&E department will compile all MDA Reports into a single NDP III Annual Progress Report for publication by the end of July.

- **Disseminate the MDA's Annual Progress Report to all members of the relevant Sector Coordination Forum.** The report's conclusions and recommendations of the Annual Progress Reports of relevant MDAs should be shared and discussed in a SCF meeting.

Key Staff of the Ministry of Planning and National Development

The MoPND is involved in the following activities for the NDP III MEAL process:

- Ensuring that all government institutions and associated projects respect standards and deadlines as described in this document.

- Compiling, validating, and disseminating the MDA Annual Progress Reports into a NDP III National Annual Progress Report.

- Verifying NDP III outcome indicator values and publishing this data in a special section of Somaliland-in-Figures.

7.2 Non-GoSL Project Management Staff

Managers of sector-aligned projects and programmes with a role in data collection are recommended to do the following:

- **Familiarize themselves with the RBM matrices relevant to their sector.** For the sector, this means all outcomes, outcome indicators and targets for 2027. For the MDA, this means all critical outputs and annual operational benchmarks for which their institution is responsible.

- **Reflect on their role in data collection and reporting** for each of the NDP III indicators and benchmarks,

based on guidelines and deadlines for the MDA(s) they are supporting.

- **Inquire about sector standards, formats, and deadlines** in relation to the collection of data. If any problems are apparent, these should be flagged and discussed with the relevant PSD director.
- **Ensure data collection takes place** according to standards, formats, and deadlines set by the relevant MDA.
- **Verify that data is correct before submission.** Whenever relevant, data should also be accompanied by contextual comments.
- **Submit data to the relevant PSD(s)** according to set deadlines.
- **Participate in the SCF meeting** where sector progress, conclusions, and recommendations will be discussed. **This meeting should take place every year before June 1.**

- At the same time, MoPND's M&E department is responsible for the compilation of the MDA Annual Progress Reports into an annual NDP III National Progress Report, including its dissemination after validation by the minister of planning.
- Critical outputs and their associated operational benchmarks, as well are their subsequent reporting, are always assigned to specific MDAs. In contrast, outcomes and outcome targets are assigned to specific sectors. This means that it is not always clear in sectors with more than one MDA who is responsible for outcome data collection and reporting. Therefore, MoPND assigns each sector a lead MDA who will be responsible to report to the CSD on outcome values and supporting data.

7.3 MEAL Implementation Calendar

Please note the following details:

- The monitoring of progress towards critical outputs and their associated benchmarks occurs every 3-6 months, whereas the monitoring of progress towards outcome targets occurs once a year. These are essentially separate process that come together in the Annual Progress Reports.
- Inside MoPND, the CSD is responsible for the validation of NDP III outcome indicator-related data and its annual publication.

Figure 13: Implementation calendar of the MEAL reporting process

Type of report	Action	"YEAR N" (This is the implementation year)												"YEAR N+1"							By whom?
		J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	
Quarterly Operational Progress Reports	Submission to DG	31			30			31			31										All PSDs of all MDAs
	MDA internal validation		15			15			15			15									
	Sharing with SCF-chairs		20			20			20			20									
	Compilation for the whole year														28						
Sector Outcome Progress Report	Data collection Outcome targets													28							PSDs of sector lead MDAs
	Submission to DG														15						
	Analysis and validation w/SCF														31						
	Sharing with MoPND/CSD														05						
Annual Operational Progress Report	Compilation of Annual Report															10					PSDs of sector lead MDAs
	Submission to DG															15					
	MDA internal validation															30					
	Sharing with MoPND/M&E																15				
	Sharing with MoPND/CSD																15				
	Sharing with relevant SCF chair																15				
National Progress Report	Compilation of all MDA reports																	15			MoPND (M&E dept. and CSD)
	Outcome data check by CSD																	30			
	Submission to DG of MoPND																		10		
	Analysis and validation NPC																		25		
	Report dissemination																			31	

ANNEX 1: SECTOR RBM MATRICES

The sector Results-based Management (RBM) matrices consist of two sections:

1. The top-section describes the expected outcome, accompanied by an outcome indicator, a baseline value, and a target for the end of the year 2027. This is identical to the RBM approach used for the NDP II.

2. The bottom section breaks down the process to reach the outcome target by identifying the most critical outputs and their annual operational benchmarks. This section also notes the lead MDA responsible for implementation and reporting. This consists of:

   • Approximately 2-4 critical outputs for each MDA contributing to the outcome.

   • A set of operational annual benchmarks for each critical output, which allows for monitoring progress during the year(s). There are two types of operational benchmarks:

     • **Quantitative benchmarks** subdivide an entire numerical five year target for the NDP III into annual targets in the years they are expected to take place. Note that numeric targets can be either *annual targets*, showing expected achievements only for that year, or *accumulative targets*, showing the total target for that year, including all previous years.

     • **Qualitative benchmarks** indicate milestones, or advances expected to be made in a qualitative process in the years they are expected to take place.

The bottom section of the RBM matrix has been added for the following reasons:

• It structures the process to achieve the outcome in several concrete steps, allowing a better understanding of what is needed to reach the outcome target from year to year. This may better facilitate a common understanding of the process, assist MDA staff when making their annual plan and budget, and guide dialogue with development partners and other stakeholders.

• It is meant to be an internal tool for monitoring, reflection, and analysis for MDA managers who are responsible for achieving the annual benchmarks. It is advised to discuss the status of progress and identify bottlenecks and operational adjustments every 3-6 months.

• This section of RBM matrix is also meant to be used to structure annual reporting to the MoPND, who is responsible for compiling, at least once a year, all sector reports into a single NDP III Progress Report. It is expected that the tool will facilitate and improve the quality of regular NDP III reporting.

RBM Matrices – Economy Sector

Strategic Objective ECO - SO-1:	To promote a sound and stable macroeconomic environment.

NDP Outcome	NDP Outcome Indicator	Unit	Baseline (2021)	Target (2027)
ECO - 1: By 2027, Somaliland will achieve inclusive and sustainable economic growth through sound macroeconomic frameworks and policies.	ECO - 1.A: Gross Domestic Product per capita (at current prices).	USD	775	1,160
	ECO - 1.B: Proportional share of tax revenue in GDP.	%	9.5%	15.0%
	ECO - 1.C: Annual inflation in Somaliland stays within its target margin during the NDP III period.	%	5.6%	<10,0%

Source: Somaliland in Figures 2021 Data (CSD; Nov.2022); ECO - 1.B: MoFD

Critical outputs	Operational benchmarks	Type of target	NDP III period					MDA resp.
			2023	2024	2025	2026	2027	
ECO - 1.1: Increased automation in tax collection towards a more integrated structure.	ECO - 1.1.a: Approved Action Plan for the introduction of ASYCUDA (Automated System for Customs Data) for customs operations.	Milestone	In progress	Completed	- -	- -	- -	MoFD
	ECO - 1.1.b: Infrastructure and skills and competency training concluded for the introduction of ASYCUDA in the Customs Department of the MoFD.	Milestone	- -	In progress	Completed	- -	- -	MoFD
	ECO - 1.1.c: ASYCUDA fully operational in the customs department.	Milestone	- -	- -	- -	In progress	Completed	MoFD
ECO - 1.2: Alternative financing schemes explored by the Ministry of Finance Development.	ECO - 1.2.a: Climate finance scheme has been explored as an option and its viability in a Somaliland context has been determined.	Milestone	- -	In progress	Completed	- -	- -	MoFD
	ECO - 1.2.b: Diaspora bonds have been explored as an option and their viability in a Somaliland context has been determined.	Milestone	- -	- -	In progress	Completed	- -	MoFD
	ECO - 1.2.c: Islamic capital markets have been explored as an option and their viability in a Somaliland context has been determined.	Milestone	In progress	Completed	- -	- -	- -	MoFD
	ECO - 1.2.d: At least one alternative financing scheme that is considered to be viable in a Somaliland context is being introduced.	Milestone	- -	- -	- -	- -	In progress	MoFD
ECO - 1.3: Budget transparency, as in the past, has been upheld	ECO - 1.3.a: The National Annual Budgets have been published on- and off-line.	Milestone	Achieved	Achieved	Achieved	Achieved	Achieved	MoFD
	ECO - 1.3.b: Citizens' budget made widely available to the public on- and off-line.	Milestone	Achieved	Achieved	Achieved	Achieved	Achieved	MoFD
ECO - 1.4: Somaliland economy has been dedolarized.	ECO - 1.4.a: Measuring dolarization level of Somaliland in different sectors.	Milestone	Completed	- -	- -	- -	- -	CB
	ECO - 1.4.b: Adopted and implemented a dedolarization policy.	Milestone	In progress	In progress	In progress	Completed	- -	CB
	ECO - 1.4.c: Issuing better quality Somaliland shilling banknotes.	Milestone	- -	- -	In progress	In progress	Completed	CB

NDP Outcome	NDP Outcome Indicator		Unit	Baseline (2021)	Target (2027)
ECO - 2: By 2027, Somaliland will have strengthened domestic financial institutions to encourage and expand access to banking, insurance, and financial services for all.	ECO - 2.A: Average completion rate of the Outcome's combined operational benchmarks. *calculated as (("No. of fully completed milestones by end NDPIII * 100% + Proportional completion of each quantitative operational benchmark) divided by (the total number of operational benchmarks for this outcome)).*		%	- -	>80%

Critical outputs	Operational benchmarks	Type of target	2023	2024	2025	2026	2027	MDA resp.
ECO - 2.1: Enhanced regulatory oversight and supervision of the insurance industry.	ECO - 2.1.a: Develop a Policy for the insurance industry.	Milestone	In progress	Completed	- -	- -	- -	NIA
	ECO - 2.1.b: Comprehensive review of legal instruments relevant for the insurance industry.	Milestone	- -	In progress	Completed	- -	- -	NIA
	ECO - 2.1.c: Awareness campaign and for the introduction of third party motor vehicle assurance.	Milestone	In progress	In progress	In progress	In progress	In progress	NIA
	ECO - 2.1.d: Developed regulations to operationalize third party motor vehicle insurance, as legislated in the Companies Insurance Act.	Milestone	In progress	Completed	- -	- -	- -	NIA
	ECO - 2.1.e: Drafting of amendments of key legal instruments as indicated by the review.	Milestone	- -	- -	In progress	In progress	In progress	NIA
ECO - 2.2: Developed a more innovative financial sector leading to better access to finance, especially for MSMEs and women.	ECO - 2.2.a: Developed a financial sector policy to potentially increase access to finance by women and MSMEs.	Milestone	In progress	Completed	- -	- -	- -	CB
	ECO - 2.2.b: Appropriate measures in place so that the Central Bank will be able to report on the number of MSMEs, individual women, and female owned businesses that have been able to get finance.	Milestone	In progress	Completed	- -	- -	- -	CB
	ECO - 2.2.c: Number of MSMEs that have been able to make use of the newly introduced financial product.	Milestone			No target. To report real data.	No target. To report real data.	No target. To report real data.	CB
	ECO - 2.2.d: Number of women that have been able to make use of the newly introduced financial product.	Annual Total			No target. To report real data.	No target. To report real data.	No target. To report real data.	CB
ECO - 2.3: Separated commercial activities from the Central Bank by creating the Commercial Bank of Somaliland	ECO - 2.3.a: Drafting and finalize the Commercial Bank Act.	Milestone	- -	In progress	In progress	Completed	- -	CB
	ECO - 2.3.b: Construction of the Commercial Bank building	Milestone	- -	In progress	In progress	Completed	- -	CB
	ECO - 2.3.c: Create the functionality of the Commercial Bank.	Milestone	- -	- -	- -	In progress	Completed	CB

Strategic Objective ECO - SO-2:	**To facilitate a conducive environment for investment and private sector development, whilst promoting decent work conditions and labour productivity.**

NDP Outcome	NDP Outcome Indicator		Unit	Baseline (2021)	Target (2027)
ECO - 3: By 2027, Somaliland will have strengthened institutions and regulatory frameworks developing policies and acts that support productive activities, decent job creation, entrepreneurship, creativity, and innovation.	ECO - 3.A: Average completion rate of the Outcome's combined operational benchmarks. *calculated as (("No. of fully completed milestones by end NDPIII * 100% + Proportional completion of each quantitative operational benchmark) divided by (the total number of operational benchmarks for this outcome)).*		%	- -	>80%

Critical outputs	Operational benchmarks	Type of target	2023	2024	2025	2026	2027	MDA resp.
ECO - 3.1: Stronger institutional, policy, legal and regulatory frameworks to facilitate doing business in Somaliland.	ECO - 3.1.a: Reduction of double taxation for business registration and licensing through implementation of the Business	Milestone	In progress	Completed	- -	- -	- -	MoTT
	ECO - 3.1.b: Trademark, patents and design registration and protection legal framework in place.	Milestone	In progress	Completed	- -	- -	- -	MoTT
	ECO - 3.1.c: Commercial code for export and import trade drafted and approved.	Milestone	In progress	In progress	Completed	- -	- -	MoTT
	ECO - 3.1.d: Classification of businesses in accordance with the Business Licencing Act	Milestone	In progress	In progress	In progress	Completed	- -	MoTT
	ECO - 3.1.e: Finalization and rendered operational of the National Industrial Development Policy and Act.	Milestone	In progress	In progress	Completed	- -	- -	MoIID
	ECO - 3.1.f: Rendered operational the National Investment Policy and Act.	Milestone	In progress	Completed				MoIID
	ECO - 3.1.g: Establishment of industrial zones in all regions.	Milestone	In progress	In progress	In progress	In progress	Completed	MoIID
ECO - 3.2: Stronger institutional, legal and regulatory framework to create a more enabling environment for employment and self-employment.	ECO - 3.2.a: Develop an Joint Action Plan to operationalize the National Employment Policy with other relevant stakeholders.	Milestone	Completed	- -	- -	- -	- -	MESAF
	ECO - 3.2.b: Drafting and approval of the National Internship Act.	Milestone	In progress	Completed	- -	- -	- -	MESAF
	ECO - 3.2.c: Review the current Somaliland Labour Law and Code and align with international ILO standards.	Milestone	- -	In progress	Completed	- -	- -	MESAF
	ECO - 3.2.d: Develop standardized criteria for the provision of seed grants to be applied uniformly across government institutions.	Milestone	- -	In progress	Completed	- -	- -	MESAF

NDP Outcome	NDP Outcome Indicator	Unit	Baseline (2021)	Target (2027)
ECO - 4: By 2027, Somaliland will have expanded its programs and policies that promote sustainable tourism to create jobs and promote Somaliland's local culture and products.	ECO - 4.A: Average completion rate of the Outcome's combined operational benchmarks. *calculated as (("No. of fully completed milestones by end NDPIII * 100% + Proportional completion of each quantitative operational benchmark) divided by (the total number of operational benchmarks for this outcome)).*	%	- -	>80%

Critical outputs	Operational benchmarks	Type of target	2023	2024	2025	2026	2027	MDA resp.
ECO - 4.1: Improved policy and legal framework for the tourism sector.	ECO - 4.1.a: Baseline survey on tourism contribution to the economy.	**Milestone**	In progress	Completed	- -	- -	- -	MoTT
	ECO - 4.1.b: Developed and approved the Tourism Policy.	**Milestone**	- -	In progress	Completed	- -	- -	MoTT
	ECO - 4.1.c: Developed and approved the Act to promote the tourism sector.	**Milestone**	- -	- -	In progress	Completed	- -	MoTT
ECO - 4.2: More and better statistics on the tourism sector are regularly collected and available to the general public.	ECO - 4.2.a: Tourism Statistics Action Plan to boost and streamline the collection of data about the sector is developed and approved.	**Milestone**	Completed	- -	- -	- -	- -	MoTT
	ECO - 4.2.b: A robust system for the regular collection of tourism related data from public administrative sources and private sector sources is designed in collaboration with MoPND's Central Statistics Department and operational.	**Milestone**	- -	In progress	In progress	Completed	- -	MoTT
	ECO - 4.2.c: Annual publications of tourism related data are available and widely disseminated on- and off-line.	**Milestone**	- -	- -	- -	In progress	Completed	MoTT
ECO - 4.2: Tourism Marketing Strategy developed and operational.	ECO - 4.2.a: Tourism Marketing Strategy drafted and approved with clearly defined roles for public & private sector stakeholders.	**Milestone**	- -	- -	In progress	Completed	- -	MoTT
	ECO - 4.2.b: Joint marketing operations designed and implemented with private sector operators.	**Milestone**	- -	- -	- -	In progress	Completed	MoTT

NDP Outcome	NDP Outcome Indicator	Unit	Baseline (2021)	Target (2027)
ECO - 5: By 2027, Somaliland will have diversified its economy through improved trade facilitation and economic cooperation.	ECO - 5.A: Average completion rate of the Outcome's combined operational benchmarks. *(calculated as "No. of fully completed milestones/processes by end NDPIII * 100% + Proportional completion of each quantitative operational benchmark) divided by (the total number of operational benchmarks for this outcome)).*	%	- -	>80%

Critical outputs	Operational benchmarks	Type of target	2023	2024	2025	2026	2027	MDA resp.
ECO - 5.1: Trade policy developed and approved.	ECO - 5.1.a: Trade policy drafted in collaboration with all relevant stakeholders	**Milestone**	In progress	Completed	- -	- -	- -	MoTT
	ECO - 5.2.b: Trade policy is submitted and approved.	**Milestone**	- -	Completed	- -	- -	- -	MoTT
ECO - 5.2: Instruments developed and improved to enhance subregional trade.	ECO - 5.2.a: Mapping of existing tariffs and non-tariff trade barriers in Somaliland and the subregion, and their impact on subregional trade.	**Milestone**	In progress	In progress	In progress	In progress	- -	MoTT
	ECO - 5.2.b: Interim reports about the potential impact of the elimination of nuisance tariffs and nontariff barriers on regional trade routes to be discussed with trading partners.	**Milestone**	- -	Completed	- -	Completed	- -	MoTT
	ECO - 5.2.c: Jointly elaborated Action Plan developed with trading partners, which stipulates changes required at national or subregional level to warrant the removal of certain tariffs and non-tariff barriers.	**Milestone**	- -	In progress	Completed	- -	- -	MoTT
	ECO - 5.2.d: Final report available concerning the elimination of nuisance tariffs and nontariff barriers on regional trade routes.	**Milestone**	- -	- -	- -	- -	Completed	MoTT
ECO - 5.3: Enhanced skills and competencies for MSME owners and their employees.	ECO - 5.3.a: Mapping of MSMEs per sector that are supported by NGOs.	**Milestone**	Completed	- -	- -	- -	- -	MoTT
	ECO - 5.3.b: Course training modules designed for MSMEs in cooperation with relevant institutions.	**Milestone**	In progress	Completed	- -	- -	- -	MoTT
	ECO - 5.3.c: Number of people trained in MSME courses.	**Annual Total**			400	400	400	MoTT
ECO - 5.4: Enterprise survey has been implemented and report available	ECO - 5.4.a: Resources mobilized for the implementation of the Enterprise Survey.	**Milestone**	In progress	Completed	- -	- -	- -	MoTT
	ECO - 5.4.b: Practical and technical preparations done for implementation of the Enterprise Survey.	**Milestone**	- -	In progress	Completed	- -	- -	MoTT
	ECO - 5.4.c: Enterprise Survey has been implemented.	**Milestone**	- -	- -	- -	In progress	Completed	MoTT
ECO - 5.5: Investments in the Berbera Special Economic Zone scheme	ECO - 5.5.a: Foreign Direct Investment attracted into the Special Economic Zone.	**Accumulated total**	No target. To report real data.	No target. To report real data.	No target. To report real data.	No target. To report real data.	No target. To report real data.	SEZA
	ECO - 5.5.a: Number of permanent jobs created through investments in the Special Economic Zone scheme.	**Accumulated total**	300	600	800	1,000	1,200	SEZA

NDP Outcome	NDP Outcome Indicator		Unit	Baseline (2021)	Target (2027)
ECO - 6: By 2027, Somaliland will have adopted Investment and industrial development regimes to promote sustainable development.	ECO - 6.A: Proportion of customers that find the One-stop shop service for investors at least satisfactory in the Customer Satisfaction Survey.		%	N.A.	>70%

Critical outputs	Operational benchmarks	Type of target	2023	2024	2025	2026	2027	MDA resp.
ECO - 6.1: One-stop Shops established for investors, to improve the clarity and speed of government procedures.	ECO - 6.1.a: Number of regions with a One-stop shop established and operational.	Accumulated total	In progress	1	2	4	6	MoIID
	ECO - 6.1.b: Roll-out of on-line business registration system.	Accumulated total	In progress	In progress	Completed			MoIID
	ECO - 6.1.c: Total number of newly registered businesses with assistance from the one-stop shop.	Annual Total			100	120	150	MoIID
	ECO - 6.1.d: Customer Satisfaction Survey designed and implemented based on a representative sample of One-stop shop customers.	Milestone	- -	- -	- -	In progress	Completed	MoIID
ECO - 6.2: Improved policy and legal framework for the establishment of Public-Private Partnerships (PPP).	ECO - 6.2.a Already drafted PPP policy approved by Cabinet.	Milestone	Completed	- -	- -	- -	- -	MoIID
	ECO - 6.2.b: Develop and approve an Action Plan for the operationalization of the PPP policy.	Milestone	In progress	Completed	- -	- -	- -	MoIID
	ECO - 6.2.c: MIID reports annually on the number of PPPs established in Somaliland.	Milestone	- -	In progress	Permanent	Permanent	Permanent	MoIID
	ECO - 6.2.d: Research data available on the impact of the PPP policy and projects.	Milestone	- -	- -	- -	- -	In progress	MoIID

NDP Outcome	NDP Outcome Indicator		Unit	Baseline (2012)	Target (2027)
ECO - 7: By 2027, Somaliland will have increased decent employment for women and men, including for young people and persons with disabilities, and equal pay for work of equal value.	ECO - 7.B1: Employment to population ratios in the age group 15-24 years old have increased 25% as compared to the rates from the Labour Force Survey 2012 in Hargeisa, Borama and Burcao (M/F).		%	6% / 4%	7,5% / 5%
	ECO - 7.B2: Employment to population ratios in the age group 25-34 years old have increased 16% as compared to the rates from the Labour Force Survey 2012 in Hargeisa, Borama and Burcao (M/F).		%	36% / 15%	42% / 17,5 %
	ECO - 7.B3: Employment to population ratios in the age group 35-54 years old have increased 10% as compared to the rates from the Labour Force Survey 2012 in Hargeisa, Borama and Burcao (M/F).		%	42% / 23%	46,2% / 25,3%

Source: Labour Force Survey 2012, Bottom of Table 4.2, page 36-37.

Critical outputs	Operational benchmarks	Type of target	2023	2024	2025	2026	2027	MDA resp.
ECO - 7.1: Partnership established between MESAF and other relevant public and private stakeholders in skills development for employment.	ECO - 7.1.a: Effective annual National Employment Conference organized.	Milestone	Completed	Completed	Completed	Completed	Completed	MESAF
	ECO - 7.1.b: MoU on skills development for the labour market is formulated with the active participation of relevant stakeholders from the GoSL, private sector, and NGOs.	Milestone	In progress	Completed	- -	- -	- -	MESAF
	ECO - 7.1.c: Conducted a labour market study to improve understanding of the current mismatch between the supply and demand of labour skills.	Milestone	- -	In progress	Completed	- -	- -	MESAF
	ECO - 7.1.d: Action Plan for Skills Development formulated based on recommendations from the labour market study that were validated by the joint stakeholders.	Milestone	- -	- -	In progress	Completed	- -	MESAF
	ECO - 7.1.e: Organize the National Annual Job Fair event.	Milestone	Completed	Completed	Completed	Completed	Completed	MESAF
ECO - 7.2: Robust labour market information management system operational.	ECO - 7.2.a: Develop an approach to continuously collect labour market data.	Milestone	In progress	Completed	- -	- -	- -	MESAF
	ECO - 7.2.b: Design the software for a national labour market information management system.	Milestone	- -	In progress	Completed	- -	- -	MESAF
	ECO - 7.2.c: Operationalize the National Labour market information management system.	Milestone	- -	- -	In progress	Completed	- -	MESAF
ECO - 7.3: Increased number of Employment Innovation Hubs across Somaliland's regions (1 EIH is currently operational in Gabiley)	ECO - 7.3.a: Mapping of types of services needed for youth sob seekers in Hargeisa.	Milestone	Completed	- -	- -	- -	- -	MESAF
	ECO - 7.3.b: Preparations and establishment of EIH in Hargeisa.	Milestone	- -	In progress	Completed	- -	- -	MESAF
	ECO - 7.3.c: Mapping of types of services needed for youth sob seekers in Burco.	Milestone	- -	Completed	- -	- -	- -	MESAF
	ECO - 7.3.d: Preparations and establishment of EIH in Burco.	Milestone	- -	- -	In progress	Completed	- -	MESAF

RBM Matrices – Energy and Extractives Sector

Sub-sector: Energy

Strategic Objective EEX - SO-1:	To Increase access to safe, affordable and reliable energy while reducing inefficiencies.

NDP Outcome	NDP Outcome Indicator	Unit	Baseline (2021)	Target (2027)
EEX - 1: By 2027, Somaliland urban electricity supply will have been increased by a total of 50 megawatt for a total of 30,000 additional customer connections.	EEX - 1.A: Installed electrical power generation capacity through regulated Electricity Service Providers (ESPs) in the urban areas	MegaWatt	135	185
	EEX - 1.B: Number of electricity customer connections through regulated Electricity Service Providers (ESPs) in the urban areas.	Customer connections	78,796 + HGA	Baseline value + 30,000

*Source: Estimates from the National Energy Policy: 90% * 150 MW*

Critical outputs	Operational benchmarks	Type of target	2023	2024	2025	2026	2027	MDA resp.
EEX - 1.1: Increased electricity service provision in the urban areas	EEX - 1.1.a: Mobilized funds to expand electrification systems (Hybrid mini-grids, mini-grids, grid extension, off grid. (million USD)	Annual Total		50	4	3		MoEM
	EEX - 1.1.b: Number of urban centres that are covered by additional investments	Accumulated total		2	2	2	3	MoEM
EEX - 1.2: Advanced Institutional capacity, policy, legal, planning, research, operations, and human resources in support of better service delivery	EEX - 1.2.a: Somaliland Electrical Act amended and passed by Parliament.	Milestone	In progress	Completed	- -	- -	- -	MoEM
	EEX - 1.2.b: Critical regulatory gaps identified and improved	Process	- -	In progress	In progress	In progress	Completed	MoEM
	EEX - 1.2.c: Number of trained MoEM staff in energy related contents.	Annual Total	20	25	25	25	25	MoEM
EEX - 1.3: Public private partnerships established with the ESPs	EEX - 1.3.a: General PPP framework documents developed and approved	Milestone	In progress	Completed	- -	- -	- -	MoEM
	EEX - 1.3.b: Number of ESPs covered by Berbera PPP agreement.	Accumulated total		1				MoEM
	EEX - 1.3.c: Number of ESPs covered by Hargeisa PPP network agreement.	Accumulated total					6	MoEM

NDP Outcome	NDP Outcome Indicator	Unit	Baseline (2021)	Target (2027)
EEX - 2: By 2027, 25 % of national energy generation will be provided by renewable energy resources.	EEX - 2.A: Proportion of national energy generation that is provided by renewable energy resources	%	16.2%	25%

*Note: An increase of 1 % in renewable energy = 1% * 150 MW = 1500 kW*

Critical outputs	Operational benchmarks	Type of target	2023	2024	2025	2026	2027	MDA resp.
EEX - 2.1: Increased energy generation capacity from indigenous renewables (wind, geothermal, solar)	EEX - 2.1.a: Number of newly installed renewable energy systems (kW)	Accumulated total	1,000	4,000	9,000	14,000	18,000	MoEM
EEX - 2.2: Expanded use of affordable quality micro-solar home systems as reported by 12 registered sales companies under the SEAP WB project	EEX - 2.2.a: Total installed capacity of micro-solar home systems (kW).	Annual Total	250	250	250	250	250	MoEM
	EEX - 2.2.b: No. of consumers that benefitted by purchasing micro-solar home systems	Accumulated total	5,000	5,000	5,000	5,000	5,000	MoEM

NDP Outcome	NDP Outcome Indicator	Unit	Baseline (2021)	Target (2027)
EEX - 3: By 2027, the average electricity price charged by the ESPs will be reduced by 15 %, compared to 2021 levels, through increased efficiencies in the energy value chain.	EEX - 3.A: Average kW price charged by ESPs in 10 assessed major towns	USD	0.57	0.48
	EEX - 3.B: Average proportion of Energy Service Providers' energy losses.	%	31.9%	27.0%

Critical outputs	Operational benchmarks	Type of target	2023	2024	2025	2026	2027	MDA resp.
EEX - 3.1: Enhanced infrastructure to improve efficiencies in energy sub-sector provision of affordable electricity	EEX - 3.1.a: The distribution network of Hargeisa ESPs are interconnected into a single distribution network.	Milestone	- -	In progress	In progress	In progress	Completed	MoEM
	EEX - 3.1.b: No. of interconnected ESPs in Hargeisa city.	Accumulated total					6	MoEM
EEX - 3.2: Other contributor to increase efficiencies and reduce losses?	EEX - 3.2.a: Roadmap for crossborder power trade developed.	Milestone	In progress	Completed	- -	- -	- -	MoEM
	EEX - 3.2.b: Wajale Pilot Somaliland - Ethiopia interconnection established.	Milestone	- -	In progress	Completed	- -	- -	MoEM
EEX - 3.3: Combined Battery Energy Storage Systems (BESS) with existing solar energy systems.	EEX - 3.3.a: Total installed capacity of newly installed BESS (kWh)	Annual Total			10,000	10,000	10,000	MoEM

Sub-sector: Extractives

Strategic Objective EEX - SO-2:	To promote and regulate the sustainable and environmentally sound exploration and exploitation of minerals and petroleum resources for the benefit of all.

NDP Outcome	NDP Outcome Indicator	Unit	Baseline (2021)	Target (2027)
EEX - 4: By 2027, 27 % of Somaliland's land mass will have been explored for oil and gas (Land mass = 177.000 sqkm)	EEX - 4.A1: Proportion of Somaliland land mass explored for oil and gas.	%	17%	27%
	EEX - 4.A2: Surface area of Somaliland land mass explored for oil and gas.	sqkm	30,000	48,000

Critical outputs	Operational benchmarks	Type of target	2023	2024	2025	2026	2027	MDA resp.
EEX - 4.1: Oil and gas blocks successfully marketed for exploration by private companies	EEX - 4.1.a: Number of blocks explored for oil and gas	Accumulated total		1	2	4	6	MoEE
	EEX - 4.1b: Number of exploration wells drilled	Accumulated total		1				MoEE
EEX - 4.2: Established a comprehensive and effective community engagement programme	EEX - 4.2.a: Number of community engagment workshops conducted.	Accumulated total	1	2	4	6	8	MoEE
	EEX - 4.2.b: Number of Community engagement officers hired and assigned.	Accumulated total		4	4	4	4	MoEE
	EEX - 4.2.c Number of Community Committees mobilized.	Accumulated total		4	4	4	6	MoEE
EEX - 4.3: Enacted a comprehensive legal framework	EEX - 4.3.a: Upstream petroleum bill is approved.	Milestone	X					MoEE
	EEX - 4.3.b: Petroleum Revenue Bill is approved.	Milestone			X			MoEE

NDP Outcome	NDP Outcome Indicator	Unit	Baseline (2021)	Target (2027)
EEX - 5: By 2027, 18 % of Somaliland's basement area with potential for mineral exploration will have been explored (Total area = 30.000 sqkm).	EEX - 5.A: Part of Somaliland basement area explored for minerals	%	8%	18%
		sqkm	2,373	5,400

Critical outputs	Operational benchmarks	Type of target	2023	2024	2025	2026	2027	MDA resp.
EEX - 5.1: Exploration of mineral resources promoted	EEX - 5.1.a: Number of investors that are attracted and licensed	Accumulated total	1	2	3	4	5	MoEE
	EEX - 5.1.b: Number of blocks that are contracted out	Accumulated total	38	95	170	265	378	MoEE
EEX - 5.2: Investments for mineral exploration mobilized	EEX - 5.2.a: Total investments realized for exploration (USD)	Accumulated total	400,000	1,000,000	1,790,000	2,790,000	3,980,000	MoEE
	EEX - 5.2.b: Number of local jobs created as a result of the exploration and mining activities.	Accumulated total	72	144	216	288	360	MoEE
	EEX - 5.2.c: Presented mineral potential by creating geoscience data reports.	Accumulated total	6	6	6	6	6	MoEE
EEX - 5.3: Increased community awareness on social and environmental protection for the mineral exploration and mining sites.	EEX - 5.3.a: Passing of the Mining Code and Endorsement of the Mining and Minerals policy.	Accumulated total	Completed	- -	- -	- -	- -	MoEE
	EEX - 5.3.b: Number of community awareness sessions conducted on mineral exploration sites.	Milestone	6	12	18	24	30	MoEE
	EEX - 5.3.c: Number of monitoring and community out reach sessions conducted.	Accumulated total	4	8	12	16	20	MoEE

NDP Outcome	NDP Outcome Indicator	Unit	Baseline (2021)	Target (2027)
EEX - 6: By 2027, Somaliland's capability on minerals laboratory analysis will be enhanced.	EEX - 6.A: The newly established Mineral Analysis Laboratory has analyzed mineral samples according to international standards.	Boolean (Yes/No)	No	Yes
		% of samples analyzed locally	0%	80%

Critical outputs	Operational benchmarks	Type of target	2023	2024	2025	2026	2027	MDA resp.
EEX - 6.1: Equipped mineral laboratory built according to international standards	EEX - 6.1.a: Approved accreditation report of Mineral Analysis Laboratory.	Milestone		X				MoEE
	EEX - 6.1.b: % of mineral samples analysed locally.	Annual	--	20%	40%	60%	80%	MoEE
EEX - 6.2: Improved staff capacity on minerals analysis	EEX - 6.2.a: Number of Ministry staff trained in mineral analysis.	Accumulated total		5	7	9	10	MoEE
EEX - 6.3: Mineral data registry created	EEX - 6.3.a: Total number of mineral samples analysed.	Accumulated total	0	118	236	354	472	MoEE
	EEX - 6.3.b: Total number of mineral samples stored for reference.	Accumulated total	??	??	??	??	??	MoEE

NDP Outcome	NDP Outcome Indicator		Unit	Baseline (2021)	Target (2027)
EEX - 7: By 2027, increase in investments in mining and value addition.	EEX - 7.A: Gemstone Value Addition Centre is operational and serviced provided to local mining companies.		Boolean (Yes/No)	No	Yes

Critical outputs	Operational benchmarks	Type of target	NDP III period					MDA resp.
			2023	2024	2025	2026	2027	
EEX - 7.1: Improved technical capacity of gemstone value addition staff	EEX - 7.1.a: No. of MoEM geologists who are trained and accredited to be professional gemologists.	Accumulated total	--	1	2	3	3	MoEE
	EEX - 7.1.b: No. of GVAC staff trained in cutting and polishing gemstones.	Accumulated total	--	1	2	3	4	MoEE
EEX - 7.2: Gemstone industry promoted in Somaliland	EEX - 7.2.a: Somaliland's Gemstone Registry created	Milestone	- -	In progress	Completed	- -	- -	MoEE
	EEX - 7.2.b: No. of gemstone-focussed mineral exhibitions organised	Accumulated total	--	1	2	3	4	MoEE
	EEX - 7.2.c: Number of gem investors attracted/licensed	Accumulated total	1	2	3	4	5	MoEE
EEX - 7.3: Proper Gem identification equipment operational	EEX - 7.3.a: Number of Gemstones identified	Accumulated total	0	100	200	400	600	MoEE

RBM Matrices – Production Sector

Strategic Objective PRO - SO-1:	To improve resilience and livelihoods of rural communities by promoting sustainable production in livestock and agriculture with sound natural resource management.

NDP Outcome	NDP Outcome Indicator	Unit	Baseline (2021)	Target (2027)
PRO - 1: By 2027, livelihoods in rural and semi-rural areas will have improved due to better resilience in pastoralist and agro-pastoralist communities.	PRO - 1.A: Average completion rate of the Outcome's combined operational benchmarks. *calculated as (("No. of achieved milestones by end NDPIII * 100% + Proportional completion of each quantitative operational benchmark) divided by (the total number of operational benchmarks for this outcome)).*	%	0%	>80%

Critical outputs	Operational benchmarks	Type of target	2023	2024	2025	2026	2027	MDA resp.
PRO-LI - 1.1: Improved access to effective animal health services through quality drugs, disease surveillance, and treatment and vaccination campaigns	PRO-LI - 1.1.a: Number of heads of cattle vaccinated against Foot and Mouth disease, Lumpy skin disease, etc.	Annual Total	150,000	150,000	150,000	150,000	150,000	MoLFD
	PRO-LI - 1.1.b: Number of goats vaccinated against Contagious Caprine Pleuro-Pneumonia (CCCP).	Annual Total	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	MoLFD
	PRO-LI - 1.1.c: Number of goats and sheep vaccinated against "Peste des Petits Ruminants" (PPR).	Annual Total	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	MoLFD
	PRO-LI - 1.1.d: Number of cattle treated during vaccination campaigns.	Annual Total	200,000	200,000	200,000	200,000	200,000	MoLFD
PRO-LI - 1.2: Capacitated veterinary doctors and animal health workers in assisting producers in health and safety measures.	PRO-LI - 1.2.a: No. of vets trained in improving health & safety measures (continuous professional development).	Annual Total	40	50	25	20	15	MoLFD
	PRO-LI - 1.2.b: Number of animal health workers given refresher training in improved health & safety measures.	Annual Total	30	30	30	30	30	MoLFD
	PRO-LI - 1.2.c: Number of livestock extension workers given refresher training in improved animal production practices.	Annual Total	25	45	60	- -	- -	MoLFD
PRO-LI - 1.3: Increased fodder production, seeds, and techniques through climate smart practices.	PRO-LI - 1.3.a: Number of demo farms established for climate smart animal production practices.	Accumulated total	2	4	5	6	6	MoLFD
	PRO-LI - 1.3.b: Number of fodder seed banks established.	Accumulated total	2	4	5	6	6	MoLFD
PRO-LI - 1.4: Innovative new products developed, including livestock insurance.	PRO-LI - 1.4.a: Business model developed and approved for livestock insurance.	Milestone	- -	In progress	In progress	Completed	- -	MoLFD
	PRO-LI - 1.4.b: Pilot scheme for livestock insurance developed and initiated.	Milestone	- -	- -	- -	In progress	Completed	MoLFD
PRO-AG - 1.5: Improved coordination between humanitarian and development organisations promoting improved resilience of rural coomunities, under leadership of MoAD.	PRO-AG - 1.5.a: Initial workshop held with all stakeholders to discuss the need for closer coordination between all stakeholders.	Milestone	Completed	- -	- -	- -	- -	MoAD
	PRO-AG - 1.5.b: Roadmap developed with clear milestones for improved coordination, including "quick-win" pilot examples of improved collaboration in the field.	Milestone	Completed	- -	- -	- -	- -	MoAD
	PRO-AG - 1.5.c: The roadmap is under implementation and regular meetings held to discuss progress and adjust milestones.	Milestone	- -	In progress	In progress	- -	- -	MoAD
	PRO-AG - 1.5.d: Internal satisfaction survey held among stakeholders in the agriculture sector concerning the impact of the coordination efforts.	Milestone	- -	- -	Done annually	Done annually	Done annually	MoAD
PRO-AG - 1.6: Coordinated on-station and on-farm research program has sufficient focus on appropriate technology with potential to boost adaptation to climate change in the rural areas.	PRO-LI - 1.6.a: Inventory of on-going on-station and on-farm agricultural Research & Extension activities by MoAD and all partner organizations.	Milestone	In progress	Completed	- -	- -	- -	MoAD
	PRO-LI - 1.6.b: Publication of past research results with the participation of relevant partners.	Milestone	- -	In progress	Completed	- -	- -	MoAD
	PRO-LI - 1.6.c: First annual program of Joint On-station and On-farm Agricultural Research & Extension agreed and approved.	Milestone	- -	- -	In progress	Completed	- -	MoAD
PRO-AG - 1.7: Farmer Field Schools scaled up.	PRO-LI - 1.7.a: Evaluation of current FFS experiences in Somaliland, incl. recommendations on ways of upscaling FFS.	Milestone	In progress	Completed	- -	- -	- -	MoAD
	PRO-LI - 1.7.b: Strategy and Action Plan for upscaling FFS jointly approved by MoAD and relevant stakeholders.	Milestone	- -	In progress	Completed	- -	- -	MoAD
	PRO-LI - 1.7.c: Proportional increase of the number of FFS groups in Somaliland.	Annual Total			10%	30%	50%	MoAD

NDP Outcome	NDP Outcome Indicator	Unit	Baseline (2021)	Target (2027)
PRO - 2: By 2027, the promotion of sustainable Natural Resource Management will have led to a more sustainable use of land and water resources in the production sector.	PRO - 2.A: Average completion rate of the Outcome's combined operational benchmarks. *calculated as (("No. of achieved milestones by end NDPIII * 100% + Proportional completion of each quantitative operational benchmark) divided by (the total number of operational benchmarks for this outcome)).*	%	--	>80%
	PRO - 2.B: The cumulative number of farmers considered early adopters of soil and water conservation practices on their farm, as reported on by all participating partners.	Number of crop production farmers	Not available	200
	PRO - 2.C: For all relevant fish species, the annual fish catch does not surpass the corresponding fishing quotas that have been established on the basis of carried out stock assessments in the NDPIII period.	Boolean (Yes / No)	NO *(No assessment based fishing quotas)*	YES

Critical outputs	Operational benchmarks	Type of target	2023	2024	2025	2026	2027	MDA resp.
PRO-AG - 2.1: Sustainable land use and conservation program on-going on-farm in at least 2 regions.	PRO-AG - 2.1.a: The Somaliland agricultural land policy is reviewed and revised for relevance.	**Milestone**	In progress	In progress	Completed	- -	- -	MoAD
	PRO-AG - 2.1.b: Developed guidelines and training module for conservation agriculture and crop rotation.	**Milestone**	In progress	In progress	Completed	- -	- -	MoAD
	PRO-AG - 2.1.c: Establishment of on-farm pilot demonstration sites for conservation agriculture practices (with other partners).	**Milestone**	- -	- -	In progress	Completed	Permanent	MoAD
PRO-AG - 2.2: Water resource management program on-going on-farm in at least 2 regions.	PRO-AG - 2.2.a: Developed guidelines and training module for watershed management practices.	**Milestone**	- -	In progress	In progress	Completed	Permanent	MoAD
	PRO-AG - 2.2.b: Establishment of on-farm pilot demonstration sites for improved water management practices (with other partners).	**Milestone**	- -	In progress	In progress	Completed	- -	MoAD
	PRO-AG - 2.2.c: Number of demonstration sites with drip irrigation technology (with other partners)	**Milestone**	- -	24	30	36	42	MoAD
	PRO-AG - 2.2.d: Number of irrigated farms using solar-powered irrigation system (with other partners)	**Milestone**	- -	30	60	72	90	MoAD
PRO-AG - 2.3: Gully control and stabilization program on-going on-farm in at least 2 regions.	PRO-AG - 2.3.a: Guidelines developed for the control of gully erosion at farm level.	**Milestone**	- -	In progress	In progress	Completed	Permanent	MoAD
	PRO-AG - 2.3.b: Establishment of on-farm pilot demonstration sites for gully control and gully stabilization practices (with other partners).	**Milestone**	- -	In progress	In progress	Completed	- -	MoAD
PRO-FI - 2.4: Measures taken to ensure sustainable use of marine and fishery resources.	PRO-FI - 2.4.a: Fish stock in Somaliland waters regularly assessed.	**Milestone**	- -	In progress	In progress	In progress	Completed	MoLFD
	PRO-FI - 2.4.b: Declaration of marine protected areas in collaboration w/MoECC (See also Critical Output ENV - 4.2)	**Milestone**	- -	In progress	In progress	In progress	Completed	MoLFD

Strategic Objective PRO - SO-2:	To develop sustainable market-oriented climate-smart value chains in the production sector, involving all stakeholders.

NDP Outcome	NDP Outcome Indicator	Unit	Baseline (2020)	Target (2027)
PRO - 3: By 2027, the meat, dairy, and feed and fodder value chains will have considerably improved.	PRO - 3.A: Increase of 20% in the export of live sheep and goats, comapring five-year averages (equals 3,1% growth per year)..	No. of animals	1,546,917	1,856,300
	PRO - 3.B: Increase of 20% in the export of live cattle, comparing five-year averages (equals 3,1% growth per year).	No. of animals	112,896	135,475
	PRO - 3.C: Increase of 20% in the export of live camels, comparing five-year averages (equals 3,1% growth per year).	No. of animals	33,377	40,053
	PRO - 3.D: Domestic meat consumption from goats, sheep, camels, and cattle processed by the main slaughterhouses in Somaliland (Hargeisa, Burco, Borama, Berbera, and Erigavo).	Kg	719,772	800,000

Source: Somaliland in Figures, Data 2021 (MoPND, November 2022)

Critical outputs	Operational benchmarks	Type of target	2023	2024	2025	2026	2027	MDA resp.
PRO-LI - 3.1: Investments in public and private livestock infrastructure.	PRO-LI - 3.1.a: Total number of livestock holding grounds in Somaliland.	Accumulated total	2	3	4	4	4	MoLFD
	PRO-LI - 3.1.b: Total number of quarantine stations for export and transit of livestock.	Accumulated total	4	6	7	8	9	MoLFD
	PRO-LI - 3.1.c: Number of slaughterhouses constructed, rehabilitated or expanded.	Accumulated total	1	5	6	7	7	MoLFD
	PRO-LI - 3.1.d: Number of meat markets constructed, rehabilitated or expanded.	Accumulated total	2	4	6	8	10	MoLFD
	PRO-LI - 3.1.e: Number of livestock markets constructed, rehabilitated or expanded.	Accumulated total	3	4	5	6	6	MoLFD
	PRO-LI - 3.1.f: Total number of private fattening farms in Somaliland.	Accumulated total	9 + 1	11	12	12	12	MoLFD
PRO-LI - 3.2: Policy and legal framework reviewed to address regulatory gaps for livestock, livestock products and the export of live animals	PRO-LI - 3.2.a: Identified the major gaps in legislation and regulation that inhibit livestock development in pastoralist communities.	Milestone	- -	In progress	Completed	- -	- -	MoLFD
	PRO-LI - 3.2.b: More than 90% of identified major gaps have been addressed through revised legal and regulatory instruments.	Accumulated total	- -	- -	In progress	In progress	Completed	MoLFD
PRO-LI - 3.3: Established parastatal Livestock Marketing Agency.	PRO-LI - 3.3.a: Drafting of all necessary documentation for the establishment of the parastatal Livestock Marketing Agency.	Milestone	In progress	In progress	Completed	- -	- -	MoLFD
	PRO-LI - 3.3.c: Livestock Marketing Agency established as a parastatal with all supporting documentation approved.	Milestone	- -	- -	In progress	Completed	- -	MoLFD
PRO-LI - 3.4: Key actors in the MEAT value chain have been capacitated in good relevant production practices (producers, slaughterhouse staff, handlers, meat vendors, meat inspectors, processors, storage, transporters, traders, etc.)	PRO-LI - 3.4.a: Training module contents developed for different target groups.	Milestone	In progress	In progress	Completed	- -	- -	MoLFD
	PRO-LI - 3.4.b: Number of short duration training courses that have been held on good production practices (1 - 13 weeks).	Annual Total	- -	3	5	10	15	MoLFD
	PRO-LI - 3.4.c: Number of participants in short duration training courses on good production practices (1 - 13 weeks).	Annual Total	- -	60	75	150	225	MoLFD
PRO-LI - 3.5: Key actors in the DAIRY value chain have been capacitated in good relevant production practices (producers, vendors, processors, transporters, traders, etc.)	PRO-LI - 3.5.a: Training module contents developed for different target groups.	Milestone	In progress	In progress	Completed	- -	- -	MoLFD
	PRO-LI - 3.5.b: Number of short duration training courses that have been held on good production practices (1 - 13 weeks).	Annual Total	- -	3	4	4	3	MoLFD
	PRO-LI - 3.5.c: Number of participants in short duration training courses on good production practices (1 - 13 weeks).	Annual Total	- -	60	80	80	60	MoLFD
PRO-LI - 3.6: Key actors in the FODDER value chain have been capacitated in good relevant production practices (producers, vendors, processors, transporters, traders, etc.)	PRO-LI - 3.6.a: Training module contents developed for different target groups.	Milestone	In progress	In progress	Completed	- -	- -	MoLFD
	PRO-LI - 3.6.b: Number of short duration training courses that have been held on good production practices (1 - 13 weeks).	Annual Total	- -	3	2	4	6	MoLFD
	PRO-LI - 3.6.c: Number of participants in short duration training courses on good production practices (1 - 13 weeks).	Annual Total	- -	45	30	60	90	MoLFD
PRO-LI - 3.7: Inputs provided by MoAD and partner organisations to actors in the fodder value chain that have been capacitated on value addition of fodder through baling, concentrates, milling, grinding, etc.	PRO-LI - 3.7.a: Number of people operating in the fodder value chain that have received inputs for baling.	Accumulated total	- -	100	180	250	320	MoLFD
	PRO-LI - 3.7.b: Number of people operating in the fodder value chain that have received inputs for producing concentrates.	Accumulated total	- -	60	130	180	230	MoLFD
	PRO-LI - 3.7.c: Number of people operating in the fodder value chain that have received inputs for milling and grinding.	Accumulated total	- -	60	160	215	270	MoLFD

PRO-LI - 3.8: Livestock trade facilitated for the private sector through market information and diversification.	PRO-LI - 3.8.a: Design of the detailed requirements of a Livestock Marketing Management Information System approved.	Milestone	In progress	Completed	- -	- -	- -	MoLFD
	PRO-LI - 3.8.b: Development of the design-approved Livestock Marketing Management Information System	Milestone	- -	In progress	Completed	- -	- -	MoLFD
	PRO-LI - 3.8.c: The Livestock Marketing Management Information System has been rolled out and is providing information to private sector operators.	Milestone	- -	- -	In progress	In progress	Completed	MoLFD

NDP Outcome	NDP Outcome Indicator		Unit	Baseline (2021)	Target (2027)
PRO - 4: By 2027, MoAD will have increased institutional capacity to effectively support farmers to increase marketed production.	PRO - 4.A: Increase of 20% in the total production of cereals (sorghum, maize), comparing five-year averages (equals 3,1% growth per year).		Tons	20,046	24,000
	PRO - 4.B: Average completion rate of the Outcome's combined operational benchmarks. *calculated as (("No. of achieved milestones by end NDPIII * 100% + Proportional completion of each quantitative operational benchmark) divided by (the total number of operational benchmarks for this outcome)).*		%	- -	>80%

Critical outputs	Operational benchmarks	Type of target	NDP III period					MDA resp.
			2023	2024	2025	2026	2027	
PRO-AG - 4.1: A reformed institutional structure with enhanced human resource capacity and matching equipment and physical infrastructure to achieve its mission in the agricultural subsector.	PRO-AG - 4.1.a: Institutional needs assessment done, based on a balance between resources needed to achieve realistic long term 20-year goals and tangible medium 5-year targets.	Milestone	In progress	Completed	- -	- -	- -	MoAD
	PRO-AG - 4.1.b: Validation Workshop of the institutional needs assessment document, with representatives of all relevant stakeholder organisations and development partners.	Milestone	- -	Completed	- -	- -	- -	MoAD
	PRO-AG - 4.1.c: Elaboration and approval of an Action Plan and Budget in line with the approach contained in the validated Institutional Needs Assessment.	Milestone	- -	In progress	Completed	- -	- -	MoAD
	PRO-AG - 4.1.d: Action Plan under implementation.	Milestone	- -	- -	- -	In progress	In progress	MoAD
PRO-AG - 4.2: Developed a financially sustainable, innovative, market-oriented, producer support approach, together with representatives of all types of value chain stakeholders.	PRO-AG - 4.2.a: Detailed SWOT analysis done with key stakeholders, defining main Strengths, Weaknesses, Opportunities, and Threats of the agricultural sector in general and value chains of selected crops.	Milestone	In progress	Completed	- -	- -	- -	MoAD
	PRO-AG - 4.2.b: Formulation of Action Plan for the most promising value chains in terms of "value for effort" to remove bottlenecks, defining clear roles for public and private stakeholders.	Milestone	- -	Completed	- -	- -	- -	MoAD
	PRO-AG - 4.2.c: Mobilization of resources for the implementation of the Action Plan.	Milestone	- -	In progress	Completed	- -	- -	MoAD
PRO-AG - 4.3: Reviewed agricultural policy, legal and regulatory framework in line with MoAD's newly adopted producer support approach.	PRO-AG - 4.3.a: Mapping study of policy, legislatory, and regulatory elements that need to be brought in line with MoAD's new producer support approach.	Milestone	- -	In progress	Completed	- -	- -	MoAD
	PRO-AG - 4.3.b: Comprehensive draft of the adjusted agricultural policy, legal, and regulatory framework.	Milestone	- -	- -	In progress	In progress	Completed	MoAD
PRO-AG - 4.4: Increased access in terms of available quality and quantity of inputs to both rain-fed and irrigation farmers.	PRO-AG - 4.4.a: Strengthened procedures and mechanisms to certify different types of input supply traders, like seed, fertilizer, agro-chemicals, and irrigation equipment.	Milestone	In progress	In progress	Completed	- -	- -	MoAD
	PRO-AG - 4.4.b: No. of registered certified traders that sell certified seed to producers.	Accumulated total			20	25	35	MoAD
	PRO-AG - 4.4.c: No. of registered certified traders that sell fertilizer to producers.	Accumulated total			20	25	35	MoAD
	PRO-AG - 4.4.d: No. of registered certified traders that sell certified agro-chemicals to producers.	Accumulated total			20	25	35	MoAD
	PRO-AG - 4.4.e: No. of registered certified traders that sell irrigation equipment to producers.	Accumulated total			10	15	20	MoAD
	PRO-AG - 4.4.e: No. of producers with areas under greenhouse production of >500 sqm.	Accumulated total			30	40	60	MoAD
PRO-AG - 4.5: New promising agro-processing technology introduced to improve value addition to agricultural products.	PRO-AG - 4.5.a: Inventory made of internationally available promising agro-processing technology in the context of Somaliland's agricultural production environment.	Milestone	- -	In progress	Completed	- -	- -	MoAD
	PRO-AG - 4.5.b: Selection of promising agro-processing technologies for inclusion in pilot schemes.	Milestone	- -	- -	Completed	- -	- -	MoAD
	PRO-AG - 4.5.c: Establishment of pilot schemes to test selected agro-processing technologies under Somaliland conditions.	Milestone	- -	- -	In progress	In progress	Completed	MoAD

2019

Critical outputs	Operational benchmarks	Type of target	2023	2024	2025	2026	2027	MDA resp.
PRO-AG - 4.6: Improved infrastructure that promotes the marketing of agricultural produce.	PRO-AG - 4.6.a: Established two pilot sites close to Hargeisa market for farm products storage, processing, and value addition.	**Milestone**	In progress	In progress	Completed	- -	- -	MoAD
	PRO-AG - 4.6.b: Digital platform operational to deliver timely weather information and agronomic advice to producers.	**Milestone**	- -	In progress	In progress	Completed	- -	MoAD
	PRO-AG - 4.6.c: Promoting development of physical market infrastructure together with local governments and the private sector.	**Milestone**	In progress	In progress	In progress	In progress	In progress	MoAD
	PRO-AG - 4.6.d: Established a marketing information system for the effective provision of market information to farmers and other market players.	**Milestone**	- -	In progress	In progress	Completed	- -	MoAD

NDP Outcome	NDP Outcome Indicator		Unit	Baseline (2021)	Target (2027)
PRO - 5: By 2027, the Somaliland fishery sector will have grown substantially in a sustainable manner.	PRO - 5.A: A 20% increase of the annual catch of fish (equals 3,1% growth per year).		Tons of fish	3,244	3,900
	PRO - 5.B: A 50% increase in the number of registered local fishing vessels (equals 7% growth per year).		Registered local fishing vessels	445	670

Critical outputs	Operational benchmarks	Type of target	2023	2024	2025	2026	2027	MDA resp.
PRO-FI - 5.1: Reviewed and updated relevant laws for the fishery sub-sector (including legalization of cooperatives), as well as modernized licensing system.	PRO-FI - 5.1.a: Identified the major gaps in legislation and regulation that inhibit fisheries development and establishment of fishery cooperatives.	**Milestone**	Completed	- -	- -	- -	- -	MoLFD
	PRO-FI - 5.1.b: Fishery law 84/2018 revised and amended	**Milestone**	- -	Completed	- -	- -	- -	MoLFD
	PRO-FI - 5.1.c: More than 90% of identified major gaps have been addressed through revised regulatory instruments.		- -	- -	In progress	Completed	- -	
	PRO-FI - 5.1.d: Fishery licensing system modernized.	**Milestone**	In progress	In progress	Completed	- -	- -	MoLFD
PRO-FI - 5.3: Improved capacity to monitor and protect against illegal, unregulated and unreported fishing.	PRO-FI - 5.3.a: Vessel monitoring system / Automatic Identification System established and operational.	**Milestone**	- -	In progress	Completed	- -	- -	MoLFD
	PRO-FI - 5.3.b: Fish catch monitoring and registration system expanded to all key fishing ports and jetties.	**Milestone**	In progress	Completed	- -	- -	- -	MoLFD
PRO-FI - 5.4: Established public and private investments in strategic infrastructure for the fishing industry (jetties, fish processing hubs, transport infrastructure to increase access to markets, markets and cold chain facilities)	PRO-FI - 5.4.a: No. of rehabilitated or extended jetties of key importance for local fishermen.	**Accumulated total**	1		2		3	MoLFD
	PRO-FI - 5.4.b: Number of operating modern fish processing hubs.	**Accumulated total**		2			4	MoLFD
	PRO-FI - 5.4.c: Number of new fish market centres w/cold chain facilities constructed in Hargeisa, Erigavo, and Wajaale.	**Accumulated total**	1	2		3		MoLFD
	PRO-FI - 5.4.d: Number of operational cold storage facilities in coastal areas that are important for the fish value chain.	**Accumulated total**	3	4	8	9	9	MoLFD
	PRO-FI - 5.4.e: Number of private fish processing plants (canning, drying, smoking, etc.) facilitated in collaboration with relevant MDAs.	**Accumulated total**	1	2		3	4	MoLFD
	PRO-FI - 5.4.f: Upgraded the Berbera mechanical workshop for marine engine maintenance.	**Milestone**	- -	Completed	- -	- -	- -	MoLFD
	PRO-FI - 5.4.g: Establishment of two mobile marine engine mechanical workshops in Zeylac and Maydh.	**Accumulated total**		1		2		MoLFD
	PRO-FI - 5.4.h: Number of operational public and private fishing gear shops.	**Accumulated total**	1	2		3	4	MoLFD
PRO-FI - 5.5: Key actors in the SEAFOOD value chain have been capacitated in good relevant production practices (producers, vendors, processors, transporters, traders, etc.)	PRO-FI - 5.5.a: Training module contents developed for different target groups.	**Milestone**	In progress	Completed	- -	- -	- -	MoLFD
	PRO-FI - 5.5.b: Number of short duration training courses that have been held on good production practices (1 - 13 weeks).	**Annual Total**	5	5	5	5	5	MoLFD
	PRO-FI - 5.5.c: Number of participants in short duration training courses on good production practices (1 - 13 weeks).	**Annual Total**	75	75	75	75	75	MoLFD
	PRO-FI - 5.5.d: No. of trainers trained and operational in i) maintenance and repair of marine engines, cold storage facilities, solar installations, etc., II) inspection, and iii) data collection.	**Accumulated total**	12	18	36	36	36	MoLFD
PRO-FI - 5.6: Establishment of a fishery training center for the training of young fishermen.	PRO-FI - 5.6.a: All necessary pre-conditions for the establishment of the Fishery Training Center have been approved (site, infrastructure, funds, number of staff, curricula, etc).	**Milestone**	In progress	Completed	- -	- -	- -	MoLFD
	PRO-FI - 5.6.b: Execution of the plans to establish the Fishery Training Center according to approved prerequisites.	**Milestone**	- -	- -	Completed	- -	- -	MoLFD
	PRO-FI - 5.6.c: The Fishery Training Centre is operational and the first courses for fishermen are on-going.	**Milestone**	- -	- -	In progress	In progress	In progress	MoLFD

RBM Matrices – Infrastructure Sector

Strategic Objective INF - SO-1:	To build a robust national infrastructure that contributes to a solid foundation for sustainable equitable development in Somaliland.

NDP Outcome	NDP Outcome Indicator	Unit	Baseline (2021)	Target (2027)
INF - 1: By 2027, transport services by land, sea, and air are safer and more frequent, efficient, profitable, and sustainable.	INF - 1.A: Number of international passengers arriving at Hargeisa and Berbera airport in the year.	No. of passengers per year	172,271	290,000
	INF - 1.B: Number of domestic passengers departing from Hargeisa, Berbera, Erigavo, and Burco airports in the year.	No. of passengers per year	0	10,000
	INF - 1.C: Kilometres of paved road completed during the NDP III period and in use.	Km. of paved road constructed or rehabilitated.	- -	1,535

(*) 2027 target = 20% on top of the 2019 pre-COVID level of 242,844 passengers arriving

Critical outputs	Operational benchmarks	Type of target	NDP III period					MDA resp.
			2023	2024	2025	2026	2027	
INF - 1.1 Newly constructed and rehabiltated (or upgraded) PAVED roads (reducing fuel and vehicle maintenance costs + increasing safety for all road users).	INF - 1.1.m: No. of km. of road constructed on the trajectory **"Hargeisa – Baligubadle"** (total length = 65 km.)	Milestone	In progress	In progress	In progress	Completed	- -	RDA
	INF - 1.1.a: No. of km. of road constructed on the trajectory **"Lawyaddo-Fardaha-Borama"** (total length = 270 km.)	Milestone	In progress	In progress	In progress	In progress	Completed	RDA
	INF - 1.1.b: No. of km. of road constructed on the trajectory **"Burao-Oodweyne-Hargeisa"** (total length = 190 km.)	Milestone	In progress	In progress	In progress	In progress	Completed	RDA
	INF - 1.1.c: No. of km. of road constructed on the trajectory **"Burao-Berbera"** (total length = 62 km - funded by SDF)	Milestone	In progress	Completed	- -	- -	- -	RDA
	INF - 1.1.d: No. of km. of road constructed on the trajectory **"Wadamago-Qoralugud-Buhodle"** (total length = 90 km.)	Milestone	In progress	In progress	Completed	- -	- -	RDA
	INF - 1.1.e: No. of km. of road constructed on the trajectory **"Erigavo-Maydh (Tabca)"** (total length = 78 km.)	Milestone	In progress	In progress	In progress	In progress	Completed	RDA
	INF - 1.1.f: No. of km. of road constructed on the trajectory **"Las'anood- Kalabaydh"** (total length = 40 km.)	Milestone	In progress	In progress	In progress	In progress	Completed	RDA
	INF - 1.1.g: No. of km. of road rehabilitated on the trajectory **"Burao - Las'anood - Gambadha"** (total length = 300 km.)	Milestone	In progress	In progress	In progress	In progress	Completed	RDA
	INF - 1.1.h: No. of km. of road constructed on the trajectory **"Borama-Baki "** (total length = 37 km.)	Milestone	In progress	In progress	Completed	- -	- -	RDA
	INF - 1.1.i: No. of km. of road constructed on the trajectory **"Berbera-Las lidle"** (total length = 100 km.)	Milestone	In progress	In progress	In progress	Completed	- -	RDA
	INF - 1.1.j: No. of km. of road constructed on the trajectory **"Hargeisa-Salahley"** (total length = 71 km.)	Milestone	In progress	In progress	Completed	- -	- -	RDA
	INF - 1.1.k: No. of km. of road constructed on the trajectory **"Boon-Xariirad"** (total length = 37 km.)	Milestone	- -	In progress	In progress	Completed	- -	RDA
	INF - 1.1.l: No. of km. of road constructed on the trajectory **"Hargeisa-Ceelsheekh"** (total length = 110 km.)	Milestone	- -	In progress	In progress	Completed	- -	RDA
	INF - 1.1.m: No. of km. of road constructed on the trajectory **"Fardaha-Garbodadar-Hargeisa"** (total length = 150 km.)	Milestone	- -	In progress	In progress	Completed	- -	RDA
INF - 1.2: Completed Roads Master Plan pre-feasibility study for the 23 electoral districts.	INF - 1.2.a: ToR for Roads Master Plan pre-feasibility study approved and all preparations for study are completed.	Milestone	In progress	Completed	- -	- -	- -	RDA
	INF - 1.2.b: Roads Master Plan pre-feasibility study finalized and approved.	Milestone	- -	In progress	In progress	In progress	Completed	RDA
INF - 1.3: Viability assessed to promote investments in Berbera - Hargeisa - Aware - Shilabo road, railway, and natural gas pipeline.	INF - 1.3.a: Conducting the Feasibility study for Berbera-Hargeisa-Aware-Shilabo road, railway and natural gas pipeline.	Milestone	- -	In progress	Completed	- -	- -	MoTRD
	INF - 1.3.b: Investment marketing portfolio developed, approved and launched to attract investments in Berbera - Shilabo corridor.	Milestone	- -	- -	In progress	In progress	Completed	MoTRD
INF - 1.4: Expanded civil aviation and airport infrastructure.	INF - 1.4.a: Construction of new Terminal for Hargeisa Airport.	Milestone	- -	In progress	Completed	- -	- -	CAAA
	INF - 1.4.b: Set up of new runway lighting system for Hargeisa Airport.	Milestone	In progress	Completed	- -	- -	- -	CAAA
	INF - 1.4.c: Construction of a new Tower and Flight Information Centre for Hargeisa Airport.	Milestone	Pending	In progress	Completed	- -	- -	CAAA
	INF - 1.4.d: Construct runways & terminals at Burao Airport.	Milestone	In progress	In progress	In progress	Completed	- -	CAAA
	INF - 1.4.e: Construct runways & terminals at Erigavo Airport.	Milestone	In progress	In progress	In progress	Completed	- -	CAAA

INF - 1.5: New plans developed for future expansion of civil aviation and airport infrastructure.	INF - 1.5.a: Implementation of a feasability study for Las Anod Airport, Borama Airport, and Kalabaidh Airport.	**Milestone**	In progress	Completed	- -	- -	- -	CAAA
	INF - 1.5.b: Design of a Master Plan for the construction and development of Las Anod Airport, Borama Airport, and Kalabaidh Airport.	**Milestone**	- -	- -	In progress	Completed	- -	CAAA
INF - 1.6: Improved aviation and airport security.	INF - 1.6.a: Rules and regulations reviewed to meet IATA and ICAO standards.	**Milestone**	In progress	Completed	- -	- -	- -	CAAA
	INF - 1.6.b: Airspace Management systems and facilities established and operational.	**Milestone**	- -	In progress	Completed	- -	- -	CAAA
	INF - 1.6.c: Airport Operation Manuals developed and in use.	**Milestone**	In progress	Completed	- -	- -	- -	CAAA
	INF - 1.6.d: Airport Security Manuals developed and in use.	**Milestone**	In progress	Completed	- -	- -	- -	CAAA
INF - 1.7: Establishment of national capacity for the training of aviation professionals.	INF - 1.7.d: National Aviation Academy established w/certified Curriculum.	**Milestone**	In progress	Completed	- -	- -	- -	CAAA
	INF - 1.7.d: Number of learners attending the National Aviation Academy.	**Annual Total**	160	160	170	170	660	CAAA

NDP Outcome	NDP Outcome Indicator	Unit	Baseline (2021)	Target (2027)
INF - 2: By 2027, more widely available robust ICT Infrastructure resulted in an expansion of quality internet-based e-services.	INF - 2.A: Total length of fiber optic cable laid out in Somaliland.	Km. of cable	1,200	5,000
	INF - 2.B: Number of regions that have fast internet services available using the fiber optic cable network.	No. of regions	4	6
	INF - 2.C: No. of MDAs connected through the fiber optic network managed by the MoICT.	No. of MDAs	0	ALL
	INF - 2.D: Robust and secure government e-platforms services available for the general public.	No. of e-platforms	2	16
	INF - 2.E: Expanded and secure postal services available in all Somaliland regions including e-postal services	No. of regions	1	6

Critical outputs	Operational benchmarks	Type of benchmark	NDP III period					MDA resp.
			2023	2024	2025	2026	2027	
INF - 2.1: Broadband infrastructure coverage (Fibre optic network Infrastructure) expanded	INF - 2.1.a: Developed and Implemented the National Broadband Strategy	**Milestone**	- -	- -	In progress	In progress	Completed	MICT
	INF-2.1.b: No. of schools, hospitals, police stations and public service institutions covered by fiber optic network connectivity	**Accumulated total**	0	6	10	15	20	MICT
	INF-2.1.c: No. of regions reached by high speed broadband network.	**Accumulated total**	4	5	5	6	6	MICT
INF - 2.2: Harmonizing existing universal access to ICT services including e-learning platforms	INF - 2.2.a: Additional resources assessed for digital technologies advancement.	**Accumulated total**	- -	In progress	In progress	In progress	Completed	MICT
	INF - 2.2.b: Formulated and harmonized the Universal Access Policy	**Milestone**	- -	In progress	In progress	Completed	- -	MICT
	INF - 2.2.d: Assessments of existing ICT access in Somaliland	**Milestone**	- -	In progress	In progress	In progress	Completed	MICT
	INF - 2.2.e: An environment where ICT resource content can be produced in the Afsomali language	**Milestone**	- -	In progress	In progress	In progress	Completed	MICT
	INF - 2.2.f: No. of additional e-learning platforms and systems operating from Somaliland.	**Annual Total**	0	2	4	6	8	MICT
INF - 2.3: Improved management and utilization of the national frequency spectrum resources.	INF - 2.3.a: Developed spectrum management regulations.	**Milestone**	In progress	In progress	Completed	- -	- -	MICT
	INF - 2.3.b: Implemented National Table of Frequency Allocation (NTFA)	**Milestone**	- -	In progress	In progress	Completed	- -	MICT
	INF - 2.3.c: Standardized national spectrum allocation	**Milestone**	- -	- -	In progress	Completed	- -	MICT
INF - 2.4: National postcode and Postal addressing (GIS) developed and established.	INF - 2.4.a: No. of regions covered by the GIS-based postal addressing system.	**Accumulated total**	1	3	5	6	6	MICT
INF - 2.5: Local /international Postal service delivery expanded.	INF - 2.5.a: No. of countries that have postal agreements with Somaliland.	**Accumulated total**	2	4	5	6	6	MICT
	INF - 2.5.b: No. of parcels delivery operators that are using new postcode and GIS postal addressing systems.	**Accumulated total**	0	6	10	15	20	MICT
INF - 2.6: National data management standardized	INF - 2.6.a: No. of a national data center established.	**Accumulated total**	0	1	2	3	4	MICT
	INF - 2.6.b: National data management regulations, guidelines and standards developed	**Milestone**	In progress	Completed	- -	- -	- -	MICT
	INF - 2.6.c: Established inter-governmental data exchange system.	**Accumulated total**	In progress	In progress	In progress	Completed	- -	MICT
	INF - 2.6.d: Established national Disaster preparedness and Recovery ICT System.	**Milestone**	- -	- -	In progress	In progress	Completed	MICT
INF - 2.7: Secured Government Networks established.	INF - 2.7.a: Developed network profiling for MDAs and analyzed data from ICT.	**Milestone**	In progress	In progress	Completed	- -	- -	MICT
	INF - 2.7.b: Analyzed ICT profiling data results	**Milestone**	In progress	In progress	Completed	- -	- -	MICT

INF - 2.8: Top Level Domain for Somaliland created and registered	INF - 2.8.a: Established national entity that meets ICANN requirements	**Milestone**	In progress	In progress	In progress	Completed	- -	MICT
INF - 2.9: Incubaters, innovation parks, and ICT training centers promoted and established.	INF - 2.9.a: National & private innovation centers harmonized and improved.	**Milestone**	- -	In progress	In progress	In progress	Completed	MICT
	INF - 2.9.b: National innovation resources mobilized (technical and financial)	**Milestone**	- -	In progress	In progress	In progress	Completed	MICT
INF - 2.10: Accelerated digitalization of government services	INF - 2.10.a: Develop rules, regulations and revised existing e-government strategy	**Milestone**	In progress	In progress	Completed	- -	- -	MICT
	INF - 2.10.b: Public service/central government Management Systems digitalized (e-Gazette, Archive, etc).	**Milestone**	In progress	In progress	In progress	In progress	Completed	MICT
INF - 2.11: Improved public financial management	INF - 2.11.a: Developed public sector mobile money transfer system.	**Milestone**	- -	In progress	In progress	In progress	Completed	MICT
INF - 2.12: Strengthened interconnectivity among the telecommunications operators	INF - 2.12.a: Existing inter-operators agreement framework improved.	**Milestone**	In progress	In progress	In progress	In progress	Completed	MICT

NDP Outcome	NDP Outcome Indicator			Unit		Baseline (2021)	Target (2027)
INF - 3: By 2027, improved planning and urban development has lead to Increased access to decent and affordable housing with green and socio-environmental friendly surroundings.	INF - 3.A: No. of District Spatial Master Plans (DSMP) that are enforceable legal instruments to guide district/urban spatial development.			No. of legally enforceable DSMPs		0	20
	INF - 3.B: No. of newly constructed housing units in the NDP III period, destined for civil servants, that are occupied by civil servants.			No. of civil servant housing units		0	1,500

Critical outputs	Operational benchmarks	Type of benchmark	NDP III period					MDA resp.
			2023	2024	2025	2026	2027	
INF - 3.1: New physical planning instruments for the development of the most important population centres.	INF - 3.1.a: National Spatial Plan developed and approved.	**Milestone**	In progress	In progress	In progress	In progress	In progress	MoPWLH
	INF - 3.1.b: No. of Spatial Master Plans developed for the 23 electoral districts.	**Accumulated total**	9	15	20	23	23	MoPWLH
INF - 3.2: Increase in available adequate housing units built by the Government.	INF - 3.2.a: Government employees housing eligibility guidelines developed and approved.	**Milestone**	- -	Completed	- -	- -	- -	MoPWLH
	INF - 3.2.b: No. of housing units built for civil servants.	**Accumulated total**		500	1,000	1,500	2,000	MoPWLH
	INF - 3.2.c: No. existing government housing units renovated and maintained across all the regions	**Accumulated total**	100	200	300	400	500	MoPWLH
INF - 3.3: Additional public infrastructure built to improve mobility in urban areas.	INF - 3.3.a: No. of additional bridges built in urban centres.	**Accumulated total**	3	5	7	9	10	MoPWLH
INF - 3.4: Government buildings newly constructed, rehabilitated and maintained.	INF - 3.4.a: No. of government buildings in all regions that were designed and constructed under supervision of MoPWLH.	**Accumulated total**	100	200	300	400	500	MoPWLH
INF - 3.5: Reinforcement of technical resources to facilitate physical planning.	INF - 3.5.a: Establishment of a National Geodetic System	**Milestone**	In progress	Completed	- -	- -	- -	MoPWLH
	INF - 3.5.b: Development of an efficient and accurate land information system	**Milestone**	- -	In progress	In progress	In progress	Completed	MoPWLH
	INF - 3.5.c: No. of Local Governments' district engineers and MoPWLH engineers trained on surveying and GIS (Total = 100).	**Annual Total**		30	30	20	20	MoPWLH

NDP Outcome	NDP Outcome Indicator	Unit	Baseline (2021)	Target (2027)
INF - 4: By 2027, a stronger legal and regulatory framework in the infrastructure sector has lead to the delivery of safer, better regulated and maintained public and private infrastructure of higher quality.	INF - 4.A: No. of regions with a functioning construction quality control laboratory fully operational.	No. of quality control laboratories	0	6
	INF - 4.B: Average completion rate of the Outcome's combined operational benchmarks. *calculated as (("No. of achieved milestones by end NDPIII * 100% + Proportional completion of each quantitative operational benchmark) divided by (the total number of operational benchmarks for this outcome)).*	%	--	80%

Critical outputs	Operational benchmarks	Type of benchmark	2023	2024	2025	2026	2027	MDA resp.
INF - 4.1: Additional policy and legal instruments to strengthen the overall framework for urban planning, land and housing.	INF - 4.1.a: National Urbanization Policy developed and approved.	**Milestone**	In progress	Completed	- -	- -	- -	MoPWLH
	INF - 4.1.b: Comprehensive Land Law developed and approved.	**Milestone**	In progress	Completed	- -	- -	- -	MoPWLH
	INF - 4.1.c: Urban Land Management Law reviewed and amended.	**Milestone**	- -	- -	In progress	Completed	- -	MoPWLH
	INF - 4.1.d: Land Registration Regulations developed and approved.	**Milestone**	- -	- -	In progress	In progress	Completed	MoPWLH
	INF - 4.1.e: Public Land management Regulations developed and approved.	**Milestone**	- -	- -	In progress	Completed	- -	MoPWLH
	INF - 4.1.f: Valuation and Taxation of Land and Property Regulations developed and approved.	**Milestone**	- -	- -	In progress	Completed	- -	MoPWLH
	INF - 4.1.g: Comprehensive National Housing Policy developed and approved	**Milestone**	In progress	Completed	- -	- -	- -	MoPWLH
	INF - 4.1.h: National Housing Database established.	**Milestone**	- -	In progress	Completed	- -	- -	MoPWLH
INF - 4.2: Improved oversight of the private sector construction industry.	INF - 4.2.a: Construction industry policy formulated and approved.	**Milestone**	In progress	Completed	- -	- -	- -	MoPWLH
	INF - 4.2.b: Development , promotion and enforcement of building codes.	**Milestone**	In progress	In progress	In progress	In progress	In progress	MoPWLH
	INF - 4.2.c: Contractor registration guidelines created and operational.	**Milestone**	Completed	- -	- -	- -	- -	MoPWLH
	INF - 4.2.d: Comprehensive National Public Works Database developed and in use	**Milestone**	- -	In progress	In progress	In progress	Completed	MoPWLH
INF - 4.3: Construction quality testing capacity established.	INF - 4.3.a: Construction materials resource center developed.	**Milestone**	In progress	Completed	- -	- -	- -	MoPWLH
	INF - 4.3.a: No. of construction quality control laboratories built and equipped in the regions.	**Accumulated total**		1	3	5	6	MoPWLH
INF - 4.5: Stronger policy and legal framework for the development of Information and Communication Technology (ICT)	INF - 4.5.a: Telecommunications Act reviewed and amended.	**Milestone**	- -	- -	- -	- -	- -	MoICT
	INF - 4.5.b: Cyber–security Act developed and approved.	**Milestone**	- -	- -	- -	- -	- -	MoICT
	INF - 4.5.c: Data Sharing and Privacy Act developed and approved.	**Milestone**	- -	- -	- -	- -	- -	MoICT
	INF - 4.5.d: Electronic Transactions Act developed and approved.	**Milestone**	- -	- -	- -	- -	- -	MoICT
	INF - 4.5.e: Improve ICT regulatory framework for telecommunications, cyber-security, data sharing and electronic transactions acts.	**Milestone**	- -	- -	- -	- -	- -	MoICT
INF - 4.6: Improved legal framework related to transport by land, sea, or air.	INF - 4.6.a: National Road Safety Policy and Strategy developed and approved.	**Milestone**	In progress	Completed	- -	- -	- -	MoTRD
	INF - 4.6.b: Motor Vehicle Inspection Act developed and approved.	**Milestone**		In progress	Completed	- -	- -	MoTRD
	INF - 4.6.c: Carriage of Goods By Roads Act developed and approved.	**Milestone**		- -	In progress	Completed	- -	MoTRD
	INF - 4.6.d: National Transport Policy developed and approved.	**Milestone**	In progress	In progress	Completed	- -	- -	MoTRD
	INF - 4.6.e: Maritime Transport Act developed and approved	**Milestone**	In progress	Completed	- -	- -	- -	MoTRD
	INF - 4.6.f: Maritime Insurance Act developed and approved.	**Milestone**		In progress	Completed	- -	- -	MoTRD

RBM Matrices – Governance Sector

Strategic Objective GOV - SO-1:	Improved institutional performance in pursuit of better national security, democratization, decentralization, justice for all, human rights protection, transparent management of public resources, and international cooperation.

NDP Outcome	NDP Outcome Indicator	Unit	Baseline (2021)	Target (2027)
GOV - 1: By 2027, Somaliland will have a stronger institutional framework that promotes inclusive governance, accountability, and public transparency.	GOV - 1.A: Proportion of selected managerial positions held by women in the public sector (All categories below)	%	19.5%	30.0%
	GOV - 1.A_support data: Number of males/females in selected managerial positions:	*No. of M/F*	*309 / 75*	Part of the accumulated target.
	Ministers	*No. of M/F*	*22 / 1*	
	Vice-ministers	*No. of M/F*	*21 / 2*	
	Director Generals of Ministries	*No. of M/F*	*20 / 3*	
	Department Directors of Ministries	*No. of M/F*	*161 / 36*	
	Directors and Director Generals of Government Agencies	*No. of M/F*	*16 / 0*	
	Department Directors of Government Agencies	*No. of M/F*	*69 / 33*	
	Department Directors of Local Governments	*No. of M/F*	*N.A. / N.A.*	
	GOV - 1.B1: Proportion of citizens, 16 years or older, who hold a National Identity card.	%	28.1%	50.0%
	GOV - 1.B2: Number of citizens older than 16 who hold a national ID card	No. of citizens	640,161	1,314,002
	GOV - 1.B_support data: Projected Somaliland population older than 16 (PESS-2014 data w/2,93% annual growth)	No. of citizens	2,274,659	2,628,004

Source baseline values: MoPND / CSD

Critical outputs	Operational benchmarks	Type of target	2023	2024	2025	2026	2027	MDA resp.
GOV-SE - 1.1: Improved comprehensive national civil registration system established (national ID, birth, marriage, divorce, and death certificates)	GOV-SE - 1.1.a: Regular campaigns to promote registration for national IDs.	Milestone	- -	In progress	Completed	- -	- -	MoI
	GOV-SE - 1.1.b: Decentralize the issuing of IDs to regions.	Milestone	- -	In progress	Completed	Permanent	Permanent	MoI
GOV-DD - 1.2: Increase in the employment of women in local government institutions.	GOV-DD - 1.2.a: Promoting the employment of women in local government institutions.	Milestone	In progress	In progress	In progress	In progress	In progress	MoI
	GOV-DD - 1.2.b: Promoting the appointment of women in managerial positions in Local Government institutions.	Milestone	In progress	In progress	In progress	In progress	In progress	MoI
GOV-DD - 1.3: IFMIS expanded to districts graded A, B and C	GOV-DD - 1.3.a: No. of A, B, C graded districts with IFMIS fully introduced.	Accumulated total	12	23	23	23	23	MoI
	GOV-DD - 1.3.b: No. of relevant district staff trained in the use of IFMIS.	Annual Total	33	0	0	0	0	MoI
GOV-DD - 1.4: A strengthened service delivery model (SDM) expanded to cover more electoral districts	GOV-DD - 1.4.a: Number of electoral districts that are operating according to the standards of the Service Delivery Model.	Accumulated total	10	13	15	17	20	MoI
GOV-PR - 1.5: Principles of Good Governance promoted and disseminated in Government institutions.	GOV-PR - 1.5.a: Number of capacity building workshops held on Good Governance for staff of Government institutions.	Annual Total	3	4	3	3	3	GGC
	GOV-PR - 1.5.b: Baseline studies to assess current governance systems, and identify gaps and areas to improve.	Milestone	1	1	1	1	1	GGC
GOV-PR - 1.6: Increased number of women promoted to managerial positions in the civil service in central government institutions (MDAs).	GOV-PR - 1.6.a: Merit-based _recruitment_ policy, giving preference to women when equally qualified, leads to annual increase in the proportion of women being admitted to the civil service, based on annual data provided by the CSC.	Annual Total	In progress	Permanent	Permanent	Permanent	Permanent	CSC
	GOV-PR - 1.6.b: Merit-based _promotion_ policy, giving preference to women when equally qualified, leads to annual increase in the proportion of women being admitted to the civil service, based on annual data provided by the CSC.	Milestone	In progress	Permanent	Permanent	Permanent	Permanent	CSC
GOV-PR - 1.7: More comprehensive and improved audit systems with a wider scope of audits implemented	GOV-PR - 1.7.a: No. of Financial Audits that have been executed by the NAO.	Annual Total	32	32	32	32	32	NAO
	GOV-PR - 1.7.b: Concluded technical preparations for the introduction of compliance, IT, and Performance audits.	Milestone	In progress	Completed	- -	- -	- -	NAO
GOV-PR - 1.8: More comprehensive and improved audit systems with a wider scope of audits implemented	GOV-PR - 1.8.a: No. of Financial Audits that have been executed by the NAO.	Annual Total	32	32	32	32	32	NAO
	GOV-PR - 1.8.b: Concluded technical preparations for the introduction of compliance, IT, and Performance audits.	Milestone	In progress	Completed	- -	- -	- -	NAO
GOV-PR - 1.9: Improved impact of external audits done by the National Audit Office (NAO)	GOV-PR - 1.9.a: Capacity building of PAC committee members of Parliament in matters of interpretation of national audit reports.	Milestone	Permanent	Permanent	Permanent	Permanent	Permanent	NAO

GOVERNANCE Subsectors: GOV-SE = Security; GOV-DD = Democratization & Decentralization; GOV-RL = Rule of Law & Human Rights; GOV-PR = Public Resource Management; GOV-FA = Foreign Affairs & Intern. Cooperation.

NDP Outcome	NDP Outcome Indicator		Unit	Baseline (2021)	Target (2027)
GOV - 2: By 2027, Somaliland government institutions will have a more efficient workforce allowing a more effective delivery of their mandates.	GOV - 2.A: Average completion rate of the Outcome's combined operational benchmarks. *calculated as (("No. of fully completed milestones by end NDPIII * 100% + Proportional completion of each quantitative operational benchmark) divided by (the total number of operational benchmarks for this outcome)).*		%	- -	>80%

Critical outputs	Operational benchmarks	Type of target	NDP III period					MDA resp.
			2023	2024	2025	2026	2027	
GOV-SE - 2.1: Increased and improved in-service-training for security related staff	GOV-SE - 2.1.a: Development and approval of comprehensive in-service training plans for MoI staff.	Milestone	Completed	- -	- -	- -	- -	MoI
	GOV-SE - 2.1.b: Production of training material for the most important in-service training modules.	Milestone	In progress	Completed	- -	- -	- -	MoI
	GOV-SE - 2.1.c: Starting of in-service training of security related staff.	Milestone	- -	In progress	In progress	In progress	In progress	MoI
GOV-SE - 2.2: Enhanced management capacity of traditional elders.	GOV-SE - 2.2.a: Design of traditional elders' data record management system.	Milestone	- -	In progress	Completed	- -	- -	MoI
	GOV-SE - 2.2.b: Data collection routines established and up-to-date data collected.	Milestone	- -	- -	In progress	Permanent	Permanent	MoI
GOV-SE - 2.3: Improved knowledge and skills of army senior officers	GOV-SE - 2.3.a: No. of army senior officers sent for further education to military academies abroad.	Annual Total	20	20	20	20	20	MoD
	GOV-SE - 2.3.b: No. of army senior officers and MoD officers trained to enhance their management and leadership skills.	Annual Total	30	30	30	30	30	MoD
GOV-SE - 2.4: Army pension system developed and implemented.	GOV-SE - 2.4.a: Army pension registration system developed and updated.	Milestone	In progress	Completed	- -	- -	- -	MoD
	GOV-SE - 2.4.b: Regulations for roll-out of army pension scheme formulated and approved.	Milestone	Completed	- -	- -	- -	- -	MoD
	GOV-SE - 2.4.c: Pension scheme rolled out and pensions paid out according to newly approved regulations	Milestone	- -	In progress	Permanent	Permanent	Permanent	MoD
GOV-SE - 2.5: The Somaliland Police Force has improved its capacity in community policing.	GOV-SE - 2.5.a: Training modules developed for capacitating police officers with approved curriculum in community policing.	Milestone	In progress	In progress	In progress	In progress	Completed	SPF
	GOV-SE - 2.5.b: Number of police officers that participated in community policing in-service training courses in all 6 regions of Somaliland using the approved curriculum.	Accumulated total	- -	200	400	600	900	SPF
	GOV-SE - 2.5.c: Number of civilians from district security committees that participated in community policing training events together with police officers.	Accumulated total	- -	100	200	300	450	SPF
	GOV-SE - 2.5.d: Number of newly recruited police officers that have been trained in community policing using the approved curriculum.	Annual Total	600	600	600	600	600	SPF
GOV-SE - 2.6: Increased firefighting and rescue capacity in the Somaliland Fire Brigade.	GOV-SE - 2.6.a: Total number of existing firefighters who work in the different fire stations of the institution.	Accumulated total	500	550	650	750	850	SFB
	GOV-SE - 2.6.b: Number of firefighters who had competency and skills training organised INTERNALLY.	Annual Total	500	550	650	750	850	SFB
	GOV-SE - 2.6.c: Number of firefighters who had competency and skills training organised EXTERNALLY.	Annual Total	15	5	5	5	5	SFB
GOV-RL - 2.7: Increased knowledge and skills of MoPCA staff.	GOV-RL - 2.7.a: Staff Training Needs Assessment report and Staff Training Plan available and approved.	Milestone	Completed	Completed	Completed	Completed	Completed	MoPCA
	GOV-RL - 2.7.b: Number of MoPCA staff trained	Annual Total	40	40	40	40	40	MoPCA
GOV-PR - 2.8: Core staff from Planning and Statistical Units of all MDAs trained to ensure proper planning and monitoring in the context of the NDPIII.	GOV-RL - 2.8.a: Training content and materials designed, among others based on 2019 Training Needs Assessment conducted by MoPND and NDPIII MEAL supplement.	Milestone	In progress	Completed				MoPND
	GOV-PR - 2.8.b: Number of PSU core staff that participated in training events organized by MoPND.	Annual Total		50	50	50	50	MoPND
	GOV-PR - 2.8.c: Number of MDAs that have at least 3 people that participated in all training modules.	Accumulated total		10	20	30	40	MoPND
GOV-PR - 2.9: Improved skills, knowledge, and attitudes of Civil Servants	GOV-RL - 2.9.a: Number of MDAs with Trainings Needs Assessment conducted by the CSI and CSC (see also 2.9.a).	Annual Total	15	15	15	15	15	CSI
	GOV-PR - 2.9.b: Development of annual training plan for assessed MDAs	Milestone	Completed	Completed	Completed	Completed	Completed	CSI
	GOV-PR - 2.9.c: No. of civil servants trained under the Annual Staff Training Plan.	Annual Total	500	600	700	800	900	CSI

GOV-PR - 2.10: Improved performance management of civil servants across all MDAs.	GOV-PR - 2.10.a: Terms of Reference and Job Descriptions developed for all MDA staff.	**Milestone**	In progress	In progress	In progress	In progress	Completed	CSC
	GOV-PR - 2.10.b: Developed a reward system including non-monetary rewards, based on performance outcomes across all MDAs.	**Milestone**	In progress	In progress	Completed	- -	- -	CSC
	GOV-PR - 2.10.c: Developed a strategy for public service staff retention.	**Milestone**	Completed	- -	- -	- -	- -	CSC
GOV-PR - 2.11: Developed and implemented an effective training needs assessment and training impact assessment in collaboration with all Civil Service Capacity Development Institutes.	GOV-RL - 2.11.a: Number of MDAs with Trainings Needs Assessment conducted by the CSI and CSC (see also 2.7.a).	**Annual Total**	15	15	15	15	15	CSC
	GOV-PR - 2.11.b: Training IMPACT assessment conducted for the Civil Service.	**Milestone**	In progress	In progress	Completed	- -	- -	CSC
GOV-PR - 2.12: Mentorship program operational in the Civil Service.	GOV-PR - 2.12.a: Developed a mentorship program, including its operational procedures, rules and regulations.	**Milestone**	In progress	In progress	Completed	- -	- -	CSC
	GOV-PR - 2.12.b: Number of civil service taff that are in a mentorship program.	**Annual Total**	- -			50	50	CSC
GOV-PR - 2.13: Improved knowledge and skills regarding procurement processes, rules, and regulations.	GOV-PR - 2.13.a: Formulation and approval of NTB training plan with short and long term courses.	**Milestone**	In progress	Completed	- -	- -	- -	NTB
	GOV-PR - 2.13.b: Establishment of twinning arrangement between CSI, a regional Governance Training Institute, and the NTB to develop appropriate training curricula and implement the training program	**Milestone**	In progress	Completed				NTB
	GOV-PR - 2.13.c: No. of NTB technical staff trained in procurement related issues.	**Accumulated total**		25	50	75	100	NTB
	GOV-PR - 2.13.d: No. of procurement staff in Government institutions at all levels trained in procurement related issues.	**Annual Total**		50 (or as in Training Plan)	50 (or as in Training Plan)	50 (or as in Training Plan)	50 (or as in Training Plan)	NTB

GOVERNANCE Subsectors: GOV-SE = Security; GOV-DD = Democratization & Decentralization; GOV-RL = Rule of Law & Human Rights; GOV-PR = Public Resource Management; GOV-FA = Foreign Affairs & Intern. Cooperation.

NDP Outcome	NDP Outcome Indicator	Unit	Baseline (2021)	Target (2027)
GOV - 3: By 2027, Somaliland will have a stronger justice system with better guarantees for the protection of human rights.	GOV - 3.A: Prisoner parole hearings are systematically taking place according to the newly established rules and regulations in the justice system.	Boolean (Yes/No)	No	Yes
	GOV - 3.B: Percentage of PUBLIC instutions, which received repeat inspection missions during the NDP III period for upholding human rights and that showed improved performance based on recorded evidence comparing their last inspection report with the previous one(s).	% of repeatedly inspected PUBLIC institutions w/improvements	20%	80%
	GOV - 3.C: Percentage of PRIVATE instutions, which received repeat inspection missions during the NDP III period for upholding human rights and that showed improved performance based on recorded evidence comparing their last inspection report with the previous one(s).	% of repeatedly inspected PRIVATE institutions	20%	80%

Critical outputs	Operational benchmarks	Type of target	NDP III period					MDA resp.
			2023	2024	2025	2026	2027	
GOV-RL - 3.1: Legal aid services expanded to hard-to-reach areas.	GOV-RL - 3.1.a: Constraints that hinder the nationwide availability of legal aid services are mapped.	**Milestone**	In progress	Completed	- -	- -	- -	MoJ
	GOV-RL - 3.1.b: Program in place to address the most important barriers to provide legal aid services in the whole country.	**Milestone**	- -	In progress	In progress	Completed	- -	MoJ
	GOV-RL - 3.1.c: No. of electoral districts where legal aid services are available on request.	**Accumulated total**	7	9	11	13	15	MoJ
GOV-RL - 3.2: Improved protection of Human Rights for prisoners.	GOV-RL - 3.2.a: Developed and approved policy and legal instruments for the establishment of an effective parole system.	**Milestone**	In progress	In progress	Completed	- -	- -	MoJ
	GOV-RL - 3.2.b: Institutional requirements are in place to ensure the implementation of the parole system.	**Milestone**	- -	In progress	In progress	Completed	- -	MoJ
GOV-RL - 3.3: Prison inmate Formal and Informal Education Initiative expanded through State Prisons	GOV-RL - 3.3.a: No. of state prisons that have an on-going (in)formal education program for inmates.	**Accumulated total**	4	6	7	8	10	MoJ
	GOV-RL - 3.3.b: No. of prisoners that are participating in an on-going (in)formal education program for inmates.	**Annual Total**	250	500	650	800	1,000	MoJ
GOV-RL - 3.4: Improved knowledge of duty bearers on human rights principles and standards.	GOV-RL - 3.4.a: Developed and approved the course contents for different training modules and target groups.	**Milestone**	In progress	In progress	In progress	In progress	In progress	SLHRC
	GOV-RL - 3.4.b: No. of duty bearers trained in human rights principles and standards.	**Annual Total**	- -	100	200	300	400	SLHRC

GOV- RL - 3.5: Improved compliance with human rights principles and standards in Public and Private Institutions (police stations, prisons, mental health centers).	GOV-RL - 3.5.a: No. of inspection missions with reports submitted, discussed, & properly archived.	**Annual Total**	2	2	2	2	2	SLHRC
	GOV-RL - 3.5.b: No. of PUBLIC institutions visited with reports submitted, discussed, & properly archived.	**Annual Total**	40	43	46	49	50	SLHRC
	GOV-RL - 3.5.c: No. of PRIVATE institutions visited with reports submitted, discussed, & properly archived.	**Annual Total**	30	33	36	39	40	SLHRC

GOVERNANCE Subsectors: GOV-SE = Security; GOV-DD = Democratization & Decentralization; GOV-RL = Rule of Law & Human Rights; GOV-PR = Public Resource Management; GOV-FA = Foreign Affairs & Intern. Cooperation.

NDP Outcome	NDP Outcome Indicator		Unit	Baseline (2021)	Target (2027)
GOV - 4: By 2027, increased national and international coordination and cooperation will allow Somaliland's government institutions to be more efficient and effective.	GOV - 4.A: Average completion rate of the Outcome's combined operational benchmarks. *calculated as (("No. of fully completed milestones by end NDPIII * 100% + Proportional completion of each quantitative operational benchmark) divided by (the total number of operational benchmarks for this outcome)).*		%	- -	>80%

Critical outputs	Operational benchmarks	Type of target	NDP III period					MDA resp.
			2023	2024	2025	2026	2027	
GOV-SE - 4.1: Pre-conflict and dispute resolution mechanisms established	GOV-SE - 4.1.a: Coordination mechanism with local traditional elders at community level established.	**Milestone**	In progress	Permanent	Permanent	Permanent	Permanent	MoI
	GOV-SE - 4.1.b: Effective Strategy for Communication and Collaboration developed with partners/stakeholders in pré-conflict management.	**Milestone**	In progress	Completed	- -	- -	- -	MoI
GOV-SE - 4.2: Roles and responsibilities clarified within and amongst national maritime agencies with defence roles at the national level. (prevention of transitional organized crime committed at sea, illicit traffic in narcotic drugs; smuggling of migrants; firearms, wildlife, and threats including piracy, armed robbery at sea, and terrorist acts.	GOV-SE - 4.2.a: Initial meeting to discuss institutional mandates, roles, and responsiblities related to maritime security (gaps and overlaps) and coordination challenges.	**Milestone**	Completed	- -	- -	- -	- -	CPC
	GOV-SE - 4.2.b: Develop ToR for the maritime security coordination structure.	**Milestone**	Completed	- -	- -	- -	- -	CPC
	GOV-SE - 4.2.c: Quarterly maritime security stakeholders' coordination meetings organized to review and analyse security threats and share information.	**Milestone**	In progress	Permanent	Permanent	Permanent	Permanent	CPC
GOV-SE - 4.3: Somaliland Coastguard provides essential supporting services to other sectors.	GOV-SE - 4.3.a: Number of illegal and unregulated fishery activities that were reported by the Coast Guard during the year.	**Annual Total**	No target. To report real data.	No target. To report real data.	No target. To report real data.	No target. To report real data.	No target. To report real data.	SLCG
	GOV-SE - 4.3.b: Number of pollutions and polluting vessels that were reported by the Coast Guard during the year in support of environmental protection.	**Annual Total**	No target. To report real data.	No target. To report real data.	No target. To report real data.	No target. To report real data.	No target. To report real data.	SLCG
GOV-SE - 4.4: Somaliland's DCA (Development Coordination Architecture) has been restructured and shows improved result-based performance.	GOV-PR - 4.4.a: Joint ToR for a performance review of the current DCA has been drafted and approved by the HLDCF.	**Milestone**	In progress	Completed	- -	- -	- -	MoPND
	GOV-PR - 4.4.b: Performance Review of Somaliland's DCA has been implemented and validated.	**Milestone**	- -	Completed	- -	- -	- -	MoPND
	GOV-PR - 4.4.c: Somaliland's DCA has been restructured based on the jointly validated recommendations from the Performance Review.	**Milestone**	- -	In progress	Completed	- -	- -	MoPND
	GOV-PR - 4.4.d: Result-based Mutual Performance Assessment Framework (PAF) has been approved for the restructured DCA.	**Milestone**	- -	In progress	Completed	- -	- -	MoPND
	GOV-PR - 4.4.e: DCA performance report has been produced, validated and disseminated each year.	**Milestone**	- -	- -	- -	Completed	Completed	MoPND
GOV-FA - 4.5: Verifiable progress made on Somaliland's case for international recognition.	GOV-FA - 4.5.a: Somaliland legal case compiled to support Somaliland's case of independence.	**Milestone**	In progress	Completed	- -	- -	- -	MoFAIC
	GOV-FA - 4.5.b: No. of countries with which Somaliland signed bilateral agreements.	**Accumulated total**	No target. To report real data.	No target. To report real data.	No target. To report real data.	No target. To report real data.	No target. To report real data.	MoFAIC

GOVERNANCE Subsectors: GOV-SE = Security; GOV-DD = Democratization & Decentralization; GOV-RL = Rule of Law & Human Rights; GOV-PR = Public Resource Management; GOV-FA = Foreign Affairs & Intern. Cooperation.

NDP Outcome	NDP Outcome Indicator		Unit	Baseline (2021)	Target (2027)
GOV - 5: By 2027, improved physical infrastructure and work surroundings will allow government institutions in the Governance Sector to better execute their mandates.	GOV - 5.A: Average completion rate of the Outcome's combined operational benchmarks. *calculated as (("No. of fully completed milestones by end NDPIII * 100% + Proportional completion of each quantitative operational benchmark) divided by (the total number of operational benchmarks for this outcome)).*		%	- -	>80%

Critical outputs	Operational benchmarks	Type of target	NDP III period					MDA resp.
			2023	2024	2025	2026	2027	
GOV-SE - 5.1: Improved working environment for Ministry of Interior based on investments in infrastructure (buildings and equipment)	GOV-SE - 5.1.a: Infrastructural improvement plan for MoI formulated, costed, and technical drawings approved.	Milestone	In progress	Completed	- -	- -	- -	MoI
	GOV-SE - 5.1.b: Infrastructural improvement plan is implemented.	Milestone	- -	- -	In progress	In progress	Completed	MoI
GOV-SE - 5.2: Improved infrastructure and equipment to accommodate and train army staff.	GOV-SE - 5.2.a: Developed, costed, and approved a comprehensive 5-year infrastructure development plan for MoD, army forces, and army courts.	Milestone	In progress	Completed	- -	- -	- -	MoD
	GOV-SE - 5.2.b: Initiate implementation of the comprehensive 5-year infrastructure development plan.	Milestone	- -	In progress	In progress	In progress	In progress	MoD
GOV-SE - 5.3: Improved maritime domain-related Infrastructure and facilities to train qualified suitable maritime sector staff.	GOV-SE - 5.3.a: Scholarship funds available for training people in maritime governance and security.	Milestone	In progress	Permanent	Permanent	Permanent	Permanent	CPC
	GOV-SE - 5.3.b: Number of people following courses in the maritime governance and security domain.	Milestone	10	10	10	10	Completed	CPC
GOV-SE - 5.4: Maritime Rescue Coordination Centre (MRCC) established with adequate response capability for maritime search and rescue requirements.	GOV-SE - 5.4.a: All technical preparations for the establishment of the MRCC prepared and approved.	Milestone	Completed	- -	- -	- -	- -	SLCG
	GOV-SE - 5.4.b: Maritime Rescue Coordination Centre (MRCC) established and operational.	Milestone	In progress	Completed	- -	- -	- -	SLCG
GOV-SE - 5.5: Expanded infrastructure to meet the challenges of the Somaliland Police Force.	GOV-SE - 5.5.a: Mobile border police units established to fight terrorism and drugs.	Milestone	In progress	In progress	Completed	Permanent	Permanent	SPF
	GOV-SE - 5.5.b: No. of new community model police stations built in all 14 police regions.	Accumulated total	3	6	9	12	15	SPF
	GOV-SE - 5.5.c: No. of regional police headquarters built.	Accumulated total	--	2	4	6	8	SPF
GOV-SE - 5.6: New model immigration referral centers and safe houses constructed in Hargeisa, Burao, Berbera, Erigavo, Karin, Maidh, Hiis and Zaila, Borama and Lasanod.	GOV-SE - 5.6.a: Number of new model referral centers and safe houses that are under construction.	Accumulated total	1	3	5	7	9	SIBC
	GOV-SE - 5.6.b: Number of completed new model referral centers and safe houses that are operational with qualified staff.	Accumulated total	3	4	6	8	10	SIBC
GOV-SE - 5.7: New fire stations established with all facilities (4 in Hargeisa and 1 in each other region), including satisfactory access to paramedics for emergency treatments for firefighters.	GOV-SE - 5.7.a: Technical drawings approved for fire stations for all construction sites.	Milestone	In progress	In progress	Completed	- -	- -	SFB
	GOV-SE - 5.7.b: Number of new fire stations that have been constructed.	Accumulated total	1	3	5	7	9	SFB
	GOV-SE - 5.7.c: Number of new fire stations that are operational, with sufficient qualified staff and satisfactory access to paramedics for emergency treatments for firefighters.	Accumulated total	--	1	3	5	7	SFB
GOV-SE - 5.8: Established a Fire Academy and Training School.	GOV-SE - 5.8.a: Technical drawings approved for Fire Academy and Training School with access to physical training facilities (gym, swimming pool), fire simulation training areas, etc..	Milestone	Completed	- -	- -	- -	- -	SFB
	GOV-SE - 5.8.b: Fire Academy and Training School under construction.	Milestone	- -	In progress	In progress	Completed	- -	SFB
	GOV-SE - 5.8.c: Fire Academy and Training School operational with sufficient qualified teaching staff.	Milestone	- -	- -	- -	- -	Completed	SFB
GOV-SE - 5.9: Somaliland Fire Brigade properly equipped to improve efficacy and safety of firefighters (Country-wide radio communication, GPS Trackers for fire appliances, hand-held thermal image cameras, personnel location equipment, fire engines, fire trucks and fireboats, utility and tanker trucks, caterpillar tractors, bucket truck, crane truck, and firefighting helicopters and drones for forest fires).	GOV-SE - 5.9.a: Appropriate equipment identified, suppliers located, procurement dossier prepared and approved, and funds secured.	Milestone	In progress	In progress	Completed	- -	- -	SFB
	GOV-SE - 5.9.b: Procurement process implemented according to national rules and procedures.	Milestone	- -	In progress	In progress	Completed	- -	SFB
	GOV-SE - 5.9.c: All procured equipment meets specifications and received by the Somaliland Fire Brigade.	Milestone	- -	- -	In progress	In progress	Completed	SFB
GOV-RL - 5.10: Infrastructure plan approved involving all "Rule-of-Law" stakeholder organisations.	GOV-RL - 5.10.a: Approved Needs Assessment Study for "Rule-of-Law" infrastructure , which sets realistic ambitions and boundaries for short, medium, and long term infrastructural investments in the "Rule-of-Law" stakeholder institutions.	Milestone	In progress	Completed	--	--	--	MoJ
	GOV-RL - 5.10.b: Developed and approved a SHORT-term Investment Plan (3 yr horizon) for urgent investments in infrastructure for the "Rule-of-Law" stakeholder institutions.	Milestone	- -	In progress	Completed	- -	- -	MoJ
	GOV-RL - 5.10.c: Resources for short term investment plan have been moblized and plan implementation is initiated.	Milestone	- -	- -	In progress	Completed	- -	MoJ

		Type of target	2023	2024	2025	2026	2027	
GOV-FA - 5.12: New Headquarter building and Diplomatic Institute for MOFA	GOV-FA - 5.12.a: Technical drawings and other preparatory stages for infrastructural works accomplished.	**Milestone**	Completed	--	--	--	--	MoFAIC
	GOV-FA - 5.12.b: Construction site secured.	**Milestone**	In progress	Completed	--	--	--	MoFAIC
	GOV-FA - 5.12.c: Construction of Headquarters and Somaliland Diplomatic Institute.	**Milestone**	--	--	In progress	Completed		MoFAIC
	GOV-FA - 5.12.d: Curriculum development for the Somaliland Diplomatic Institute.	**Milestone**	Completed	--	--	--	--	MoFAIC
	GOV-FA - 5.12.e: Initiate training in temporary premises.	**Milestone**	--	In progress	In progress	In progress	--	MoFAIC

GOVERNANCE Subsectors: GOV-SE = Security; GOV-DD = Democratization & Decentralization; GOV-RL = Rule of Law & Human Rights; GOV-PR = Public Resource Management; GOV-FA = Foreign Affairs & Intern. Cooperation.

NDP Outcome	NDP Outcome Indicator		Unit	Baseline (2021)	Target (2027)
GOV - 6: By 2027, improved information and knowledge management that contributes to better institutional performance.	GOV - 6.A: Average completion rate of the Outcome's combined operational benchmarks. *calculated as (("No. of fully completed milestones by end NDPIII * 100% + Proportional completion of each quantitative operational benchmark) divided by (the total number of operational benchmarks for this outcome)).*		%	--	>80%

Critical outputs	Operational benchmarks	Type of target	NDP III period					MDA resp.
			2023	2024	2025	2026	2027	
GOV-SE - 6.1: Fully secure data center for onshore and/or marine operations.	GOV-SE - 6.1.a: Data center design is approved in terms of construction, IT-infrastructure, and budget.	**Milestone**	Completed	--	--	--	--	SLCG
	GOV-SE - 6.1.b: Data center is being established according to agreed design.	**Milestone**	--	In progress	In progress	Completed	--	SLCG
	GOV-SE - 6.1.c: Number of data center operators from 5 sectors trained to keep the Data Center operational 24/7.	**Accumulated total**				50	50	SLCG
	GOV-SE - 6.1.d: Coast Guard Data center is operational and receives real-time data and alerts.	**Milestone**	--	--	--	In progress	Permanent	SLCG
GOV-SE - 6.2: Migration Data Analysis System (MIDAS) connectivity of all border posts to central HQ server in Somaliland.	GOV-SE - 6.2.a: MIDAS IT software adjustments and infrastructure designed and established so that connectivity of all border posts is feasible.	**Milestone**	In progress	Completed	--	--	--	SIBC
	GOV-SE - 6.2.b: Number of SIBC staff trained to operate MIDAS.	**Annual Total**	80	80	80	80	80	SIBC
	GOV-SE - 6.2.c: Electronic registration system designed and operational to capture data regarding victims of human trafficking.	**Milestone**	In progress	Completed	--	--	--	SIBC
GOV-RL - 6.3: Improved information and data management in justice institutions	GOV-RL - 6.3.a: Developed and approved a Comprehensive Data Management and Information Strategy involving all relevant stakeholder organisations.	**Milestone**	--	Completed	--	--	--	MoJ
	GOV-RL - 6.3.b: Approved design of upgraded information and data management system that is aligned with the approved strategy.	**Milestone**	--	In progress	Completed	--	--	MoJ
	GOV-RL - 6.3.c: Upgraded Justice Information and Data Management System is operational.	**Milestone**	--	--	In progress	In progress	Completed	MoJ
GOV-PR - 6.4: The NDPIII monitoring and evaluation system produces timely keystone reports.	GOV-PR - 6.4.a: All PSUs in all MDAs have been properly instructed and capacitated to produce their NDPIII Annual Progress Report.	**Milestone**	In progress	Completed	--	--	--	MoPND
	GOV-PR - 6.4.b: Annual National NDPIII Progress Reports are compiled, validated and disseminated.	**Milestone**	--	Completed	Done annually	Done annually	Done annually	MoPND
	GOV-PR - 6.4.c: NDPIII Midterm Review implemented and report validated.	**Milestone**	--	In progress	Completed	--	--	MoPND
	GOV-PR - 6.4.d: NDPIII External End-of-term Evaluation implemented and report validated.	**Milestone**	--	--	--	In progress	Completed	MoPND
GOV-PR - 6.5: Human Resource Information Management System (HRIMS) available for the public service.	GOV-PR - 6.5.a: Design of the HRIMS developed and approved, in terms of software and hardware.	**Milestone**	In progress	Completed	--	--	--	CSC
	GOV-PR - 6.5.b: HRIMS operational and producing regular reports for the civil service.	**Milestone**	--	In progress	Permanent	Permanent	Permanent	CSC
GOV-PR - 6.6: e-Government Procurement System installed and operational.	GOV-PR - 6.6.a: Agreement in place for the installment and use of the e-Government procurement system.	**Milestone**	Completed	--	--	--	--	NTB
	GOV-PR - 6.6.b: Pilot exercise using the procurement system in NTB and approximately 5 MDAs.	**Milestone**	--	In progress	Completed	--	--	NTB
	GOV-PR - 6.6.c: System rolled out to all MDAs based on successful pilot exercise.	**Milestone**	--	--	--	In progress	Completed	NTB

GOVERNANCE Subsectors: GOV-SE = Security; GOV-DD = Democratization & Decentralization; GOV-RL = Rule of Law & Human Rights; GOV-PR = Public Resource Management; GOV-FA = Foreign Affairs & Intern. Cooperation.

Critical outputs	Operational benchmarks	Type of target						MDA resp.
	Information and Data Management System is operational.	Milestone	--	--	In progress	In progress	Completed	MoJ
GOV-PR - 6.4: The NDPIII monitoring and evaluation system produces timely keystone reports.	GOV-PR - 6.4.a: All PSUs in all MDAs have been properly instructed and capacitated to produce their NDPIII Annual Progress Report.	Milestone	In progress	Completed	--	--	--	MoPND
	GOV-PR - 6.4.b: Annual National NDPIII Progress Reports are compiled, validated and disseminated.	Milestone	--	Completed	Done annually	Done annually	Done annually	MoPND
	GOV-PR - 6.4.c: NDPIII Midterm Review implemented and report validated.	Milestone	--	In progress	Completed	--	--	MoPND
	GOV-PR - 6.4.d: NDPIII External End-of-term Evaluation implemented and report validated.	Milestone	--	--	--	In progress	Completed	MoPND
GOV-PR - 6.5: Human Resource Information Management System (HRIMS) available for the public service.	GOV-PR - 6.5.a: Design of the HRIMS developed and approved, in terms of software and hardware.	Milestone	In progress	Completed	--	--	--	CSC
	GOV-PR - 6.5.b: HRIMS operational and producing regular reports for the civil service.	Milestone	--	In progress	Permanent	Permanent	Permanent	CSC
GOV-PR - 6.6: e-Government Procurement System installed and operational.	GOV-PR - 6.6.a: Agreement in place for the installment and use of the e-Government procurement system.	Milestone	Completed	--	--	--	--	NTB
	GOV-PR - 6.6.b: Pilot exercise using the procurement system in NTB and approximately 5 MDAs.	Milestone	--	In progress	Completed	--	--	NTB
	GOV-PR - 6.6.c: System rolled out to all MDAs based on successful pilot exercise.	Milestone	--	--	--	In progress	Completed	NTB

GOVERNANCE Subsectors: GOV-SE = Security; GOV-DD = Democratization & Decentralization; GOV-RL = Rule of Law & Human Rights; GOV-PR = Public Resource Management; GOV-FA = Foreign Affairs & Intern. Cooperation.

NDP Outcome	NDP Outcome Indicator	Unit	Baseline (2021)	Target (2027)
GOV - 7: By 2027, improved public awareness and a better general understanding related to key matters of importance for the general public.	GOV - 7.A: Average completion rate of the Outcome's combined operational benchmarks. *calculated as (("No. of fully completed milestones by end NDPIII * 100% + Proportional completion of each quantitative operational benchmark) divided by (the total number of operational benchmarks for this outcome)).*	%	--	>80%

Critical outputs	Operational benchmarks	Type of target	NDP III period					MDA resp.
			2023	2024	2025	2026	2027	
GOV-SE - 7.1: To train and educate the public and community on the important rules of fire safety.	GOV-SE - 7.1.a: Communication strategy and content developed for training the general public on the important rules of fire safety.	Milestone	In progress	Completed	--	--	--	SFB
	GOV-SE - 7.1.b: Implementation of fire safety training activities guided by approved communication strategy.	Milestone	--	--	In progress	Completed	--	SFB
GOV-DD - 7.2: Newly devised public awareness programs related to national priorities (conducting interviews, Townhall meetings, Focus Group Discussions, Debates and Panel discussions)	GOV-DD - 7.2.a: Develop new contents and methods for public awareness programs on national priorities.	Milestone	In progress	In progress	In progress	In progress	In progress	MoICNG
	GOV-DD - 7.2.b: Number of national awareness programs and spots for radio,TV and social media platforms (YouTube,	Annual Total	24	24	24	24	24	MoICNG
	GOV-DD - 7.2.c: Number of townhall meetings in Maroodi-Jeex and other regions.	Annual Total	8	8	8	8	8	MoICNG
GOV-DD - 7.3: Increased radio and TV coverage	GOV-DD - 7.3.a: Full national coverage of FM radio by boosting the existing FM transmission network.	Milestone	Completed	--	--	--	--	MoICNG
	GOV-DD - 7.3.b: Established a short-wave radio network covering the whole country.	Milestone	In progress	Completed	--	--	--	MoICNG
	GOV-DD - 7.3.c: Local national TV broadcasting network expanded from Hargeisa to all regional capitals.	Milestone	--	In progress	Completed	--	--	MoICNG
GOV-DD - 7.4: National cultural heritage archive established	GOV-DD - 7.4.a: National cultural heritage plan and budget developed and approved.	Milestone	Completed	--	--	--	--	MoICNG
	GOV-DD - 7.4.b: National cultural heritage archives established with public access.	Milestone	--	In progress	In progress	Completed	--	MoICNG
GOV-DD - 7.5: Modernized access to civic education content through TV, radio, and online social media and applications, as well as by way of life debates, interactive programs, classical sessions, poetry, literature, drama and entertainment.	GOV-DD - 7.5.a: New target-group specific contents and methods developed to provide civic education using existing platforms.	Milestone	In progress	Completed	--	--	--	MoPCA
	GOV-DD - 7.5.b: On-line content available for civic education.	Milestone	Permanent	Permanent	Permanent	Permanent	Permanent	MoPCA
GOV-RL - 7.6: Enhanced public awareness and knowledge on human rights.	GOV-RL - 7.6.a: No. of human rights coordination meetings organized conducted by SLHRC.	Annual Total	4	4	4	4	4	SLHRC
	GOV-RL - 7.6.b: No. of radio/TV programs on human rights with SLHRC participation.	Annual Total	Twice weekly	Twice weekly	Twice weekly	Twice weekly	Twice weekly	SLHRC
GOV-PR - 7.7: Improved public awareness concerning Good Governance	GOV-PR - 7.7.a: No. of training events on the rights and obligations of citizens toward good governance systems.	Annual Total	2	2	2	2	2	GGC
	GOV-PR - 7.7.b: Public Awareness Programs implemented on Good Governance, using different methods and channels.	Milestone	10	10	10	10	10	GGC

GOVERNANCE Subsectors: GOV-SE = Security; GOV-DD = Democratization & Decentralization; GOV-RL = Rule of Law & Human Rights; GOV-PR = Public Resource Management; GOV-FA = Foreign Affairs & Intern. Cooperation.

NDP Outcome	NDP Outcome Indicator		Unit	Baseline (2021)	Target (2027)
GOV - 8: By 2027, an improved institutional, policy, legal, and regulatory framework will have created a stronger foundation for public institutions in the Governance sector.	GOV - 8.A: Average completion rate of the Outcome's combined operational benchmarks. *calculated as (("No. of fully completed milestones by end NDPIII * 100% + Proportional completion of each quantitative operational benchmark) divided by (the total number of operational benchmarks for this outcome)).*		%	--	>80%

Critical outputs	Operational benchmarks	Type of target	NDP III period					MDA resp.
			2023	2024	2025	2026	2027	
GOV-SE - 8.1: National Security Strategy put in place	GOV-SE - 8.1.a: National Security Strategy document drafted and approved.	**Milestone**	In progress	Completed	--	--	--	MoI
	GOV-SE - 8.1.b: National Security Action Plan formulated with all relevant stakeholders and under implementation.	**Milestone**	--	In progress	Completed	Permanent	Permanent	MoI
GOV-SE - 8.2: Created the Somaliland Maritime Governance Authority (SMGA) under ministerial level.	GOV-SE - 8.2.a: Finalizing and approval of the Maritime Governance Act and related legal frameworks	**Milestone**	Completed	--	--	--	--	CPC
	GOV-SE - 8.2.b: MGA created by presidential decree.	**Milestone**	Completed	--	--	--	--	CPC
GOV-SE - 8.3: Stronger maritime legal and policy instruments in line with the National Security framework.	GOV-SE - 8.3.a: Developed and approved the National Maritime Safety and Security Policy in line with the National Security policy and strategy.	**Milestone**	--	In progress	Completed	--	--	CPC
	GOV-SE - 8.3.b: Developed and approved a three-year Maritime Administration Strategic Plan.	**Milestone**	--	In progress	In progress	Completed	--	CPC
GOV-SE - 8.4: Preventive fire security program rolled out in private and public sector.	GOV-SE - 8.4.a: Developed fire prevention policies and codes to prevent fire disaster, including building codes to ensure fire detection equipment is installed.	**Milestone**	Completed	--	--	--	--	SFB
	GOV-SE - 8.4.b: Enforce safety code to ensure that every business and institution follows fire safety regulations.	**Milestone**	--	In progress	Permanent	Permanent	Permanent	SFB
GOV-DD - 8.5: District development frameworks (DDFs) properly aligned with NDP III, following MoI (JPLG) / MoPND harmonized guidelines.	GOV-DD - 8.5.a: Develop the methodology, guidelines, templates, and tools, to suppport alignment of DDFs with the NDP, in collaboration with MoPND.	**Milestone**	In progress	In progress	Completed	--	--	MoI
	GOV-DD - 8.5.b: Methodology in place to align DDFs and NDP.	**Milestone**	--	--	--	In progress	Completed	MoI
GOV-DD - 8.6: Strengthened legal and policy framework for the Somaliland media.	GOV-DD - 8.6.a: Developed and approved Media Policy.	**Milestone**	Completed	--	--	--	--	MoICNG
	GOV-DD - 8.6.b: Developed and approved Digital Media Strategy.	**Milestone**	Completed	--	--	--	--	MoICNG
	GOV-DD - 8.6.c: Developed and approved regulatory framework for national communication.	**Milestone**	--	In progress	Completed	--	--	MoICNG
GOV-RL - 8.7: Improved internal systems, processes, and procedures of the SLHRC.	GOV-RL - 8.7.a: External institutional audit of SLHRC implemented and audit report finalized, disseminated and approved.	**Milestone**	Completed	--	--	--	--	SLHRC
	GOV-RL - 8.7.b: Institutional Capacity Development Plan formulated based on approved recommendations from the SLHRC's Institutional Audit Report.	**Milestone**	In progress	Completed	--	--	--	SLHRC
GOV-RL - 8.8: Draft, review and amend Somaliland's legal instruments (laws, penal codes, etc.) that are mentioned in the Constitution, in collaboration the Law Reform Commission (LRC), Parliament, and other stakeholders.	GOV - 8.8.a: Developed and approved annual Action Plan of legal instruments that need to be drafted, reviewed, and amended.	**Milestone**	Completed	Completed	Completed	Completed	Completed	MoPCA
	GOV - 8.8.b: Number of legal instruments that were reviewed and amended as intended in the annual Action Plan.	**Annual Total**	3	3	3	3	3	MoPCA
GOV-PR - 8.9: Improved employment conditions in the Civil Service.	GOV-PR - 8.9.a: Developed and approved a Civil Service Pay and Grading policy.	**Milestone**	In progress	Completed	--	--	--	CSC
	GOV-PR - 8.9.b: Introduced payment and grading measures based on the approved Civil Service Pay and Grading policy.	**Milestone**	--	--	In progress	Permanent	Permanent	CSC
	GOV-PR - 8.9.c: Developed and approved a sustainably costed pension policy.	**Milestone**	In progress	Completed	--	--	--	CSC
	GOV-PR - 8.9.d: Introduced a sustainably costed pension scheme, based on the approved pension policy.	**Milestone**	--	--	In progress	Permanent	Permanent	CSC
	GOV-PR - 8.9.e: Implemented a merit-based recruitment framework across all MDAs.	**Milestone**	In progress	In progress	Completed	Permanent	Permanent	CSC
GOV-PR - 8.10: Stronger legal framework with better guarantees for the institutional independence of the Auditor General and National Audit office.	GOV-PR - 8.10.a: Assessment of legal instruments that need to be reviewed and amended to safeguard the institutional independence of the Auditor General and NAO.	**Milestone**	In progress	In progress	In progress	Completed	--	NOA
GOV-PR - 8.11: Procurement Act revised	GOV-PR - 8.11.a: Drafting amendments to the existing Somaliland Public Procurement Act 82/2018.	**Milestone**	Completed	--	--	--	--	NTB
	GOV-PR - 8.11.b: Revised Somaliland Public Procurement Act submitted and approved by Parliament	**Milestone**	--	In progress	In progress	Completed	--	NTB
	GOV-PR - 8.11.c: Revised Procurement Act implemented	**Milestone**	--	--	--	In progress	Completed	NTB

		Type of target	2023	2024	2025	2026	2027	MDA resp.
GOV-PR - 8.12: Quality standard compliance is systematically enforced through up-to-date policy and legal framework..	GOV-PR - 8.12.a: Comprehensive SWAP analysis with stakeholders about the current legal framework in the context of Quality Control and key aspects that need to be addressed at policy, legal, and regulatory levels.	**Milestone**	In progress	Completed	- -	- -	- -	NQCC
	GOV-PR - 8.12.b: The Quality Control policy framework has been reviewed and approved.	**Milestone**	- -	In progress	In progress	In progress	In progress	NQCC
	GOV-PR - 8.12.c: Necessary legal and regulatory instruments have been developed and approved.	**Milestone**	- -	- -	In progress	In progress	In progress	NQCC
GOV-PR - 8.13: National Metrology service established and operational with ISO17025 accreditation.	GOV-PR - 8.13.a: Action Plan under implementation for the establishment of a Metrology Service to ensure a harmonized system of measuring and testing.	**Milestone**	In progress	In progress	- -	- -	- -	NQCC
	GOV-PR - 8.13.b: Metrology service has been established for a more harmonized system of measuring and testing.	**Milestone**	In progress	Completed	- -	- -	- -	NQCC
	GOV-PR - 8.13.c: Initial audit report by third party for ISO17025 accreditation is completed, specifying the requirements to create the competence, impartiality, and consistent operation of the metrology laboratory in Somaliland.	**Milestone**	In progress	Completed	- -	- -	- -	NQCC
	GOV-PR - 8.13.d: Road Map established to meet the managerial and technical requirements of ISO17025, based on rGOV-PRmmendations from the initial ISO17025 audit report made by an accredited third party.	**Milestone**	- -	In progress	Completed	- -	- -	NQCC
	GOV-PR - 8.13.e: The ISO17025 accreditation has been acquired.	**Milestone**	- -	- -	Completed	- -	- -	NQCC

GOVERNANCE Subsectors: GOV-SE = Security; GOV-DD = Democratization & Decentralization; GOV-RL = Rule of Law & Human Rights; GOV-PR = Public Resource Management; GOV-FA = Foreign Affairs & Intern. Cooperation.

NDP Outcome	NDP Outcome Indicator	Unit	Baseline (2021)	Target (2027)
GOV - 9: By 2027, appropriate interventions will have led to improved public safety and national security on the land, sea, and air.	GOV - 9.A: Average completion rate of the Outcome's combined operational benchmarks. *calculated as (("No. of fully completed milestones by end NDPIII * 100% + Proportional completion of each quantitative operational benchmark) divided by (the total number of operational benchmarks for this outcome)).*	%	- -	>80%

Critical outputs	Operational benchmarks	Type of target	NDP III period					MDA resp.
			2023	2024	2025	2026	2027	
GOV-SE - 9.1: Preventive action with involvement of the Coast Guard to combat human trafficking, weapon, contraband, and drugs smuggling.	GOV-SE - 9.1.a: No. of cases of interceptions of human trafficking, which involved the Coast Guard.	**Annual Total**	No target. To report real data.	No target. To report real data.	No target. To report real data.	No target. To report real data.	No target. To report real data.	SLCG
	GOV-SE - 9.1.b: No. of cases of interceptions of gun smuggling, which involved the Coast Guard.	**Annual Total**	No target. To report real data.	No target. To report real data.	No target. To report real data.	No target. To report real data.	No target. To report real data.	SLCG
	GOV-SE - 9.1.c: No. of cases of interceptions of drugs smuggling, which involved the Coast Guard.	**Annual Total**	No target. To report real data.	No target. To report real data.	No target. To report real data.	No target. To report real data.	No target. To report real data.	SLCG
	GOV-SE - 9.1.d: No. of cases of interceptions of contraband, which involved the Coast Guard.	**Annual Total**	No target. To report real data.	No target. To report real data.	No target. To report real data.	No target. To report real data.	No target. To report real data.	SLCG
GOV-SE - 9.2: Pilot scheme in place for DDR of militias, coordinated with other ministries and international partners (Disarmament, Demobilization, and Reintegration)	GOV - 9.2.a: Preparation of pilot scheme coordinated with all relevant stakeholders.	**Milestone**	In progress	Completed	- -	- -	- -	MoD
	GOV - 9.2.b: Pilot scheme implemented according to jointly established guidelines and regulations.	**Milestone**	- -	In progress	In progress	Completed	- -	MoD
	GOV - 9.3.b: Preparations underway to expand nationwide DDR based on lessons learned from pilot scheme.	**Milestone**	- -	- -	In progress	In progress	In progress	MoD
GOV-SE - 9.3: National capacity for Explosive Hazard Management (EHM) improved.	GOV - 9.3.a: Established sufficient national capabilities for mine action (skills, competencies and equipment), including mine clearance, community outreach, and risk education.	**Milestone**	In progress	Completed	- -	- -	- -	MoD
	GOV - 9.3.b: Deployed national teams for mine clearance, community outreach, and risk education.	**Milestone**	- -	In progress	Permanent	Permanent	Permanent	MoD
	GOV - 9.3.c: Established sufficient operational explosive ordnance disposal (EOD) teams, capable of appropriate response to incidents and explosive hazards, in terms of skill, competency and equipment.	**Milestone**	In progress	Completed	- -	- -	- -	MoD
	GOV - 9.3.d: Deployed national EOD teams for the disposal of explosive ordnances when needed.	**Milestone**	- -	In progress	Permanent	Permanent	Permanent	MoD

GOVERNANCE Subsectors: GOV-SE = Security; GOV-DD = Democratization & Decentralization; GOV-RL = Rule of Law & Human Rights; GOV-PR = Public Resource Management; GOV-FA = Foreign Affairs & Intern. Cooperation.

RBM Matrices – Education Sector

Strategic Objective EDU - SO-1:	To achieve access for all to quality education in soundly governed institutions, at all levels of education and vocational training (as entrenched in the goals and objectives of the ESSP 2022 - 2026).

EDU-KG: PRE - PRIMARY EDUCATION

EDU-KG: PRE - PRIMARY EDUCATION

NDP Outcome	NDP Outcome Indicator	Unit	Baseline 2020/21	Target 2026/27
EDU-KG - 1: By 2027, there will be a significant increase in access and participation in Pre-primary Education.	EDU-KG - 1.A: Gross Enrolment Ratio (GER) in 2-year Pre-primary Education	%	5%	20%

Critical outputs	Operational benchmarks	Type of target	NDP III period					MDA resp.
			2023	2024	2025	2026	2027	
EDU-KG - 1.1: Additional classrooms available for KG schools.	EDU-KG - 1.1.a: No. of new classrooms constructed or rehabilitated for public KG schools.	Accumulated total	10	20	30	40	50	MoES
EDU-KG - 1.2: Annual awareness and advocacy campaigns targeted to parents and communities to explain the importance of Early Childhood Education	EDU-KG - 1.2.a: No. of awareness campaigns held by MoES every year	Annual Total	1	1	1	1	1	MoES

EDU-KG: PRE - PRIMARY EDUCATION

NDP Outcome	NDP Outcome Indicator	Unit	Baseline 2020/21	Target 2026/27
EDU-KG - 2: By 2027, significant improvements in equity and inclusion in Pre-primary Education.	EDU-KG - 2.A: Gender Parity Index in 2-year Pre-primary Education	fGER/mGER	0.79	0.92
	EDU-KG - 2.B: Proportion of SEN children that are attending Pre-primary schools.	%	0%	5%
	EDU-KG - 2.C: Proportion of children in the rural areas that attend Early Childhood Education.	%	0%	16%

Critical outputs	Operational benchmarks	Type of target	NDP III period					MDA resp.
			2023	2024	2025	2026	2027	
EDU-KG - 2.1: New ECE centers constructed in disadvantaged regions and districts (category C & D districts).	EDU-KG - 2.1.a: Number of new ECE centers that have been constructed with JPLG support in category C and D electoral districts.	Accumulated total	8	13	13	13	13	MoES
EDU-KG - 2.2: Annual awareness and education campaigns to change attitudes towards educating children with disabilities.	EDU-KG - 2.2.a: No. of districts that organized annual awareness campaigns	Annual Total		23	23	23	23	MoES
EDU-KG - 2.3: Improved design of new pre-primary schools to make them SEN (Special Education Needs) friendly.	EDU-KG - 2.3.a: Improved SEN friendly design for ECE centres approved	Milestone	In progress	Completed	- -	- -	- -	MoES
	EDU-KG - 2.3.b: No. of ECE centres that have been adapted according to approved SEN-friendly design.	Accumulated total			20	40	50	MoES

EDU-KG: PRE - PRIMARY EDUCATION

NDP Outcome	NDP Outcome Indicator	Unit	Baseline 2020/21	Target 2026/27
EDU-KG - 3: By 2027, there will be a significant increase in quality and efficiency in Pre-primary Education.	EDU-KG - 3.A1: No. of qualified and certified ECE teachers (Early Childhood Education) the public schools	No. of teachers	33	273
	EDU-KG - 3.A2: No. of additional qualified and certified ECE teachers (Early Childhood Education) in private schools	No. of teachers	- -	300

Critical outputs	Operational benchmarks.	Type of target	NDP III period					MDA resp.
			2023	2024	2025	2026	2027	
EDU-KG - 3.1: Curriculum and training content developed for 2-year diploma course for pre-primary teachers.	EDU-KG - 3.1.a: Curriculum developed for the 2-year ECE diploma course	Milestone	Completed	- -	- -	- -	- -	MoES
	EDU-KG - 3.1.b: Training material and teaching aids developed for the 2-year ECE diploma course.	Milestone	In progress	Completed	- -	- -	- -	MoES
	EDU-KG - 3.1.c: Textbooks and support material available for all ECE students during NDP III period.	Milestone	- -	In progress	Completed	- -	- -	MoES
EDU-KG - 3.2: Graduated students from 2-year ECE diploma course.	EDU-KG - 3.2.a: No. of graduated students from 2-year ECE diploma course	Annual Total			130	130	130	MoES
EDU-KG - 3.3: In-service training provided to existing ECE teachers.	EDU-KG - 3.3.a: No. of existing ECE teachers upgraded through in-service training.	Annual Total		200	200	200	160	MoES

EDU-KG: PRE - PRIMARY EDUCATION

NDP Outcome	NDP Outcome Indicator	Unit	Baseline 2020/21	Target 2026/27
EDU-KG - 4: By 2027, significant improvements in governance and enhanced institutional system capacity in Pre-primary Education.	EDU-KG - 4.A: Proportion of Pre-primary schools applying and passing minimum standards	%	Standards to be determined	50%

Critical outputs	Operational benchmarks	Type of target	NDP III period					MDA resp.
			2023	2024	2025	2026	2027	
EDU-KG - 4.1: Understanding and interpretation of ECE Policy and Minimum Standards disseminated and promoted	EDU-KG - 4.1.a: Develop procedures and guidelines to enforce the application of ECE minimum standards in both ECE infrastructure and programme delivery.	Milestone	In progress	In progress	Completed	- -	- -	MoES
	EDU-KG - 4.1.b: No. of inspection visits to check compliance with minimum standards.	Annual Total			100	100	100	MoES
EDU-KG - 4.2: Preprimary and primary School Heads and their Deputies trained in ECE leadership	EDU-KG - 4.2.a: No. of Preprimary School Heads and Deputies trained in ECE leadership.	Annual Total		65	65	65	58	MoES
	EDU-KG - 4.2.b: No. of Primary School school heads and deputies trained in ECE leadership.	Annual Total		65	65	65	58	MoES

EDU-PE: PRIMARY EDUCATION

NDP Outcome	NDP Outcome Indicator		Unit	Baseline 2020/21	Target 2026/27
EDU-PE - 1: By 2027, there will be a significant increase in access and participation in Primary Education.	EDU-PE - 1.A: Gross Enrolment Ratio (GER) in Primary Education		%	32%	50%

Critical outputs	Operational benchmarks	Type of target	2023	2024	2025	2026	2027	MDA resp.
			NDP III period					
EDU-PE - 1.1: New primary schools operational (multipurpose both ABE and or formal primary), prioritizing rural areas with least enrolments.	EDU-PE - 1.1.a: No. of primary schools constructed and furnished by Government.	Accumulated total	40	80	120	160	200	MoES
EDU-PE - 1.2: Rural primary schools extended by adding 4 classrooms to accommodate out of school children and allow progression of classes to grade 8.	EDU-PE - 1.2.a: No. of existing rural primary schools that have been extended.	Accumulated total	10	20	30	40	50	MoES
	EDU-PE - 1.2.b: No. of classrooms built to extend existing rural primary schools.	Accumulated total	40	80	120	160	200	MoES
EDU-PE - 1.3: Gender segregated pupils' toilets and girls' friendly spaces constructed where the need is greatest.	EDU-PE - 1.3.a: No. of gender segregated pupils' toilets built in primary schools.	Accumulated total	60	120	180	240	300	MoES
	EDU-PE - 1.3.b: No. of girl-friendly spaces built in primary schools.	Accumulated total	20	40	60	80	100	MoES
EDU-PE - 1.4: Extra formal primary and ABE schools with school feeding programme, targeting the most needy pupils in marginalised areas.	EDU-PE - 1.4.a: No. of extra schools targeted for school feeding programme.	Annual Total	40	80	120	160	200	MoES

NDP Outcome	NDP Outcome Indicator		Unit	Baseline 2020/21	Target 2026/27
EDU-PE - 2: By 2027, significant improvements in equity and inclusion in Primary Education.	EDU-PE - 2.A Gender Parity Index in Primary Education		fGER/mGER	0.81	0.91
	EDU-PE - 2.B: Percentage of female teachers in Primary Education		%	19%	30%

Critical outputs	Operational benchmarks	Type of target	2023	2024	2025	2026	2027	MDA resp.
			NDP III period					
EDU-PE - 2.1: New Primary Schools constructed in disadvantaged regions and districts (category C & D districts)	EDU-PE - 2.1.a: Proportion of primary schools that have been constructed by government with JPLG support in category C and D electoral districts.	Accumulated total	70%	70%	70%	70%	70%	MoES
EDU-PE - 2.2: New pre-service primary school teachers trained (30% female, including special needs teachers	EDU-PE - 2.2.a: No. of new pre-service primary school teachers that were trained (M/F) …….	Annual Total	295 / 125	295 / 125	295 / 125	295 / 125	295 / 125	MoES
	EDU-PE - 2.2.b: …….. of which, number of new SEN specialist teachers that were trained (M/F)	Annual Total	28 / 12	28 / 12	28 / 12	28 / 12	28 / 12	MoES
EDU-PE - 2.3: Approved adaptations of primary schools to make them SEN (Special Education Needs) friendly	EDU-PE - 2.3.a: Improved SEN friendly adaptations for primary schools approved	Milestone	In progress	Completed	- -	- -	- -	MoES
	EDU-PE - 2.3.b: % of primary schools that have been adapted according to approved SEN-friendly standards.	Accumulated total	10%	20%	30%	45%	60%	MoES

NDP Outcome	NDP Outcome Indicator		Unit	Baseline 2020/21	Target 2026/27
EDU-PE - 3: By 2027, there will be a significant increase in quality and efficiency in Primary Education.	EDU-PE - 3.A: % of qualified Primary Education teachers		%	55%	75%
	EDU-PE - 3.B: Pupil - Class ratio in Primary Education		Pupils/Class	50	45
	EDU-PE - 3.C: Primary Education promotion rate (M/F)		%	95,9% / 95,1%	96% / 96%

Source: EMIS 2021 (Note: Baseline figure considered not reliable)

Critical outputs	Operational benchmarks	Type of target	2023	2024	2025	2026	2027	MDA resp.
			NDP III period					
EDU-PE - 3.1: Additional facilities constructed to improve living conditions in primary schools (cost covered in access component)	EDU-PE - 3.1.a: No. of wash facilities constructed in primary schools.	Accumulated total	60	120	180	240	300	MoES
	EDU-PE - 3.1.b: No. of girls' friendly spaces constructed in primary schools.	Accumulated total	20	40	60	80	100	MoES
EDU-PE - 3.2: Enhanced capacity to broadcast pre-recorded lessons to primary schools in areas without electricity.	EDU-PE - 3.2.a: No. of ICT equipment units and associated solar panels distributed to primary schools in areas without electricity.	Accumulated total	1,000	2,000	3,000	4,000	5,000	MoES

NDP Outcome	NDP Outcome Indicator		Unit	Baseline 2020/21	Target 2026/27
EDU-PE - 4: By 2027, significant improvements in governance and enhanced Institutional system capacity in Primary Education.	EDU-PE - 4.A: % of primary schools (both formal and ABE) meeting minimum standards		%	Standards to be determined	50%

Critical outputs	Operational benchmarks	Type of target	2023	2024	2025	2026	2027	MDA resp.
			NDP III period					
EDU-PE - 4.1: Understanding and interpretation of Primary Education Policy and Minimum Standards disseminated and promoted	EDU-PE - 4.1.a: Develop procedures and guidelines for the enforcement of Primary Education minimum standards, both in terms of infrastructure and programme delivery.	Milestone	In progress	Completed	- -	- -	- -	MoES
EDU-PE - 4.2: Primary School Heads and their Deputies trained in school governance and accountability.	EDU-PE - 4.2.a: No.of Primary School Heads and Deputies trained in school governance and accountability.	Accumulated total	1,385	1,485	1,585	1,685	1,785	MoES

EDU-SE: SECONDARY EDUCATION

NDP Outcome	NDP Outcome Indicator	Unit	Baseline 2020/21	Target 2026/27
EDU-SE - 1: By 2027, there will be a significant increase in access and participation in Secondary Education.	EDU-SE - 1.A: Gross Enrolment Ratio (GER) in Secondary Education	%	18%	35%
	EDU-SE - 1.B: Proportion of students transiting from lower to upper secondary education.	%	44%	64%

Critical outputs	Operational benchmarks	Type of target	NDP III period					MDA resp.
			2023	2024	2025	2026	2027	
EDU-SE - 1.1: Sound base provided for evidence-based infrastructure expansion plan for secondary education.	EDU-SE - 1.1.a: Feasibility study on secondary education demand in both urban and rural areas.	Milestone	In progress	Completed	- -	- -	- -	MoES
	EDU-SE - 1.1.b: Feasibility study of establishing sustainable boarding schools in rural nomadic areas.	Milestone	- -	- -	- -	In progress	Completed	MoES
EDU-SE - 1.2: Infrastructure expanded to accommodate more secondary school students.	EDU-SE - 1.2.a: No. of Secondary Schools built, consisting of minimum 4 classrooms, library, laboratory and staff space, giving priority to rural areas in disadvantaged regions.	Accumulated total	10	20	30	40	50	MoES
	EDU-SE - 1.2.b: Extension, renovation and refurbishment of existing secondary schools in all regions.	Accumulated total	20	40	60	80	100	MoES
	EDU-SE - 1.2.c: Pilot low-cost secondary boarding schools built in nomadic areas	Accumulated total		1	2	2	3	MoES

NDP Outcome	NDP Outcome Indicator	Unit	Baseline 2020/21	Target 2026/27
EDU-SE - 2: By 2027, significant improvements in equity and inclusion in Secondary Education.	EDU-SE - 2.A: Gender Parity Index in Secondary Education	fGER/mGER	0.75	0.85
	EDU-SE - 2.B: Percentage of female teachers in Secondary Education	%	4%	10%
	EDU-SE - 2.C: Percentage of children in rural areas enrolled in secondary education	%	6%	20%
	EDU-SE - 2.D: Percentage of Special Education Needs children enrolled in secondary schools.	%	0%	5%

Critical outputs	Operational benchmarks	Type of target	NDP III period					MDA resp.
			2023	2024	2025	2026	2027	
EDU-SE - 2.1: Improved understanding of the underlying reasons for low attendance to secondary schools in rural areas.	EDU-SE - 2.1.a: Conduct a systematic, rigorous assessment/ research to factors undermining secondary education in rural areas.	Milestone	- -	Completed	- -	- -	- -	MoES
EDU-SE - 2.2: Special fund established to allocate scholarships to students from vulnerable groups.	EDU-SE - 2.2.a: Establish scholarship programmes with clear criteria to support students from vulnerable groups.	Milestone	Completed	- -	- -	- -	- -	MoES
	EDU-SE - 2.2.b: No. of students that received a scholarship from the special fund (target = 5,000).	Accumulated total	1,000	2,000	3,000	4,000	5,000	MoES
	EDU-SE - 2.2.c: Proportion of secondary school scholarships that are awarded to female students from vulnerable groups.	Annual Total	50%	55%	60%	65%	70%	MoES
EDU-SE - 2.3: Increase in Secondary Schools with appropriate infrastructure to facilitate access for SEN pupils.	EDU-SE - 2.3.b: % of existing secondary schools with infrastructure adapted to improve physical access and facilitate inclusive education.	Accumulated total	20%	35%	50%	65%	80%	MoES

NDP Outcome	NDP Outcome Indicator	Unit	Baseline 2020/21	Target 2026/27
EDU-SE - 3: By 2027, there will be a significant increase in quality and efficiency in Secondary Education.	EDU-SE - 3.A: % of qualified Secondary Education teachers	%	76%	86%
	EDU-SE - 3.B: Pupil - Teacher Ratio in Secondary Education	Pupils / Classroom	45	45
	EDU-SE - 3.D: Pupil - Class ratio in Secondary Education	Pupils / Teacher	48	45
	EDU-SE - 3.F: Secondary Education promotion rate (M/F)	%	95% / 94%	95% / 95%

Critical outputs	Operational benchmarks	Type of target	NDP III period					MDA resp.
			2023	2024	2025	2026	2027	
EDU-SE - 3.1: Opportunities available for secondary school teachers to upgrade their qualifications through CPD certified e-learning courses (Continuous Professional Development).	EDU-SE - 3.1.a: Comprehensive structured CPD programme developed for secondary school teachers.	Milestone	Completed	- -	- -	- -	- -	MoES
	EDU-SE - 3.1.b: Operationalize CPD programme at school cluster level.	Milestone	- -	Completed	- -	- -	- -	MoES
	EDU-SE - 3.1.c: No. of secondary school teachers trained through CPD courses, based on revised secondary education curriculum.	Annual Total		250	250	250	250	MoES
EDU-SE - 3.2: Improved basis for sharing resources and good professional practices and improve secondary school teachers' knowledge and skills.	EDU-SE - 3.2.a: Create and operationalise secondary schools' clusters for sharing professional practices.	Milestone	Completed	- -	- -	- -	- -	MoES
	EDU-SE - 3.2.b: No. of secondary school clusters with a newly created resource centre.	Accumulated total		15	25	40	50	MoES

NDP Outcome	NDP Outcome Indicator		Unit	Baseline 2020/21	Target 2026/27
EDU-SE - 4: By 2027, significant improvements in governance and enhanced Institutional system capacity in Secondary Education.	EDU-SE - 4.A: %. of Secondary Schools with both Headteacher and Deputy headteacher with leadership and management course certificate.		%	Management course still to be developed	50%

Critical outputs	Operational benchmarks	Type of target	NDP III period					MDA resp.
			2023	2024	2025	2026	2027	
EDU-SE - 4.1: Strengthend leadership in secondary schools.	EDU-SE - 4.1.a: MoES validated secondary school leadership and management course developed for secondary headteachers and their deputies	Milestone	In progress	Completed	- -	- -	- -	MoES
	EDU-SE - 4.1.b: No. of secondary school headteachers trained on the developed school leadership course (target = 210).	Accumulated total	50	100	150	200	210	MoES
	EDU-SE - 4.1.c: No. of secondary school deputy head teachers trained on the developed school leadership course (target = 210).	Accumulated total	50	100	150	200	210	MoES

EDU-NF: NON-FORMAL EDUCATION (Alternative Basic Education, Family Life Centres and Adult Learning Centers)

NDP Outcome	NDP Outcome Indicator		Unit	Baseline 2020/21	Target 2026/27
EDU-NF - 1: By 2027, there will be a significant increase in access and participation in Non-Formal Education.	EDU-NF - 1.A: Increased participation in Non-Formal Education (Family Life Education Centres and Adult Learning Centers)		No. of participants	9,136	35,000

Critical outputs	Operational benchmarks	Type of target	NDP III period					MDA resp.
			2023	2024	2025	2026	2027	
EDU-NF - 1.1: Infrastructure expanded for Adult Learning.	EDU-NF - 1.1.a: No. of new Family Learning Centres (FLECs) built (Baseline existing FLECs = 26).	Accumulated total		4	7	11	14	MoES
	EDU-NF - 1.1.b: No. of new Adult Learning Centres (ALCs) built (Baseline existing ALCs = 55).	Accumulated total		4	7	11	14	MoES
	EDU-NF - 1.1.: Guidelines developed to utilize existing primary, secondary and other public/ community facilities for adult literacy and numeracy programmes	Milestone	In progress	Completed	- -	- -	- -	MoES
EDU-NF - 1.2: Incentives provided to boost participation in adult learning courses at FLECs and ALCs	EDU-NF - 1.2.a: No. of additional ABE schools w/feeding programmes, particularly in nomadic and coastal areas.	Accumulated total	30	60	90	120	150	MoES

NDP Outcome	NDP Outcome Indicator		Unit	Baseline 2020/21	Target 2026/27
EDU-NF - 3: By 2027, there will be a significant increase in quality and efficiency in Non-Formal Education.	EDU-NF - 3.A: Proportion of NFE centers approved according to set quality standards		%	Standards to be determined	50%

Critical outputs	Operational benchmarks	Type of target	NDP III period					MDA resp.
			2023	2024	2025	2026	2027	
EDU-NF - 3.1: Current status of NFE in Somaliland thoroughly reviewed.	EDU-NF - 3.1.a: Comprehensive multi-stakeholder assessment conducted of the status of all NFE categories (ABE, FLECs and ALCs).	Milestone	- -	Completed	- -	- -	- -	MoES
	EDU-NF - 3.1.b: Recommendations from NFE assessment submitted to and discussed by key stakeholders.	Milestone	- -	Completed	- -	- -	- -	MoES
	EDU-NF - 3.1.c: Fully costed and approved NFE Joint Action Plan to implement validated recommendations.	Milestone	- -	Completed	- -	- -	- -	MoES
EDU-NF - 3.2: Human Resource capacity improved for Non-Formal Education.	EDU-NF - 3.2.a: No. of additional qualified teachers and instructors deployed to NFE, giving priority to rural areas.	Annual Total		40	80	110	150	MoES
EDU-NF - 3.3: Improved quality and access to adult literacy and numeracy teaching and learning materials.	EDU-NF - 3.3.a: Standardised adult literacy and numeracy teaching and learning materials developed.	Milestone	In progress	Completed	- -	- -	- -	MoES
	EDU-NF - 3.3.b: % of NFE schools and centres with adequate teaching and learning materials provided	Annual Total		25%	50%	75%	100%	MoES

EDU-TV: TECHNICAL AND VOCATIONAL EDUCATION AND TRAINING (TVET)

NDP Outcome	NDP Outcome Indicator	Unit	Baseline 2020/21	Target 2026/27
EDU-TV - 1: By 2027, there will be a significant increase in access and participation in TVET.	EDU-TV - 1.A: Increased participation in TVET centres (mostly 4 - 6 month courses) over the NDP III period.	No. of students	2,769	25,000
	EDU-TV - 1.B: Increased participation in Technical Secondary Schools (4 yrs) over the NDP III period.	No. of students	350	6,500

Critical outputs	Operational benchmarks	Type of target	2023	2024	2025	2026	2027	MDA resp.
EDU-TV - 1.1: TVET infrastructure expanded for short 4 - 6 mths courses (TVET centres) and 4 year courses (Technical Secondary Schools).	EDU-TV - 1.1.a: Additional TVET secondary schools in areas that have least access to TVET (Borama, Erigavo and Las Anod) (Baseline = 5)	Accumulated total		1	2	3	3	MoES
	EDU-TV - 1.1.b: Additional public TVET centres built in regions that do not have adequate access to TVET programmes (Baseline = 55)	Accumulated total		3	5	7	10	MoES

NDP Outcome	NDP Outcome Indicator	Unit	Baseline 2020/21	Target 2026/27
EDU-TV - 2: By 2027, significant improvements in equity and inclusion in TVET.	EDU-TV - 2.A: Gender Parity Index in Technical and Vocational Education and Training (TVET).	GPI	0.68	0.78
	EDU-TV - 2.B: Percentage of female instructors in Technical and Vocational Education and Training (TVET).	%	5%	15%

Critical outputs	Operational benchmarks	Type of target	2023	2024	2025	2026	2027	MDA resp.
EDU-TV - 2.1: Knowledge gap reduced in understanding the key issues affecting participation in TVET for disadvantaged groups.	EDU-TV - 2.1.a: Survey held targeting potential trainees from disadvantaged groups.	Milestone	- -	Completed	- -	- -	- -	MoES
EDU-TV - 2.2: Financial support in place to promote TVET participation of students from disadvantaged groups.	EDU-TV - 2.2.a: No. of most vulnerable TVET trainees that were provided with monetary and non-monetary incentives (Target = 7.000).	Annual Total	1,400	1,400	1,400	1,400	1,400	MoES
EDU-TV - 2.3: Infrastructure built or adapted to enhance the participation of disadvantaged groups.	EDU-TV - 2.3.a: No. of additional girls' friendly spaces built in TVET secondary schools and centres across all regions.	Accumulated total		15	30	40	50	MoES
	EDU-TV - 2.3.b: No. of TVET centres adapted to facilitate the participation of disabled and SEN trainees.	Accumulated total	10	20	30	40	50	MoES

NDP Outcome	NDP Outcome Indicator	Unit	Baseline 2020/21	Target 2026/27
EDU-TV - 3: By 2027, there will be a significant increase in quality and efficiency in TVET.	EDU-TV - 3.A: Percentage of TVET graduates employed six months after graduation.	%	84.6%	95.0%

Critical outputs	Operational benchmarks	Type of target	2023	2024	2025	2026	2027	MDA resp.
EDU-TV - 3.1: Evidence-based recommendations on TVET capacity of physical infrastructure, facilities and equipment.	EDU-TV - 3.1.a: Country wide assessment done covering all TVET facilities and stakeholders.	Milestone	- -	Completed	- -	- -	- -	MoES
	EDU-TV - 3.1.b: Evidence-based recommendations presented for validation involving all stakeholders.	Milestone	- -	Completed	- -	- -	- -	MoES
	EDU-TV - 3.1.c: Fully costed Joint Action Plan approved to implement the validated recommendations.	Milestone	- -	Completed	- -	- -	- -	MoES
EDU-TV - 3.2: Improved human resource conditions regarding TVET.	EDU-TV - 3.2.a: No. of TVET diploma instructors' trained.	Annual Total		100	100	100	100	MoES
	EDU-TV - 3.2.b: No. of trained TVET diploma instructors' included in government payroll.	Accumulated total	40	40	40	40	40	MoES
	EDU-TV - 3.2.c: No. of TVET centres with a career guidance office.	Accumulated total	2	16	30	42	54	MoES

NDP Outcome	NDP Outcome Indicator		Unit	Baseline 2020/21	Target 2026/27	
EDU-HE - 1: By 2027, there will be a significant increase in access and participation in Higher Education.	EDU-HE - 1.A: Number of students enrolled in Higher Education Institutions (HEIs).		No. of students	39,525	50,000	

Critical outputs	Operational benchmarks	Type of target	NDP III period					MDA resp.
			2023	2024	2025	2026	2027	
EDU-HE - 1.2: Financial barriers reduced for students of Higher Education Institutions (HEIs) by facilitating access to full scholarships.	EDU-HE - 1.2.a: No. of students with a full scholarship provided by HEIs.	Annual Total	923	1,015	1,110	1,200	1,275	NCHE
	EDU-HE - 1.2.b: No. of students with a full scholarship directly provided by NCHE.	Annual Total	95	115	145	175	200	NCHE

NDP Outcome	NDP Outcome Indicator		Unit	Baseline 2020/21	Target 2026/27	
EDU-HE - 2: By 2027, significant improvements in equity and inclusion in Higher Education.	EDU-HE - 2.A: Proportion of enrolled students in HEIs that are female.		%	48%	52%	
	EDU-HE - 2.B: Percentage of university lecturers that are female.		%	2%	8%	

Critical outputs	Operational benchmarks	Type of target	NDP III period					MDA resp.
			2023	2024	2025	2026	2027	
EDU-HE - 2.1: Mechanisms and incentives in place to promote the employment of female lecturers at Higher Education Institutions.	EDU-HE - 2.1.a: Policy and procedures in place to increase scholarships and study leaves for female lecturers.	Milestone	- -	In progress	In progress	Completed	- -	NCHE
	EDU-HE - 2.1.b: Number of female university lecturers that are recipients of a scholarship and study leave as a result of the new policy.	Annual Total				8	10	NCHE

NDP Outcome	NDP Outcome Indicator		Unit	Baseline 2020/21	Target 2026/27	
EDU-HE - 3: By 2027, there will be a significant increase in quality and efficiency in Higher Education.	EDU-HE - 3.A: Proportion of university programmes accredited by the NCHE.		%	0%	12%	
	EDU-HE - 3.B: Proportion of undergraduate lecturers with at least a Master's degree.		%	60%	70%	

Critical outputs	Operational benchmarks	Type of target	NDP III period					MDA resp.
			2023	2024	2025	2026	2027	
EDU-HE - 3.1: Higer Education Insttitutions (HEIs) quality assurance system reviewed, updated and operational.	EDU-HE - 3.1.a: Review of university quality assurance system.	Milestone	Completed	- -	- -	- -	- -	NCHE
	EDU-HE - 3.1.b: No. of PUBLIC HEIs assessed for quality assurance.	Annual Total	7	10	10	10	10	NCHE
	EDU-HE - 3.1.c: No. of PRIVATE HEIs assessed for quality assurance.	Annual Total	25	32	32	32	32	NCHE
EDU-HE - 3.2: Compulsory pre-admission accelerated English language course operational for all first-year university students.	EDU-HE - 3.2.a: Curriculum developed and approved for compulsory pre-admission freshman accelerated English course.	Milestone	In progress	Completed	- -	- -	- -	NCHE/FCA
	EDU-HE - 3.2.b: No. of first-year students that participated in compulsory pre-admission accelerated English course.	Annual Total		4,000	4,000	4,000	4,000	NCHE
	EDU-HE - 3.2.c: No. of first-year students that successfully passed compulsory pre-admission accelerated English course.	Annual Total		3,000	3,000	3,000	3,000	HEIs
EDU-HE - 3.3: Reviewed and reformed curricula for higher education institutions, including, when opportune, better aligned with industrial and commercial needs.	EDU-HE - 3.3.a: No. of reviewed and reformed curricula.	Accumulated total	3	8	13	18	23	NCHE/FCA
EDU-HE - 3.4: Research and community outreach programs done by HEIs.	EDU-HE - 3.4.a: No. of community outreach programs done by HEIs.	Accumulated total	20	25	30	35	40	NCHE
	EDU-HE - 3.4.b: No. of research programs done by HEIs.	Accumulated total	10	15	20	25	30	NCHE
EDU-HE - 3.5: Improved capacity of the Higher Education academic Staff	EDU-HE - 3.5.a: No. of Public HEIs where academic staff has received on-the-job training with involvement of the NCHE.	Annual Total		30	40	50	60	NCHE
	EDU-HE - 3.5.b: o. of Private HEIs where academic staff has received on-the-job training with involvement of the NHCE.	Annual Total		50	60	70	80	NCHE

NDP Outcome	NDP Outcome Indicator	Unit	Baseline 2020/21	Target 2026/27
EDU-HE - 4: By 2027, significant improvements in governance and enhanced Institutional system capacity in Higher Education.	EDU-HE - 4.A: NCHE has adequate technical staff as compared to the Human Resource Needs Assessment's validated recommendations.	Boolean (Yes/No)	No	Yes

Critical outputs	Operational benchmarks	Type of target	NDP III period					MDA resp.
			2023	2024	2025	2026	2027	
EDU-HE - 4.1: New infrastructure for the National Commission for Higher Education.	EDU-HE - 4.1.a: Technical drawings for new office buildings approved and plot secured.	**Milestone**	- -	Completed	- -	- -	- -	NCHE
	EDU-HE - 4.1.b: New NCHE Headquarter buildings constructed and furnished.	**Milestone**	- -	In progress	Completed	- -	- -	NCHE
	EDU-HE - 4.1.c: NCHE staff moved and operating from new Headquarters.	**Milestone**	- -	- -	- -	Completed	- -	NCHE
EDU-HE - 4.2: Improved legal and regulatory framework for Higher Education.	EDU-HE - 4.2.a: Higher Education Act developed and approved.	**Milestone**	In progress	Completed	- -	- -	- -	NCHE
	EDU-HE - 4.2.b: Higher Education institutions' subsidy guidelines developed and approved.	**Milestone**	In progress	Completed	- -	- -	- -	NCHE
EDU-HE - 4.3: Higher Education Management Information System supporting NCHE's management needs.	EDU-HE - 4.3.a: IT software for the HEMIS designed, constructed and operational.	**Milestone**	In progress	Completed	- -	- -	- -	NCHE
EDU-HE - 4.4: Improve capacity of the NCHE - based staff.	EDU-HE - 4.4.a: Human Resource Needs Assessment implemented for the NCHE.	**Milestone**	- -	Completed	- -	- -	- -	NCHE
	EDU-HE - 4.4.b: Proportion of additional technical staff recruited based on HR Needs Asssessment recommendations.	**Accumulated total**			40%	70%	100%	
	EDU-HE - 4.4.c: Number of NCHE - based staff trained.	**Annual Total**	15	20	25	30	35	NCHE
EDU-HE - 4.5: Minimum Standards for accreditation of HEIs developed	EDU-HE - 4.5.a: Minimum accreditation standards for HEIs developed and approved.	**Milestone**	In progress	Completed	- -	- -	- -	NCHE
	EDU-HE - 4.5.b: No. of PUBLIC HEIs accredited according to approved accreditation standards.	**Accumulated total**		6	7	8	9	NCHE
	EDU-HE - 4.5.c: No. of PRIVATE HEIs accredited according to approved accreditation standards.	**Accumulated total**		10	12	14	16	NCHE
EDU-HE - 4.6: Newly constructed and functioning public Polytechnic Colleges	EDU-HE-4.6.a: At least one Technical Design of new Polytechnic College(s) in Hargeisa, Burco and/or Borama approved.	**Milestone**	- -	Completed	- -	- -	- -	NCHE
	EDU-HE-4.6.b: First new Polytechnical College constructed, equipped and furnished.	**Milestone**	- -	In progress	Completed	- -	- -	NCHE
	EDU-HE-4.6.c: First-year courses are on-going in first new Polytechnical College.	**Milestone**	- -	- -	√	√	√	NCHE

Strategic Objective EDU - SO-2:	**To increase awareness and the practice of Islam, and promote Islam as a religion of tolerance and peace through education and religious institutions.**

EDU-QE: QURANIC EDUCATION

NDP Outcome	NDP Outcome Indicator	Unit	Baseline 2020/21	Target 2026/27
EDU-QE - 5: By 2027, improved access to Islamic Centres, Quranic education, and other community services provided by them.	EDU-QE - 5.A: Number of operational Quranic schools.	Number	2,441	2,458
	EDU-QE - 5.B: Number of Sharia institutes for the education of Islam scholars that are operational .	Number	93	110

Source: Somaliland in Figures, 2021 Data (MoPND/CSD, Nov. 2022)

Critical outputs	Operational benchmarks	Type of target	NDP III period					MDA resp.
			2023	2024	2025	2026	2027	
EDU-QE - 5.1: Additional Islamic Centres constructed and operational.	EDU-QE - 5.1.a: Number of additional Islamic Centres constructed.	**Accumulated total**	2	5	9	13	17	MoERA
EDU-QE - 5.2: Additional Quranic schools constructed and staffed.	EDU-QE - 5.2.a: Number of additional Quranic schools constructed.	**Accumulated total**	2	5	9	13	17	MoERA
	EDU-QE - 5.2.b: Number of additional teachers that have been recruited for, or transferred to, newly built Quranic schools.	**Annual Total**	6	15	27	39	51	MoERA

RBM Matrices – Health Sector

Strategic Objective HEA - SO-1:	To increase access to acceptable quality health care services.

NDP Outcome	NDP Outcome Indicator	Unit	Baseline	Target (2027)
HEA - 1: By 2027, improved coverage of the Essential Package of Health Services (EPHS).	HEA - 1.A: Maternal mortality ratio	No. of deaths per 100.000 live births	396	286
	HEA - 1.B: Child mortality rate (under-fives / infants / neonatal)	No. of deaths per 1.000 live births	91 / 72 / 42	77 / 61 / 30
	HEA - 1.C1: Percentage of moderately and severely malnourished children under five (MAM and SAM rate = Moderate/Severe Acute Malnutrition).	% of under-fives	3% / 23%	1.5% / 18%
	HEA - 1.C2: Prevalence of stunting among children under 5 years of age.	% of under-fives	20.7%	16.0%
	HEA - 1.C3: Prevalence of wasting among children under 5 years of age.	% of under-fives	12.6%	11.0%
	HEA 1.D: Proportion of children aged 12 - 23 months that are fully vaccinated by public health facilities.	% of children under 2 yrs	13%	50%
	HEA - 1.E1: Incidence of Tuberculosis per 100.000 population (new infections)	No. new cases per 100.000 people	250	230
	HEA - 1.E2: Proportion of Tuberculosis patients that completed their treatment and were cured (TB treatment Success Rate)	% of TB patients	85%	>95%
	HEA - 1.F1: Proportion of people living with HIV that know their status	% of PLWHIV	65%	90%
	HEA - 1.F2: % of People diagnosed with HIV infection receiving ART	% of PLWHIV	43%	90%

Critical outputs	Operational benchmarks	Type of target	2023	2024	2025	2026	2027	MDA resp.
HEA - 1.1: Increased coverage of services for reproductive maternal, new born, child, and adolescent health [RMNCAH]	HEA - 1.1.a: Increase of CEmONC sites (Comprehensive Emergency Obstetric and Newborn Care).	Accumulated total	11	13	15	16	17	MoHD
	HEA - 1.1.b: % pregnant women receiving at least 4 ante-natal care visits plus (ANC 4 visit plus).	Annual Total	20%	30%	37%	40%	45%	MoHD
	HEA - 1.1.c: % of mothers delivering at Health facilities	Annual Total	40%	43%	48%	52%	55%	MoHD
	HEA - 1.1.d: No. of hospitals with functioning neo-natal unit.	Annual Total	6	6	7	8	9	MoHD
	HEA - 1.1.e: % of under-one children who received BCG.	Annual Total	30%	35%	45%	55%	60%	MoHD
	HEA - 1.1.f: % of of under-one children who received Measles vaccination.	Annual Total	15%	25%	35%	45%	50%	MoHD
	HEA - 1.1.g: % of of under-one children who received Penta 3 vaccination.	Annual Total	13.7%	30%	40%	55%	65%	MoHD
HEA - 1.2: Improved prevention and control of malnutrition	HEA - 1.2.a: % of registered malnourished children who have been treated.	Annual Total	100%	100%	100%	100%	100%	MoHD
	HEA - 1.2.b: % of under-five children who have had Vit.A supplements.	Annual Total	13%	18%	24%	30%	35%	MoHD
HEA - 1.3: Improved prevention and control of communicable diseases	HEA - 1.3.a: Number of well-equipped TB diagnistic centers in the country.	Accumulated total	26	26	30	32	33	MoHD
	HEA - 1.3.b: TB notification rate.	Annual Total	32%	35%	38%	41%	44%	MoHD
HEA - 1.4: Improved prevention and control of non-communicable diseases	HEA - 1.4.a: National NCD strategy developed.	Milestone	- -	- -	- -	Completed	- -	MoHD
	HEA - 1.4.b: National Oncology Center established.	Milestone	- -	Completed	- -	- -	- -	MoHD
HEA - 1.5 Increased specialized support assisting people with disabilities.	HEA - 1.5.a: Integrated National Disability Strategy developed.	Milestone	- -	- -	Completed	- -	- -	
	HEA - 1.5.b: Number of disability centers established.	Accumulated total				2		MoHD
HEA - 1.6: Increased coverage of integrated mental health services	HEA - 1.6.a: Number of hospitals providing mental health facilities.	Accumulated total	7	9	10	11	12	MoHD
	HEA - 1.6.b: Number of integrated Primary Health care facilities providing mental health services	Accumulated total	28	56	84	112	140	MoHD
	HEA - 1.6.c: Number of Health care providers trained on mental health gap program version2 (mhGAP-2)	Accumulated total	415	415	555	555	695	MoHD
HEA - 1.7: Expanded EPHS and Health Referral network	HEA - 1.7.a: Number of functioning Referral Health Centres in the country.	Accumulated total	3	6	13	17	20	MoHD
	HEA - 1.7.b: Number of districts implementing EHPS.	Accumulated total	10	12	15	15	16	MoHD

NDP Outcome	NDP Outcome Indicator	Unit	Baseline (2021)	Target (2027)
HEA - 2: By 2027, a more resilient Health System has been built, guided by the sector's Health System Conceptual Framework.	HEA - 2.A: Annual HMIS report with clear evidence-based recommendations disseminated to all Health Stakeholders.	No. of HMIS reports in NDP III period	0	5
	HEA - 2.B1: No. of medical doctors serving in the public sector per 10,000 population (M/F).	Medical doctors per 10,000 pop.	0.99	1
	HEA - 2.B2: No. of midwives serving in the public sector per 10,000 population.	Midwives per 10,000 pop.	1.5	2
	HEA - 2.B3: No. of nurses serving in the public sector per 10,000 population (M/F).	Nurses per 10,000 pop.	6.1	7
	HEA - 2.B4: No. of Health Workers in the public sector per 10,000 population.	Health workers per 10,000 pop.	9	11
	HEA - 2.C1: No. of functioning public health facilities (excluding PHUs) per 100,000 population.	Health facilities per 100,000 pop.	6	8

Critical outputs	Operational benchmarks	Type of target	2023	2024	2025	2026	2027	MDA resp.
HSBB - I: LEADERSHIP AND GOVERNANCE								
HEA - 2.1: Improved Health Sector coordination and partnership with bilateral and multilateral agencies.	HEA - 2.1.a: No. of regular health sector coordination meetings held at national and sub-national levels.	**Annual Total**	7	7	7	7	7	MoHD
HEA - 2.2: Improved health legislative and regulatory framework	HEA - 2.2.b: National Health Policy endorsed.	**Milestone**	Completed	- -	- -	- -	- -	MoHD
	HEA - 2.2.c: Health Sector Strategic Plan HSSP 2023 - 2027 finalized and approved.	**Milestone**	Completed	- -	- -	- -	- -	MoHD
	HEA - 2.2.d: Public Health Act developed and approved.	**Milestone**	- -	Completed	- -	- -	- -	MoHD
HSBB - II: HEALTH MANAGEMENT INFORMATION SYSTEM								
HEA - 2.3: Scaled up DHIS2 capability and functionality.	HEA - 2.3.a: No. of fully or partially vertical health programs that are integrated in DHIS2 (Total of 10 as listed in the Health sector chapter).	**Accumulated total**	3	8	10	10	10	MoHD
	HEA - 2.3.b: Proportion of health facilities that have rolled out electronic data entry.	**Accumulated total**	2.5%	10%	20%	25%	35%	MoHD
HEA - 2.4: - Improved Health Information System and data quality.	HEA - 2.4.a: % of health facilities submitting Monthly Reports to the HMIS (Reporting Rate).	**Annual Total**	94%	97%	100%	100%	100%	MoHD
	HEA - 2.4.b: % of health facilities submitting timely Monthly Reports to the HMIS (Timely Reporting Rate).	**Annual Total**	84%	85%	86%	88%	90%	MoHD
	HEA - 2.4.c: No. of quarterly data quality audits conducted at district level.	**Annual Total**	0	3	4	4	4	MoHD
	HEA - 2.4.d: Number of priority public health researches conducted.	**Annual Total**	0	2	3	3	0	MoHD
HSBB - III: HEALTH WORKFORCE								
HEA - 2.5: National Health Human Resource Strategy updated and under implementation	HEA - 2.5.a: Human Resource Assessment conducted.	**Milestone**	Completed					MoHD
	HEA - 2.5.b: Human resource distribution plan developed.	**Milestone**		Completed				MoHD
	HEA - 2.5.c: No. of health care staff appraised annually.	**Annual Total**	33	50	60	65	100	MoHD
	HEA - 2.5.d: Additional number of nurses employed in the public sector.	**Annual Total**	77	180	250	370	223	MoHD
	HEA - 2.5.e: Additional number of midwives employed in the public sector.	**Annual Total**	120	130	135	75	75	MoHD
	HEA - 2.5.f: Additional number of doctors employed in the public sector.	**Annual Total**	73	75	80	60	32	MoHD
HSBB - IV: MEDICINE AND TECHNOLOGY								
HEA - 2.6: Improved management of the Health supply chain	HEA - 2.6.a: Intregrated Logistics Management Information System (LMIS) into HMIS in place.	**Milestone**		Completed				MoHD
	HEA - 2.6.b: No. of staff working in supply chain management who have been upgraded through relevant short duration courses (< 6 mths).	**Annual Total**	0	10	15	0	0	MoHD
	HEA - 2.6.c: No. of staff working in supply chain management who have been upgraded through relevant medium duration courses (> 6 mths).	**Annual Total**	0	0	0	9	15	MoHD
HSBB - V: INFRASTRUCTURE								
HEA - 2.7: Improved access to health services through expanded health facilities and means of transport for referral.	HEA - 2.7.a: Updated standards / protocols for the design of health facilities developed.	**Milestone**	Pending	Completed	- -	- -	- -	MoHD
	HEA - 2.7.b: No. of Health Facilities assessments conducted.	**Annual Total**	0	1	0	1	0	MoHD
	HEA - 2.7.c: No. of additional hospitals constructed.	**Annual Total**	0	1	1	1	0	MoHD
	HEA - 2.7.d: No. of additional referral health centres constructed or upgraded.	**Annual Total**	0	3	3	2	1	MoHD
	HEA - 2.7.e: No. of additional health centres constructed.	**Annual Total**	0	29	31	36	17	MoHD
	HEA - 2.7.f: No. of new ambulances acquired.	**Annual Total**	5	10	12	10	9	MoHD
HSBB - VI: HEALTH FINANCING								
HEA - 2.8: Improved mobilization, collection and allocation of financial resources.	HEA - 2.8.a: National financing strategy developed.	**Milestone**	- -	Completed	- -	- -	- -	MoHD
	HEA - 2.8.b: No. of finance staff fully trained on Financial Management System.	**Accumulated total**	0	4	10	0	0	MoHD
	HEA - 2.8.c: Use of double-entry bookkeeping system introduced.	**Milestone**	Pending	In progress	In progress	Completed	- -	MoHD
	HEA - 2.8.d: No. of internal financial audits for the health sector conducted annually.	**Annual Total**	1	4	4	4	4	MoHD
	HEA - 2.8.e: Increased proportion of the National Budget allocated to Health Sector.	**Annual Total**	6.14%	7%	8%	9%	10%	MoHD
	HEA - 2.8.f: % of national budget allocation for health utilized.	**Annual Total**	100%	100%	100%	100%	100%	MoHD
	HEA - 2.8.g: % of external finance allocated for health that has been spent.	**Annual Total**	100%	100%	100%	100%	100%	MoHD

NDP Outcome	NDP Outcome Indicator		Unit	Baseline (2021)	Target (2027)
HEA - 3: By 2027, Somaliland will have an enhanced health promotion and community engagement.	HEA - 3.A: % of health facilities providing the standardized package of health education (HE) sessions regularly		% of health facilities	0%	45%

Critical outputs	Operational benchmarks	Type of target	NDP III period					MDA resp.
			2023	2024	2025	2026	2027	
HEA - 3.1: Updated national health promotion policy and strategy	HEA - 3.1.a: Updated national health promotion strategy.	**Milestone**	Pending	Completed	- -	- -	- -	MoHD
HEA - 3.2: improved National health promotion programs at all levels	HEA - 3.2.a: Develop a standardized Health Education package	**Milestone**	In progress	Completed	- -	- -	- -	MoHD
	HEA - 3.2.b: Number of districts with a functioning community health promotion committee.	**Accumulated total**	3	10	16	20	23	MoHD
	HEA - 3.2.c: Number of health facilities with proper medical waste management system.	**Annual Total**	10	15	15	15	15	MoHD
	HEA - 3.2.d: Number of villages with community led total sanitation effort.	**Annual Total**	16	50	50	50	50	MoHD

Strategic Objective HEA - SO-2:	**To improve the management of, and response to, catastrophic public health emergencies.**

NDP Outcome	NDP Outcome Indicator		Unit	Baseline (2021)	Target (2027)
HEA - 4: By 2027, a stronger Public Health Emergency Preparedness and Response system (PHEPR) responds more effectively to public health emergencies.	HEA - 4.A: Existence of a stronger Emergency Preparedness and Response System, based on a comparative assessment of Somaliland's PHEPR using the WHO "Toolkit for assessing health-system capacity for crisis management" in consecutive years.		Boolean (Yes/No)	No	Yes

Critical outputs	Operational benchmarks	Type of target	NDP III period					MDA resp.
			2023	2024	2025	2026	2027	
HEA - 4.1: Improved risk assesment, prevention, preparedness, response, and recovery measures to reduce impact on human lives.	HEA - 4.1.a: No. of fully functioning Integrated Surveillance Sentinel Sites in the country.	**Accumulated total**	0	70	80	90	100	MoHD
	HEA - 4.1.b: No. of health staff trained in EPR at all levels.	**Accumulated total**	20	50	70	80	100	MoHD
	HEA - 4.1.c: Functioning Public Health Emergency Operations Centre (PHEOC).	**Milestone**	In progress	Completed	- -	- -	- -	MoHD
	HEA - 4.1.d: No. of public health laboratories functioning at National /Regional level.	**Accumulated total**	0 / 6	1- / 6	1- / 6	1- / 6	1- / 6	MoHD

RBM Matrices – Water, Sanitation, and Hygiene Sector

Strategic Objective WSH - SO-1:	To provide adequate, safe, and affordable water to the population of Somaliland.

NDP Outcome	NDP Outcome Indicator	Unit	Baseline (2021)	Target (2027)
WSH - 1: By 2027, strengthened institutional capacity and adequate regulation enforcement capacity in line with the updated National Water Act of 2017	WSH - 1.A: Evidence-based performance report shows satisfactory performance for at least 80% of public sector service providers in the water sector, supported by data from inspection visits.	% of public service providers	Not applicable	80%
	WSH - 1.B: Evidence-based performance report shows satisfactory performance for at least 80% of private sector service providers in the water sector, supported by data from inspection visits.	% of private service providers	Not applicable	80%

Critical outputs	Operational benchmarks	Type of target	NDP III period					MDA resp.
			2023	2024	2025	2026	2027	
WSH - 1.1: National Water Strategy finalized and approved by MoWRD	WSH - 1.1.a: Finishing and approval of the National Water Strategy.	Milestone	In progress	Completed	- -	- -	- -	MoWRD
WSH - 1.2: Regulatory gaps addressed in line with updated National Water Act of 2017 and appropriate enforcement capacity created.	WSH - 1.2.a: Approval of the amended National Water Act regulations.	Activity progress	In progress	Completed	- -	- -	- -	MoWRD
	WSH -1.2.b: Regulatory gaps addressed, including for groundwater governance enforcement, and regulations disseminated.	Activity progress	- -	- -	In progress	Completed	- -	MoWRD
	WSH - 1.2.c: Number of people trained in applying updated regulations.	Annual			75	150		MoWRD
	WSH - 1.2.d: No. of inspection visits to PUBLIC SECTOR service providers	Annual			46	46		MoWRD
	WSH - 1.2.e: No. of inspection visits to PRIVATE SECTOR service providers.	Annual			10	10		MoWRD
WSH - 1.3: Institutional and technical capacity built for better service delivery and effective coordination, information management and quality assurance.	WSH - 1.3.a: WASH central IT platform established to improve coordination between regional and national level.	Milestone	In progress	Completed	- -	- -	- -	MoWRD
	WSH - 1.3.b: Fully equipped national mechanical workshop established for repair and rehabilitation of equipment.	Milestone	In progress	in progress	completed	- -	- -	MoWRD
	WSH - 1.3.c: Water Vocational Training Institute upgraded to Higher Poly-technical School (from 6 to 12 mth courses).	Milestone	In progress	in progress	completed	- -	- -	MoWRD
	WSH - 1.3.d: Number of technical staff with upgraded skills through training & education.	Accumulated total	100	200	300	400	500	MoWRD
	WSH - 1.3.e: Operation & Maintenance manuals for water distribution developed and in use.	Milestone	In progress	Completed	- -	- -	- -	HWA
	WSH - 1.3.f: GIS and Block Mapping Unit established in the department of technical services and staff trained.	Milestone	In progress	Completed	- -	- -	- -	HWA
	WSH - 1.3.g: Comprehensive maintenance program developed for water treatment plants, deep wells, booster pumps and reservoirs.	Milestone	In progress	In progress	Completed	- -	- -	HWA

NDP Outcome	NDP Outcome Indicator		Unit	Baseline (2020)	Target (2027)
WSH - 2: By 2027, increased access for the urban population to adequate, safe, and affordable drinking water for domestic use.	WSH - 2.A: Proportion of urban population using improved drinking water sources.		%	51.1%	61.3%

Critical outputs	Operational benchmarks	Type of target	2023	2024	2025	2026	2027	MDA resp.
WSH - 2.1: Expansion of water supply system for Hargeisa based on Master Plan and 2 on-going hydro-geological studies	WSH - 2.1.a: Detailed design of Butochi dam and related infrastructure.	Milestone	In progress	Completed	--	--	--	HWA
	WSH - 2.1.b: Construction of Butochi dam and related infrastructure.	Milestone	--	--	In progress	In progress	In progress	HWA
	WSH - 2.1.c: Number of new earth dams constructed and operational.	Accumulated total		1	2	3	4	HWA
	WSH - 2.1.d: Number of boreholes drilled to increase Hargeisa water supply	Accumulated total	2	3	5	6	6	HWA
	WSH - 2.1.e: Number of subsurface dams constructed	Accumulated total	2	7	12	16	20	HWA
	WSH - 2.1.f: Water collection tank erected in Ged-Deeble	Milestone	--	--	Completed	--	--	HWA
	WSH - 2.1.g: % of the Hargeisa population of 1,2 million that have access to an improved water source through HWA (2021: 35%)	Accumulated total	50%	55%	60%	65%	70%	HWA
WSH - 2.2: Expansion of water supply systems for major urban and peri-urban areas based on approved Master Plans (excluding Hargeisa)	WSH - 2.2.a: Number of additional boreholes drilled (Borama)	Accumulated total	2	4	6	8	10	MoWRD
	WSH - 2.2.b: Second RCC tank on Farahyood and four 250 CUM satellite tanks constructed inside town (Borama)	Milestone	In progress	In progress	Completed	--	--	MoWRD
	WSH - 2.2.c: Solar systems built for 2 booster stations and 15 boreholes (Borama)	Milestone	In progress	In progress	Completed	--	--	MoWRD
	WSH - 2.2.d: Number of households newly connected to safe water supply (Borama)	Accumulated total	3,600	7,200	10,800	14,400	18,000	MoWRD
	WSH - 2.2.e: Number of additional boreholes drilled (Burao)	Accumulated total	3	6	9	12	15	MoWRD
	WSH - 2.2.f: Generator Power Synchronization system / network built for ten boreholes (Burao)	Milestone	In progress	Completed	--	--	--	MoWRD
	WSH - 2.2.g: Solar System Station and accessories constructed for 10 boreholes (Burao)	Milestone	In progress	Completed	--	--	--	MoWRD
	WSH - 2.2.h: 30 km of mains and pipeline extension constructed for pumping and distribution lines (Burao)	Milestone	In progress	In progress	Completed	--	--	MoWRD
	WSH - 2.2.i: Hydrological study of new aquifer (Gabiley)	Milestone	In progress	Completed	--	--	--	MoWRD
	WSH - 2.2.j: Eight new boreholes drilled and equipped with water supply facilities and solar energy (Gabiley)	Accumulated total	2	4	6	8	--	MoWRD
	WSH - 2.2.k: 10 km of mains and pipeline extension constructed for pumping and distribution lines (Gabiley)	Milestone	In progress	In progress	Completed			MoWRD
	WSH - 2.2.l: Four elevated tanks of 250 CUM constructed in 4 locations inside the town (Gabiley)	Milestone	In progress	Completed	--	--	--	MoWRD
	WSH - 2.2.m Eight new boreholes drilled and equipped with water supply facilities and solar energy (Berbera)	Accumulated total	2	4	6	8	--	MoWRD
	WSH - 2.2.n: Four elevated tanks of 250 CUM constructed in 4 locations inside the town (Berbera)	Milestone	In progress	In progress	Completed	--	--	MoWRD
	WSH - 2.2.o: 15 km of mains and pipeline extension constructed for pumping and distribution lines (Berbera)	Milestone	In progress	Completed	--	--	--	MoWRD
	WSH - 2.2.p: Five boreholes drilled and tested (Yagoori (2) and Orgiyayar (3)) (Las Anod)	Accumulated total	In progress	2	4	5	--	MoWRD
	WSH - 2.2.q: 15 km of mains and pipeline extension constructed for pumping and distribution lines (Las Anod)	Milestone	In progress	In progress	Completed	--	--	MoWRD
	WSH - 2.2.r: Development of 1 test Haffir dam to connect water from the boreholes to estimate optimal removal of hardness. (Las Anod)	Milestone	In progress	In progress	Completed	--	--	MoWRD
	WSH - 2.2.s: Urban water treatment plant for brackish water (Reverse osmosis) established with installed renewable energy (Las Anod)	Milestone	In progress	In progress	In progress	Completed	--	MoWRD
	WSH - 2.2.t: Eight new boreholes drilled and equipped with water supply facilities and solar energy (Erigavo)	Accumulated total	2	4	6	8	--	MoWRD
	WSH - 2.2.u: Two elevated tanks of 500 CUM constructed in 2 locations inside the town (Erigavo)	Milestone	In progress	In progress	In progress	Completed	--	MoWRD
	WSH - 2.2.v: Two elevated tanks of 250 CUM constructed in 2 locations inside the town (Erigavo)	Milestone	In progress	In progress	Completed	--	--	MoWRD
	WSH - 2.2.w: 15 km of mains and pipeline extension constructed for pumping and distribution lines (Erigavo)	Milestone	In progress	Completed	--	--	--	MoWRD

NDP Outcome	NDP Outcome Indicator		Unit	Baseline (2020)	Target (2027)
WSH - 3: By 2027, increased access for the rural population to adequate, safe, and affordable drinking water for domestic use and livestock.	WSH - 3.A: Proportion of established rural population using improved drinking water sources.		%	39.8%	49.8%
	WSH - 3.B: Proportion of nomadic population using improved drinking water sources.		%	37.7%	47.1%

Source: Health and Demographics Survey, 2020; page 35

Critical outputs	Operational benchmarks	Type of target	NDP III period					MDA resp.
			2023	2024	2025	2026	2027	
WSH - 3.1: Increased access to water for people and animals in rural communities	WSH - 3.1.a: Number of new boreholes drilled and operational.	Accumulated total	40	90	140	200	250	MoWRD
	WSH - 3.1.b: Number of new shallow wells constructed and operational.	Accumulated total	60	120	180	240	300	MoWRD
	WSH - 3.1.c: Number of rural mini-water systems developed and operational.	Accumulated total	50	100	150	200	250	MoWRD
	WSH - 3.1.d: Number of new earth dams constructed and operational.	Accumulated total	20	40	60	80	100	MoWRD
	WSH - 3.1.e: Number of new hafir dams constructed and operational.	Accumulated total	10	20	30	40	50	MoWRD
	WSH - 3.1.f: Number of springs developed with renewable energy.	Accumulated total	4	8	12	16	20	MoWRD
	WSH - 3.1.g: Number of new water harvesting schemes for agro-pastoralist communities constructed to increase resilience to drought/climate change.	Accumulated total	4	8	12	16	20	MoWRD

Strategic Objective WSH - SO-2:	To increase equitable access to sustainable hygiene and sanitation services through integration with water resources development.

NDP Outcome	NDP Outcome Indicator		Unit	Baseline (2021)	Target (2027)
WSH - 4: By 2027, a larger proportion of the population are using improved sanitation and practicing basic hygiene measures.	WSH - 4.A: Proportion of the urban households that is using an improved sanitation facility		%	63.1%	75%
	WSH - 4.B: Proportion of the rural households that is using an improved sanitation facility		%	29.7%	45%
	WSH - 4.C1: Number of villages with "zero open defecation".		No. of villages	86	216

Source: Health and Demographics Survey, 2020; page 36

Critical outputs	Operational benchmarks	Type of target	NDP III period					MDA resp.
			2023	2024	2025	2026	2027	
WSH - 4.1: New instruments to strengthen the sanitation policy and legal framework	WSH - 4.1.a: The National Sanitation Policy finalized/updated/amended in collaboration with all relevant MDAs (MoWRD, MoES, MoECC, etc)	Milestone	--	Completed	--	--	--	MoHD
	WSH - 4.1.b: National Advocacy Strategy developed in line with the National Sanitation Policy in collaboration with all relevant MDAs (MoWRD, MoES, MoECC, etc)	Milestone	--	In progress	Completed	--	--	MoHD
WSH - 4.2: Upscaled "Community-Led Total Sanitation" approach.	WSH - 4.2.a1: No. of villages participating in community-led total sanitation initiatives	Accumulated total	86	126	166	200	216	MoHD
WSH - 4.3: Community health promotion programs regarding good hygiene and sanitation practices (developed by all relevant MDAs under leadership of MoHD).	WSH - 4.3.a: Design and approval of community promotion program that is targeting the URBAN population.	Milestone	--	Completed	--	--	--	MoHD
	WSH - 4.3.b: Implementation of the URBAN community promotion program.	Milestone	--	In progress	In progress	In progress	Completed	MoHD
	WSH - 4.3.c: Design and approval of community promotion program that is targeting the RURAL population.	Milestone	--	Completed	--	--	--	MoHD
	WSH - 4.3.d: Implementation of the RURAL community promotion program	Milestone	--	In progress	In progress	In progress	Completed	MoHD

RBM Matrices – Social Protection Sector

Strategic Objective SOC - SO-1:	To build a resilient and cohesive society in which all members can access minimum protection that enables them to maintain and improve their living standards.

NDP Outcome	NDP Outcome Indicator		Unit	Baseline (2021)	Target (2027)
SOC - 1: By 2027, robust well-functioning social protection systems are in place at national and sub-national levels.	SOC - 1.A: Average completion rate of the Outcome's combined operational benchmarks. *calculated as (("No. of fully completed milestones by end NDPIII * 100% + Proportional completion of each quantitative operational benchmark) divided by (the total number of operational benchmarks for this outcome)).*		%	- -	>80%

Critical outputs	Operational benchmarks	Type of target	2023	2024	2025	2026	2027	MDA resp.
SOC - 1.1: Draft social protection policy finalized and approved .	SOC - 1.1.a: Draft Social Protection policy submitted to, and approved by, Cabinet.	Milestone	In progress	In progress	Completed	- -	- -	MESAF
	SOC - 1.1.b: Social Protection strategy developed, and approved by Cabinet.	Milestone	- -	- -	In progress	Completed	- -	MESAF
	SOC - 1.1.c: Technical guidelines developed and approved for the Social Protection policy and strategy.	Milestone	- -	- -	In progress	Completed	- -	MESAF
SOC - 1.2: Developed a single registry information warehouse for social protection schemes.	SOC - 1.2.a: IT design of Social Protection single registry information warehouse approved.	Milestone	- -	- -	- -	In progress	Completed	MESAF
	SOC - 1.2.b: Software for Social Protection single registry information warehouse developed and tested.	Milestone	- -	- -	- -	In progress	Completed	MESAF
SOC - 1.3: Institutional set-up at national and sub-national level operational, in line with the Social Protection policy and legal framework.	SOC - 1.3.a: All instiuions that are involved at national and sub-national level, and relevant key staff, are clear about mandates, responsibilities, and operational guidelines, in the context of their role in rolling out social protection schemes.	Milestone	- -	- -	In progress	Completed	- -	MESAF
	SOC - 1.3.b: Institutions are fully prepared for a roll-out exercise, in terms of capacitated staff and necessary tools.	Milestone	- -	- -	- -	In progress	Completed	MESAF

NDP Outcome	NDP Outcome Indicator	Unit	Baseline (2021)	Target (2027)
SOC - 2: By 2027, vulnerable households can access social transfers to address socioeconomic risks.	SOC - 2.A: Targeted Child Benefit scheme is ready for operations according to an independant Social Protection Institutional Review at national and sub-national level, approved by the relevant authorities / stakeholders.	Boolean (Yes/No)	Non-existing	Yes
	SOC - 2.B: Universal Child Disability Benefit scheme is ready for operations according to an independant Social Protection Institutional Review at national and sub-national level, approved by the relevant authorities / stakeholders.	Boolean (Yes/No)	Non-existing	Yes
	SOC - 2.C: Emergency Family Cash Transfer scheme is ready for operations according to an independant Social Protection Institutional Review at national and sub-national level, approved by the relevant authorities / stakeholders.	Boolean (Yes/No)	Non-existing	Yes

Critical outputs	Operational benchmarks	Type of target	2023	2024	2025	2026	2027	MDA resp.
SOC - 2.1: Established and ready for operations a Targeted Child Disability Benefit scheme in the 4 regions with the highest prevalence of stunting among children under 5 years of age.	SOC - 2.1.a: Targeted Child Benefit scheme designed and approved, including an analysis of medium-term financial implications for the National Budget.	Milestone	In progress	In progress	Completed	- -	- -	MESAF
	SOC - 2.1.b: Registration of children between 0-4 years and relevant data linked to criteria that determine elegibility for the Child Benefit scheme.	Milestone	- -	- -	In progress	Completed	- -	MESAF
	SOC - 2.1.c: Approved next year's National Annual Budget and Medium-Term Expenditure Framework have allocated funds to the roll-out of the Targeted Child Benefit scheme.	Milestone	- -	- -	- -	In progress	Completed	MESAF
SOC - 2.2: Established and ready for operations a Universal Child Disability Benefit scheme for the most vulnerable children in Somaliland.	SOC - 2.2.a: Universal Child Disability Benefit scheme designed, including an analysis of medium-term financial implications for the National Budget.	Milestone	In progress	In progress	Completed	- -	- -	MESAF
	SOC - 2..b: Registration of disabled children between 0-15 years and relevant data linked to criteria that determine elegibility for the Universal Child Disability Benefit scheme.	Milestone	- -	- -	In progress	Completed	- -	MESAF
	SOC - 2.2.c: The approved next year's National Annual Budget and Medium-Term Expenditure Framework have allocated funds to the roll-out of the Universal Child Disability Benefit scheme.	Milestone	- -	- -	- -	In progress	Completed	MESAF
SOC - 2.3: Established, and ready for operations, a humanitarian cash transfer mechanism for families affected by shocks and climate emergencies .	SOC - 2.3.a: Emergency Family Cash Transfer scheme designed, including a rsik analysis and potential medium-term financial implications for the National Budget.	Milestone	In progress	In progress	Completed	- -	- -	MESAF
	SOC - 2.3.b: The approved next year's National Annual Budget has sufficient emergency funds allocated for on-going emergencies that trigger payments in the context of the Emergency Family Cash Transfer scheme.	Milestone	- -	- -	- -	In progress	Completed	MESAF

NDP Outcome	NDP Outcome Indicator		Unit	Baseline (2021)	Target (2027)
SOC - 3: By 2027, effective social insurance mechanisms for the working-age population have been established.	SOC - 1.A: Average completion rate of the Outcome's combined operational benchmarks. *calculated as (("No. of fully completed milestones by end NDPIII * 100% + Proportional completion of each quantitative operational benchmark) divided by (the total number of operational benchmarks for this outcome)).*		%	--	>80%

Critical outputs	Operational benchmarks	Type of target	NDP III period					MDA resp.
			2023	2024	2025	2026	2027	
SOC - 3.1: Next steps identified and road map approved, based on a scoping study report, which identifies potential frameworks to build a multi-tiered social insurance system in Somaliland.	SOC - 3.1.a: ToR of scoping study to build a social insurance system is developed and approved by joint relevant public institutions.	**Milestone**	In progress	Completed	- -	- -	- -	MESAF
	SOC - 3.1.b: Scoping study implemented by independent consultancy firm with ample experience in the subject matter.	**Milestone**	- -	In progress	Completed	- -	- -	MESAF
	SOC - 3.1.c: Road map established by joint relevant public institutions to implement approved next steps based on the recommendations of the Scoping study.	**Milestone**	- -	- -	In progress	Completed	- -	MESAF
	SOC - 3.1.d: First steps of approved road map are implemented.	**Milestone**	- -	- -	- -	In progress	In progress	MESAF
SOC - 3.2: Universal pension scheme for Somaliland civil servants is operational (See also GOV-PR - 8.9).	*See GOV-PR - 8.9.c and GOV-PR - 8.9.d, under leadership of the Civil Service Commission.*	**Milestone**	See GOV sector	See GOV sector	See GOV sector	See GOV sector	See GOV sector	MESAF

RBM Matrices – Environment Sector

Strategic Objective ENV - SO-1:	To promote climate resilience through sustainable natural resource management, and targeted conservation and protection activities.

NDP Outcome	NDP Outcome Indicator		Unit	Baseline	Target (2027)
ENV - 1: By 2027, 120,000 hectares of protected areas restored and legally gazetted for biodiversity conservation with respect for endangered species (fauna and flora)	ENV - 1.A: Surface area (ha) legally gazetted for biodiversity conservation and protection.		Hectare	96,769	216,769
	ENV - 1.B: % of the number of endangered species in Somaliland on the IUCN - Red List that are protected and conserved.		%		50%

Critical outputs	Operational benchmarks	Type of target	2023	2024	2025	2026	2027	MDA resp.
ENV - 1.1: Identified biodiversity hotspots based on assessment and inventory of endangered flora and fauna	ENV - 1.1.a: No. of hotspots of flora and fauna identified	Accumulated total		5				MoECC
	ENV - 1.1.b: No. of endangered species of flora and fauna in identified hotspots	Accumulated total		31 (flora) 45 (fauna)				MoECC
ENV - 1.2: Gazetted biodiversity conservation areas	ENV - 1.2.a: No of conservation areas with dossiers finalized and submitted for approval to the President's office	Accumulated total			5			MoECC
	ENV - 1.2.b: Total surface area (ha) of conservation areas submitted for approval	Accumulated total			120,000			MoECC
	ENV - 1.2.c: No. of conservation area dossiers approved by presidential decree	Accumulated total				5		Presid. Office
ENV - 1.3: Forest rangers trained to engage in community-based approaches	ENV - 1.3.a: Training content "community-based biodiversity conservation" developed	Milestone	- -	In progress	Completed	- -	- -	MoECC
	ENV - 1.3.b: No. of forest rangers trained in approved and tested content	Annual Total			40	40		MoECC

NDP Outcome	NDP Outcome Indicator		Unit	Baseline	Target (2027)
ENV - 2: By 2027, institutional capacity developed in the context of environmental protection and climate change.	ENV - 2.A: High-level Climate Change Task Force established, and satisfactorily operational and effective, according to external Performance Evaluation report.		Performance category	Not applicable	Satisfactory
	ENV - 2.B: Number of Government and Non-Government Organizations that have changed procedures for mainstreaming environmental and climate change issues.		No. of institutions	0	20

Critical outputs	Operational benchmarks	Type of target	2023	2024	2025	2026	2027	MDA resp.
ENV - 2.1: Key legal and policy instruments approved that are needed to address climate change and other priority environmental issues	ENV - 2.1.a: Somaliland Marine Environment Policy developed and approved	Milestone	- -	In progress	Completed	- -	- -	MoECC
	ENV - 2.1.b: National Climate Change Policy approved	Milestone	Completed	- -	- -	- -	- -	MoECC
	ENV - 2.1.c: Somaliland Environmental Management Act (SEMA) reviewed and amended, with focus on marine environment, plus SEMA regulation developed and approved	Milestone	- -	In progress	Completed	- -	- -	MoECC
	ENV - 2.1.d: Regulation of Somaliland Forestry and Wildlife Act developed and approved	Milestone	Completed	- -	- -	- -	- -	MoECC
ENV - 2.2: The High-Level Inter-ministerial Climate Change Task Force (HICCTF) established for the coordination of appropriate climate adaptation and mitigation strategies.	ENV - 2.2.a: Terms of Reference of HICCTF approved by presidential decree	Milestone	In progress	Completed	- -	- -	- -	MoECC
	ENV - 2.2.b: HICCTF has the needed human, material and financial resources	Milestone	- -	Completed	- -	- -	- -	MoECC
	ENV - 2.2.c: HICCTF functioning according to the regulations in their ToR	Milestone	- -	- -	√	√	√	HICCTF
ENV - 2.3: Policy- and decision-makers of key institutions capacitated to better integrate environmental and climate-adaptation processes into all aspects of GoSL-relevant policy making, planning, budgeting and coordination processes.	ENV - 2.3.a: No. of approved training modules regarding mainstreaming environmental and climate change issues	Accumulated total	4	5	6	7	8	MoECC
	ENV - 2.3.b: No. of GOV and NGO staff trained, based on approved training modules in mainstreaming environmental and climate change issues	Annual Total	50	50	50	50	50	MoECC

NDP Outcome	NDP Outcome Indicator	Unit	Baseline	Target (2027)
ENV - 3: By 2027, an additional 8 grazing reserves established and restored in 4 regions in Somaliland, with 10,000 hectares of degraded land inside their boundaries restored through soil and water conservation measures.	ENV - 3.A: Number and surface area of grazing reserves that are protected, community-managed and restored.	No.of grazing reserves	6	14
		Area (ha) of grazing reserves	116,700	236,700
	ENV - 3.B: Surface area of degraded land inside newly established grazing reserves that is restored.	Area (ha) of restored land	0	10,000

Critical outputs	Operational benchmarks	Type of target	NDP III period					MDA resp.
			2023	2024	2025	2026	2027	
ENV - 3.1: Potential grazing reserves surveyed and mapped, including possible degraded areas	ENV - 3.1.a: Number of surveyed grazing reserves	Accumulated total	2	4	6	8		MoECC
	ENV - 3.1.b: Surface area (ha) of restored degraded land in community-protected grazing reserves	Accumulated total		2,500	5,000	7,500	10,000	MoECC
	ENV - 3.1.c: Surface area (ha) of community-protected grazing reserves	Accumulated total		30,000	60,000	90,000	120,000	MoECC
ENV - 3.2: Rural communities engaged in grazing reserve management	ENV - 3.2.a: No. of community awareness and mobilization workshops organized	Annual Total	6	6	6	6		MoECC
	ENV - 3.2.b: No. of grazing reserves with participatory management plans	Accumulated total		2	4	6	8	MoECC
	ENV - 3.2.c: No. of sites with management committees established	Accumulated total		2	4	6	8	MoECC

NDP Outcome	NDP Outcome Indicator	Unit	Baseline	Target (2027)
ENV - 4: By 2027, established 2 protected marine reserves in the Somaliland waters and implemented the sustainable use of marine ecosystems, specifically mangroves and other associated habitats	ENV - 4.A: Number of established and legally gazetted protected marine reserves.	Number	0	2
	ENV - 4.B: Total surface area of established and legally gazetted protected marine reserves.	Hectare	0	79
	ENV - 4.C: Number of mangrove/marine ecosystem management plans that are operational.	Number	0	2

Critical outputs	Operational benchmarks	Type of target	NDP III period					MDA resp.
			2023	2024	2025	2026	2027	
ENV - 4.1: Established institutional capacity for the enforcement of laws and regulations for the protection and conservation of the marine environment	ENV - 4.1.a: No. of officials trained from MoECC and the National Coast Guard (NCG)	Annual Total	20 (MoECC)	15 (SCG)	15 (SCG)			MoECC
	ENV - 4.1.b: No. of local authority officials trained from coastal districts	Annual Total	10	10	10	10	10	MoECC
ENV - 4.2: Gazetted marine reserves for environmental protection in collaboration w/MoLFD (See also Critical Output PRO-FI - 2.4).	ENV - 4.2.a: No. of marine reserves with dossiers finalized and submitted for approval	Accumulated total		1		2		MoECC
	ENV - 4.2.b: Total surface area (ha) of marine conservation areas submitted for approval	Accumulated total		40		79		MoECC
	ENV - 4.2.c: No. of conservation area dossiers approved by presidential decree	Accumulated total			1		2	MoECC
ENV - 4.3: Community support secured based on paraticpative approach and increased awareness in coastal communities	ENV - 4.3.a: No. of community consultation workshops conducted (before gazetting)	Annual Total		1		1		MoECC
	ENV - 4.3.b: No. of community awarenes workshops conducted (after gazetting)	Annual Total			2		2	MoECC
ENV - 4.4: Mangrove / marine ecosystem management plans approved with monitoring mechanisms established	ENV - 4.4.a: No. of marine ecosystem management plans approved	Accumulated total			1		2	MoECC
	ENV - 4.4.b: End-of-year environmental monitoring reports available	Annual Total			1	1	2	MoECC

NDP Outcome	NDP Outcome Indicator		Unit	Baseline	Target (2027)
ENV - 5: By 2027, the regional capitals of Somaliland have made significant progress in managing liquid and solid waste, and reducing point-source pollution.	ENV - 5.A: Urban centres with an Urban Environmental Management Plan in place, and with at least 30% of financial resources secured.		No. of urban centres	0	2
	ENV - 5.B: Private companies registered with MoECC and Ministry of Trade that are engaged in waste recycling and employ at least 20 people.		No. of private companies	0	4

Critical outputs	Operational benchmarks	Type of target	NDP III period					MDA resp.
			2023	2024	2025	2026	2027	
ENV - 5.1: Approved Urban Environmental Management Plans (UEMPs)	ENV - 5.1.a: Preliminary assessment to define the process, and program and sequence the preparation of UEMPs	Milestone	- -	In progress	Completed	- -	- -	MoECC
	ENV - 5.1.b: The first Urban Environmental Management Plan is elaborated and approved	Milestone	- -	- -	In progress	Completed	- -	MoECC
	ENV - 5.1.c: The second Urban Environmental Management Plan is elaborated and approved	Milestone	- -	- -	- -	In progress	Completed	MoECC
	ENV - 5.1.d: The third Urban Environmental Management Plan is elaborated and approved	Milestone	- -	- -	- -	In progress	Completed	MoECC
ENV - 5.2: Established PPP schemes for the sustainable management and recycling of urban waste in the urban centres	ENV - 5.2.b: Fiscal incentives in place to promote local investments in the recycling industry	Accumulated total	In progress	Completed	- -	- -	- -	MoECC
	ENV - 5.2.c: Number of private companies operating in the waste recycling sector	Accumulated total	1	2	3	4	5	MoECC
ENV - 5.3: Regulations of the Waste Management Act developed, adopted, and operationalized in all 7 urban centres.	ENV - 5.3.a: Developed and approved the regulations of the Waste Managament Act	Milestone	In progress	Completed	- -	- -	- -	MoECC
	ENV - 5.3.b: No. of urban centres that have adopted the regulations of the Waste Managament Act	Accumulated total	- -	- -	2	4	5	Local gov. / MoECC
	ENV - 5.3.c: No. of conducted inspection visits to industrial plants that use dangerous chemicals (tanneries, etc.)	Annual Total	Established a list of potential pollutors in urban areas	8	16	20		Local gov. / MoECC

NDP Outcome	NDP Outcome Indicator		Unit	Baseline	Target (2027)
ENV - 6: By 2027, the consumption of charcoal from indigenous trees is reduced by 25% in the urban areas	ENV - 6.A: Reduction of charcoal bags registered and fined/ taxed when entering the urban centers between 2021 and 2027.		No. of bags	1,194,592	900,000
	ENV - 6.B: ENV - 6.B: Annual marketed production of mesquite charcoal (Prosopis juliflora).		Tons	1,380	4,900

Critical outputs	Operational benchmarks	Type of target	NDP III period					MDA resp.
			2023	2024	2025	2026	2027	
ENV - 6.1: Increased harvesting of mesquite (Prosopis juliflora) for charcoal production. (NOTE: Prosopis juliflora is an invasive plant especially in the west of Somaliland	ENV - 6.1.a: No. of operational plants to produce charcoal from Prosopis juliflora	Accumulated total	3	3	4	5	6	MoECC
	ENV - 6.1.b: No of operators who received a grant from MoECC to establish charcoal plant	Accumulated total	1	2	3	4	5	MoECC
ENV - 6.2: Promising technology of using alternative sources of energy identified and tested in Somaliland (biogas, solid waste, solar, wind, etc)	ENV - 6.2.a: Inventory of internationally acknowledged best practices established	Milestone	- -	In progress	Completed	- -	- -	MoECC
	ENV - 6.2.b: Promising technology tested in-country and test reports available	Milestone	- -	- -	In progress	In progress	Completed	MoECC
ENV - 6.3: Local artisans trained to produce energy saving stoves with assistance to establish links between buyers and sellers	ENV - 6.3.a: Number of local artisans trained in energy-saving stove manufacturing	Annual Total	30	30	30	30	30	MoECC
	ENV - 6.3.b: Number of energy-saving stoves produced (13,200 stoves in 2018)	Annual Total	15,000	13,000	12,000	11,000	10,000	Local artisans

NDP Outcome	NDP Outcome Indicator	Unit	Baseline (2021)	Target (2027)
ENV - 7: By 2027, government interventions will have contributed to a more level playing field to improve private sector and community participation in the environmentally sustainable economic exploitation of Gums and resins for the benefit of all value chain stakeholders .	ENV - 7.A: Export value of franckincense (gums and resins).	US$	18,211,400	50,000,000
	ENV - 7.B: Average completion rate of the Outcome's combined operational benchmarks. calculated as (("No. of fully completed milestones by end NDPIII * 100% + Proportional completion of each quantitative operational benchmark) divided by (the total number of operational benchmarks for this outcome)).	%	--	>80%

Source Baseline value: 2020 GDP calculations by MoPND/CSD

Critical outputs	Operational benchmarks	Type of target	NDP III period					MDA resp.
			2023	2024	2025	2026	2027	
ENV - 7.1: Improved policy and legal framework in place that seeks to balance environmental aspects with stakeholder interests for the sound economic exploitation of franckincense (gums and resins).	ENV - 7.1.a: Development of the National Strategy for the Sustainable Development of the Franckincense value chain.	Milestone	In progress	Completed	- -	- -	- -	MoECC
	ENV - 7.1.b: Design and approval of key legal instruments that promote the responsible engagement of all private sector and community stakeholders in the exploitation of gums and resins.	Milestone	- -	In progress	Completed	- -	- -	MoECC
	ENV - 7.1.c: Formulated and approved enforcable regulations that will promote sustainable exploitation of gums and resins by all actors in the value chain.	Milestone	- -	- -	In progress	Completed	- -	MoECC
	ENV - 7.1.d: MoTT and MoECC agree on joint process to issue and renew franckincense trader licenses to ensure responsible exploitation according to regulations.	Milestone	- -	- -	In progress	Completed	- -	MoECC / MoTT
ENV - 7.2: Enhanced knowledge, skills, and awareness in the community for the sustainable exploitation of gums and resins.	ENV - 7.2.a: Definition and approval of content for awareness campaign reaching out to all franckincense value chain stakeholders.	Milestone	- -	In progress	Completed	- -	- -	MoECC
	ENV - 7.2.b: No. of rural communities with active franckincense tree exploitation that were reached during awareness campaigns.	Annual Total		150	150	150	150	MoECC
	ENV - 7.2.c: No. of rural communities with active franckincense tree exploitation that agreed on community control mechanisms to enforce sustainable tapping.	Accumulated total		100	100	100	100	MoECC
ENV - 7.3: Inspection visits to enforce the sustainable exploitation of franckincense trees.	ENV - 7.3.a: Number of communities reached with inspection visits to enforce sustainable tapping of franckincense trees	Accumulated total		50	50	50	50	MoECC

Strategic Objective ENV - SO-3:	**To reduce the impact of disasters on people's livelihoods and social, economic, and environmental assets at communal and national level.**

NDP Outcome	NDP Outcome Indicator	Unit	Baseline (2021)	Target (2027)
ENV - 8: By 2027, develop and strengthen the institutional mechanism, legal frameworks and capacities of NADFOR	ENV - 8.A: Number of evidence-based policy briefs that were presented to relevant decision-makers.	No. of policy briefs	0	3
	ENV - 8.B: Newly established government-led disaster management coordination mechanism operational according to ToR with satisfactory performance.	Performance category	Not applicable	Satisfactory

Critical outputs	Operational benchmarks	Type of target	NDP III period					MDA resp.
			2023	2024	2025	2026	2027	
ENV - 8.1: Improved legal, policy and planning instruments for disaster management	ENV - 8.1.a: Reviewed and approved the disaster risk management policy.	Milestone	In progress	Completed	- -	- -	- -	NADFOR
	ENV - 8.1.b: Development of 5-year Strategic Plan.	Milestone	- -	Completed	- -	- -	- -	NADFOR
ENV - 8.2: Improved capacity, knowledge and skills in the context of disaster management	ENV - 8.2.a: Number of completed research papers on disaster management related practices.	Accumulated total	1	2	3	4	5	NADFOR
	ENV - 8.2.b: Number of NADFOR senior staff trained in innovative disaster management practices.	Annual Total	4	4	4	4		NADFOR
	ENV - 8.2.b: Number of NADFOR field staff trained in innovative disaster management practices.	Annual Total	50	50	50	50		NADFOR
ENV - 8.3: Improved disaster management coordination and operations	ENV - 8.3.a: Approved manual with guidelines and tools to streamline disaster management operations.	Milestone	- -	In progress	Completed	- -	- -	NADFOR
	ENV - 8.3.b: Established a Government-led coordination mechanism with the participation of all disaster management stakeholders.	Milestone	- -	In progress	Completed	- -	- -	NADFOR

NDP Outcome	NDP Outcome Indicator		Unit	Baseline (2021)	Target (2027)
ENV - 9: By 2027, the country's disaster preparedness and response mechanism are strengthened at all levels.	ENV - 9.A: Multi-hazard Early Warning Centre established and disseminating early warning reports according to agreed standards.		Boolean (Yes/No)	No	Yes
	ENV - 9.B: Number of regions with permanent NADFOR presence through staffed offices and warehouses.		No. of regions	3	6

Critical outputs	Operational benchmarks	Type of target	2023	2024	2025	2026	2027	MDA resp.
ENV - 9.1: Improved infrastructure to enhance NADFOR's disaster response capacity	ENV - 9.1.a: Number of strategic warehouses built in Sool, Sanaag,	Accumulated total		1	2	4	6	NADFOR
	ENV - 9.2.b: Number of NADFOR regional offices built in Sool and Sanaag.	Accumulated total		1	2			NADFOR
ENV - 9.2: A newly established fully functional National Disaster Relief Fund (NDRF)	ENV - 9.2.a: Final draft of the legal framework for NDRF establishment is approved.	Milestone	In progress	Completed	--	--	--	NADFOR
	ENV - 9.2.b: Agreement in place between GoSL and external partners for the use of NDRF.	Milestone	--	In progress	Completed	--	--	NADFOR
	ENV - 9.2.c: NDRF is operational with governance mechanism in place.	Milestone	--	In progress	Completed	--	--	NADFOR
ENV - 9.3: Improved Early Warning System and disaster information capacity	ENV - 9.3.a: Established a well equipped, technologically advanced, multi-hazard Early Warning System Center, with qualified staff and part of an international network.	Milestone	--	In progress	In progress	Completed	--	NADFOR
	ENV -8.3.b: Integrated system for food reserve surveillance established across Somaliland.	Milestone	--	In progress	In progress	Completed	--	NADFOR
	ENV - 9.3.c: Regional Early Warning Committees established and capacitated.	Accumulated total	--	In progress	Completed	--	--	NADFOR
ENV - 9.4: Improved disaster preparedness at community level	ENV - 9.4.a: No. of electoral districts with an established disaster profile.	Accumulated total		5	10	17	23	NADFOR
	ENV - 9.4.b: No. of community awareness campaigns held on disaster preparedness.	Annual Total		1	1	1	1	NADFOR
	ENV - 9.4.c: Pilot scheme established in 30 disaster-prone villages to strengthen community resilience in coordination with other GoSL institutions (MoECC, MoAD, MoLFD, MoWRD, and others).	Milestone	--	In progress	In progress	In progress	Completed	NADFOR
	ENV - 9.4.d: No. of villages with Early Warning Commitees established and committee members trained.	Annual Total		20	30	30	20	NADFOR

RBM Matrices – Judiciary Sector

Strategic Objective JUD - SO-1:	To provide access to justice for all and build effective, accountable, and inclusive judiciary institutions and mechanisms at all levels.

NDP Outcome	NDP Outcome Indicator	Unit	Baseline (2022)	Target (2027)
JUD - 1: Somaliland's judiciary is accessible to the citizenry, residents, refugees, asylum seekers, visitors and any other person or entity in the country.	JUD - 1.A: Average completion rate of the Outcome's combined operational benchmarks. *calculated as (("No. of fully completed milestones by end NDPIII * 100% + Proportional completion of each quantitative operational benchmark) divided by (the total number of operational benchmarks for this outcome)).*	%	- -	>80%
	JUD - 1.B: Proportion of district courts, which have operational mobile units that hold regular sessions in remote and hard-to-reach areas (out of a total of 58 district courts).	%	- - (District mobile courts to be created)	75%

Critical outputs	Operational benchmarks	Type of target	NDP III period					MDA resp.
			2023	2024	2025	2026	2027	
JUD - 1.1: Mobile courts expanded from the current regional level to district and village level in remote and hard-to-reach areas.	JUD - 1.1.a: All staffing, administrative, financial, infrastructural, logistical, and other operational preparations are in place to ensure a succesful roll-out of the mobile court system at district level.	Milestone	Completed	- -	- -	- -	- -	SCS
	JUD - 1.1.b: District mobile courts are holding regular sessions in remote and hard-to-reach areas, according to schedule.	Milestone		In progress	Completed	Permanent	Permanent	SCS
	JUD - 1.1.c: Number of district courts with mobile units established (out of 58 district courts).	Accumulated total		15	25	35	50	SCS
JUD - 1.2: Upgraded Case Management Information System.	JUD - 1.2.a: Identified and approved improvements and new features that need to be developed and incorporated in the upgraded version.	Milestone	In progress	Completed	- -	- -	- -	SCS
	JUD - 1.2.b: Upgraded CMIS has been developed and tested with all features incorporated satisfactorily according to specifications.	Milestone	- -	In progress	Completed	- -	- -	SCS
	JUD - 1.2.c: Supreme court and all regional and appeal courts have userprofile determined access to the upgraded CMIS, according to specifications for its upgraded version.	Milestone	- -	- -	In progress	Completed	Permanent	SCS

NDP Outcome	NDP Outcome Indicator	Unit	Baseline (2022)	Target (2027)
JUD - 2: Improved institutional capacity of the Somaliland judiciary system.	JUD - 2.A: Average completion rate of the Outcome's combined operational benchmarks. *calculated as (("No. of fully completed milestones by end NDPIII * 100% + Proportional completion of each quantitative operational benchmark) divided by (the total number of operational benchmarks for this outcome)).*	%	- -	>80%

Critical outputs	Operational benchmarks	Type of target	NDP III period					MDA resp.
			2023	2024	2025	2026	2027	
JUD - 2.1: Newly constructed or upgraded courthouses at regional and district level are operational.	JUD - 2.1.a: Architectural design of additional courts have been submitted and approved by the competent authorities.	Milestone	In progress	In progress	In progress	Completed	- -	SCS
	JUD - 2.1.b: Number of regional courthouses that have been upgraded (out of a total of 11).	Accumulated total		2	4	6	7	SCS
	JUD - 2.1.c: Number of district courthouses that have been upgraded (out of a total of 58).	Accumulated total		5	10	15	20	SCS
JUD - 2.2: Operational the newly constructed Judicial In-service Training Institute.	JUD - 2.2.a: Architectural design of the Judicial Training Institute has been submitted and approved by the competent authorities.	Milestone	Completed	- -	- -	- -	- -	SCS
	JUD - 2.2.b: Construction of the Judicial Training Institute has been completed.	Milestone	- -	In progress	Completed	- -	- -	SCS
	JUD - 2.2.c: All preparatory processes finalized to render the Judicial Training Institute fully operational (staffing, budget, equipment, course curriculums, etc.)	Milestone	In progress	In progress	In progress	Completed	- -	SCS
JUD - 2.3: Judiciary personnel capacitated on ICT, procedures, ethics, leadership, human rights, sharia law, judgement writing skills, safety procedures, and organized crimes .	JUD - 2.3.a: Various training modules regarding the targeted subjects have been designed and approved by the competent authorities.	Milestone	In progress	Completed	- -	- -	- -	SCS
	JUD - 2.3.b: Number of judges that participated in training events containing one or more of the targeted subjects (out of approximately 300 judges).	Annual Total		75	75	150	150	SCS
	JUD - 2.3.c: Number of judiciary support personnel that participated in training events containing one or more of the targeted subjects.	Annual Total		100	150	200	200	SCS

RBM Matrices – Cross-cutting Themes

NDP Outcome	NDP Outcome Indicator	Unit	Baseline (2021)	Target (2027)
CCT-GEN - 1: Reduced gender disparities in social, economic, and political outcomes due to strengthened gender-responsive services and systems.	CCT-GEN - 1.A: Proportion of employees in the civil service that are female.	%	47.2%	50.0%
	See Governance Outcome indicator: GOV - 1.A: Proportion of selected managerial positions held by women in the public sector	%	19.5%	30.0%
	See Education Outcome indicator: EDU-KG - 2.A: Gender Parity Index in 2-year Pre-primary Education	fGER/mGER	0.79	0.92
	See Education Outcome indicator: EDU-PE - 2.A: Gender Parity Index in 2-year Primary Education	fGER/mGER	0.81	0.91
	See Education Outcome indicator: EDU-SE - 2.A: Gender Parity Index in Secondary Education	fGER/mGER	0.75	0.85
	See Education Outcome indicator: EDU-TV - 2.A: Gender Parity Index in TVET	GPI	0.68	0.78
	See Education Outcome indicator: EDU-HE - 2.A: Proportion of enrolled students in HEIs that are female.	%	48%	52%
	See Education Outcome indicator: EDU-PE - 2.B: Percentage of female teachers in Primary Education	%	19%	30%
	See Education Outcome indicator: EDU-SE - 2.B: Percentage of female teachers in Secondary Education	%	4%	10%
	See Education Outcome indicator: EDU-TV - 2.B: Percentage of female instructors in TVET	%	5%	15%
	See Education Outcome indicator: EDU-HE - 2.B: Percentage of HIE lecturers that are female.	%	2%	8%

Critical outputs	Operational benchmarks	Type of target	2023	2024	2025	2026	2027	MDA resp.
			NDP III period					
CCT-GEN - 1.1: Electoral districts with Gender Based Violence working groups (GBV-WGs) established and operational.	CCT-GEN - 1.1.a: Information/ Guidelines/ Training kit developed to support the proper functioning of the GBV-WGs at regional and district level.	Milestone	In progress	Completed	- -	- -	- -	MESAF
	CCT-GEN - 1.1.b: Mapping of GBV partners at district level in preparation of the formation of GBV-WGs.	Milestone	In progress	Completed	- -	- -	- -	MESAF
	CCT-GEN - 1.1.c: ToR for district level GBV working group developed and ToR for regional level reviewed.	Milestone	In progress	Completed	- -	- -	- -	MESAF
	CCT-GEN - 1.1.d: Number of electoral districts with GBV working groups operational.	Accumulated total	6	12	15	18	21	MESAF

Contributions by sectors that have mainstreamed cross-cutting priority interventions as Critical Outputs

	Cross-cutting priority intervention		*Relevant Critical Outputs from other sectors*	*MDA resp*
MESAF	Advocate for meaningful representation and full participation of women in local and national decision-making structures. MESAF will work with relevant stakeholders to achieve fair women representation in the elected and appointed leadership positions in Somaliland public structures.	1	GOV-DD - 1.2: Increase in the employment of women in local government institutions.	MoI
		2	GOV-PR - 1.6: Increased number of women promoted to managerial positions in the civil service in central government institutions .	CSC
MESAF	Advance women's rights and economic justice, facilitating increased access of women's businesses to the available financial services and entrepreneurship opportunities.	1	ECO - 2.2: Developed innovative financial sector products leading to better access to finance, especially for MSMEs and women.	CB
MESAF	Advocate for gender equality in accessing social services such as education, health, sanitation, water etc. MESAF will lobby with mandated public institutions, CSOs and International agencies to provide gender-responsive social services, particularly for vulnerable and marginalized groups.	1	EDU-PE - 1.3: Gender segregated pupils' toilets and girls' friendly spaces constructed where the need is greatest. (Is included for all levels of education, including TVET).	MoES
		2	EDU-PE - 2.2: New pre-service primary school teachers trained (30% female, including special needs teachers).	MoES
		3	EDU-SE - 2.2.c: Proportion of secondary school scholarships that are awarded to female students from vulnerable groups.	MoES
		4	EDU-HE - 2.1: Mechanisms and incentives in place to promote the employment of female lecturers at Higher Education Institutions.	NCHE
		5	HEA - 1.1: Increased coverage of services for reproductive maternal, new born, child, and adolescent health [RMNCAH].	MoHD
		6	HEA - 2.5.e: Additional number of midwives employed in the public sector.	MoHD

Cross - cutting theme: PEOPLE WITH DISABILITIES

NDP Outcome	NDP Outcome Indicator	Unit	Baseline (2021)	Target (2027)
CCT-PWD - 2: Barriers that exclude People with Disabilities (PWDs) are challenged to ensure their inclusion and participation in their communities.	See Education Outcome indicator: EDU-KG - 2.B: Proportion of SEN children that are attending Pre-primary schools.	%	0%	5%

Critical outputs	Operational benchmarks	Type of target	2023	2024	2025	2026	2027	MDA resp.
CCT-PWD - 2.1: Improved legal framework that advance the rights of People with Disabilities (PWDs).	CCT-PWD - 2.1.a: Mapping of legal instruments that need to be improved to advance the rights of PWDs.	Milestone	In progress	In progress	In progress	Completed		MESAF
	CCT-PWD - 2.1.b: Legal instruments targeted to be amended to advance the rights of PWDs are being drafted.	Milestone		In progress	In progress	In progress	Completed	MESAF
	CCT-PWD - 2.1.c: Number of new or amended legal instruments that have been submitted for approval as a result of the mapping exercise.	Accumulated total			1	3	5	MESAF

Contributions by sectors that have mainstreamed cross-cutting priority interventions as Critical Outputs				
	Cross-cutting priority intervention		*Relevant Critical Outputs from other sectors*	*MDA resp*
MESAF	Promote inclusive and equitable social services for persons with disabilities to fully participate in their communities social, economic, and political activities.	1	EDU-KG - 2.3: Improved design of new pre-primary schools to make them SEN (Special Education Needs) friendly.(Is included for all levels of education, including TVET)	MoES
		2	HEA - 1.5 Increased specialized support assisting people with disabilities.	MoHD
MESAF	Challenge harmful attitudes and discriminatory behavior against persons with disabilities. MESAF will work with development partners to promote and design interventions that address discriminatory behaviors, attitudes, and perceptions against people with disabilities.	1	EDU-KG - 2.2: Annual awareness and education campaigns to change attitudes towards educating children with disabilities.	MoES

Cross - cutting theme: DISPLACEMENT AFFECTED COMMUNITIES

NDP Outcome	NDP Outcome Indicator	Unit	Baseline (2021)	Target (2027)
CCT-DAC - 3: Increased resilience of IDPs, returnees, and refugees by ensuring equitable access to public services and sustainable livelihoods.	CCT-DAC - 3.A: Average completion rate of the Outcome's combined operational benchmarks. *calculated as (("No. of fully completed milestones by end NDPIII * 100% + Proportional completion of each quantitative operational benchmark) divided by (the total number of operational benchmarks for this outcome)).*	%	- -	>80%

Critical outputs	Operational benchmarks	Type of target	2023	2024	2025	2026	2027	MDA resp.
CCT-DAC - 3.1: Small grants disbursed for small-scale (particularly women-owned) businesses.	CCT-DAC - 3.1.a: Guidelines and criteria for the acquisition of small grants are developed and approved.	Milestone	In progress	Completed				NDRA
	CCT-DAC - 3.1.b: Number of requests for small grants by people from displacement-affected communities that have been received by NDRA.	Accumulated total		130	300	530	700	NDRA
	CCT-DAC - 3.1.c: Proportion of small grant proposals that have been awarded by NDRA and disbursed to people from displacement-affected communities.	Accumulated total			20%	30%	40%	NDRA
CCT-DAC - 3.2: Proper data registration system operational to reliably measure the proportion of DACs who have access to education, health, and drinking water.	CCT-DAC - 3.2.a: Proper registration system is designed and operational across all DACs	Milestone	In progress	Completed				NDRA
	CCT-DAC - 3.2.b: % of DACs with access to primary education.	Accumulated total			60%	80%	90%	NDRA
	CCT-DAC - 3.2.c: % of DACs with access to secondary education.	Accumulated total			20%	30%	40%	NDRA
	CCT-DAC - 3.2.d: % of DACs with access to TVET.	Accumulated total			20%	30%	40%	NDRA
	CCT-DAC - 3.2.e: % of DACs with access to the Essential Package of Health Services (EPHS).	Accumulated total			70%	80%	90%	NDRA
	CCT-DAC - 3.2.f: % of DACs with daily access to drinking water facilities.	Accumulated total			70%	80%	90%	NDRA

Contributions by sectors that have mainstreamed cross-cutting priority interventions as Critical Outputs				
	Cross-cutting priority intervention		*Relevant Critical Outputs from other sectors*	*MDA resp*
NDRA	Provide cash transfers and other essential assistance to the most vulnerable households in the displacement-affected communities	1	SOC - 2.3: Established, and ready for operations, a humanitarian cash transfer mechanism for families affected by shocks and climate emergencies .	MESAF

NDP Outcome	NDP Outcome Indicator	Unit	Baseline (2021)	Target (2027)
CCT-DAC - 4: Longer lasting and more sustainable solutions have been found for displacement-affected communities.	CCT-DAC - 4.A: Number of refugees and asylum seekers who have been repatriated in the NDPIII period.	Number of people	- -	No target. To report real data.
	CCT-DAC - 4.B: Number of IDPs, refugees and asylum seekers who have been resettled in Somaliland in the NDPIII period.	Number of people	- -	No target. To report real data.

Critical outputs	Operational benchmarks	Type of target	NDP III period					MDA resp.
			2023	2024	2025	2026	2027	
CCT-DAC - 4.1: One-stop-shop toolkit available for IDPs, refugees and asylum seekers that informs them about their their rights and services they are entitled to, including legal and social services.	CCT-DAC - 4.1.a: Content of the one-stop-shop toolkit has been developed	Milestone	In progress	Completed	- -	- -	- -	NDRA
	CCT-DAC - 4.1.b: IDPs, refugees and asylum seekers have easy access to the one-stop-shop toolkit.	Milestone	- -	In progress	Permanent	Permanent	Permanent	NDRA
CCT-DAC - 4.2: Developed and implemented repatriation programs for refugees and irregular migrants voluntarily returning to their countries of origin or relocating to third countries.	CCT-DAC - 4.2.a: Agreement in place with development partners regarding repatriation or 3rd country relocation of refugees and irregular migrants.	Milestone	In progress	Completed	- -	- -	- -	NDRA
	CCT-DAC - 4.2.b: Repatriation or 3rd country relocation programmes for refugees and irregular migrants are operational and ready to start.	Milestone	- -	In progress	Completed	- -	- -	NDRA
	CCT-DAC - 4.2.c: Refugees and irregular migrants are assisted and voluntarily returning to their countries of origin or relocating to third countries.	Milestone	- -	- -	In progress	Permanent	Permanent	NDRA
CCT-DAC - 4.3: Developed and implemented resettlement programs for IDPs, refugees and returnees.	CCT-DAC - 4.3.a: Agreement in place with development partners regarding resettlement programs in Somaliland.	Milestone	In progress	Completed	- -	- -	- -	NDRA
	CCT-DAC - 4.3.a: Resettlement programs to assist IDPs, refugees and returnees to settle in Somaliland are operational and ready to start.	Milestone	- -	In progress	Completed	- -	- -	NDRA
	CCT-DAC - 4.3.b: IDPs, refugees and returnees are assisted to voluntarily settle in their host communities or in other regions of Somaliland.	Milestone	- -	- -	In progress	Permanent	Permanent	NDRA

Cross - cutting theme: CHILDREN'S RIGHTS

NDP Outcome	NDP Outcome Indicator	Unit	Baseline (2021)	Target (2027)
CCT-CHR - 5: Child rights systems strengthened to protect children's rights.	CCT-CHR - 5.A: Annual Children's Rights Task Force Report has been submitted to the President's Office and released every year since 2025, and shows substantial progress based on targets and milestones as identified in the approved Implementation Plan for the Children's Rights Act.	% of Task Force targets that have been achieved	0% (Children's Rights Task Force to be established)	60%

Critical outputs	Operational benchmarks	Type of target	NDP III period					MDA resp.
			2023	2024	2025	2026	2027	
CCT-CHR - 5.1: Children's Rights Act has been operationalized and implementation progress is monitored.	CCT-CHR - 5.1.a: Children's Rights National Task Force established	Milestone	In progress	Completed	- -	- -	- -	MESAF
	CCT-CHR - 5.1.b: Implementation plan for the Children's rights act has been developed and approved.	Milestone	In progress	Completed	- -	- -	- -	MESAF
	CCT-CHR - 5.1.c: Annual report on Children's Rights submitted to the President's office and widely disseminated.	Milestone	- -	In progress	Permanent	Permanent	Permanent	MESAF
CCT-CHR - 5.1: Reviewed the existing child rights protection structures and the overall status of upholding child rights in Somaliland.	CCT-CHR - 5.1.a: ToR for Child Rights Review drafted and approved by joint stakeholder organisations in the Child Rights National Working Group.	Milestone	In progress	Completed	- -	- -	- -	MESAF
	CCT-CHR - 5.1.b: Child Rights Review report approved and main conclusions and recommendations jointly validated.	Milestone	- -	In progress	Completed	- -	- -	MESAF
	CCT-CHR - 5.1.c: Action Plan developed based on recommendations of the Child Rights Review Report.	Milestone	- -	- -	In progress	Completed	- -	MESAF

Cross - cutting theme: YOUTH

NDP Outcome	NDP Outcome Indicator		Unit	Baseline (2021)	Target (2027)
CCT-YOU - 6: Increased resilience and socio-economic participation of Somaliland's youth.	CCT-YOU - 6.A: Proportion of business ventures that were supported with grants or loans received from the public-private fund to promote youth business initiatives that are operational		Number of operational businesses	- -	50%

Critical outputs	Operational benchmarks	Type of target	NDP III period					MDA resp.
			2023	2024	2025	2026	2027	
CCT-YOU - 6.1: Established a public-private fund or investment venture to fund youth business initiatives and reduce unemployment.	CCT-YOU - 6.1.a: Investment Fund's legal framework and institutional arrangements, criteria, rules and procedures are drafted and approved.	Milestone	In progress	In progress	In progress	- -	- -	SLYDF
	CCT-YOU - 6.1.b: Investment Fund has been established as a legal entity.	Milestone	- -	- -	In progress	Completed	- -	SLYDF
	CCT-YOU - 6.1.c: Investment Fund is handling requests for grants and/or loans for eligible proposals according to the Fund criteria.	Milestone	- -	- -	- -	In progress	Permanent	SLYDF
CCT-YOU - 6.2: Established innovation labs and platforms where young people showcase their entrepreneurial talents.	CCT-YOU - 6.2.a: Concept of the innovation labs / platforms are drafted and costed, and approved by the relevant authorities.	Milestone	In progress	Completed	- -	- -	- -	SLYDF
	CCT-YOU - 6.2.b: Site(s) for the establishment of innovation lab(s) / platform(s) are selected and secured.	Milestone	- -	In progress	Completed	- -	- -	SLYDF
	CCT-YOU - 6.2.c: First innovation lab / platform has been established as a pilot and is operational.	Milestone	- -	- -	In progress	Completed	- -	SLYDF
CCT-YOU - 6.3: Land allocated for new youth recreational facilities across the country in .	CCT-YOU - 6.3.a: Joint Action Plan developed for the establishment of new youth recreational facilities together with local governments.	Milestone	In progress	In progress	Completed	- -	- -	MoYS
	CCT-YOU - 6.3.b: Number of electoral districts who have formally allocated land for the establishment of new recreational facilities, in line with the Joint Action Plan.	Accumulated total			5	10	15	MoYS
CCT-YOU - 6.4: Youth centers established in all 6 regions.	CCT-YOU - 6.4.a: Design of model youth centre approved.	Milestone	Completed	- -	- -	- -	- -	MoYS
	CCT-YOU - 6.4.b: Number of regions with youth centre functioning.	Accumulated total	- -	2	4	6	6	MoYS
CCT-YOU - 6.5: Community awareness campaigns rolled out against youth violence.	CCT-YOU - 6.5.a: Approach and contents developed for the anti-youth violence awareness campaigns	Milestone	In progress	Completed	- -	- -	- -	MoYS
	CCT-YOU - 6.5.b: Number of electoral districts covered by the anti-youth violence awareness campaigns	Accumulated total	- -	8	16	23	23	MoYS

Contributions by sectors that have mainstreamed cross-cutting priority interventions as Critical Outputs			
Cross-cutting priority intervention		**Relevant Critical Outputs from other sectors**	**MDA resp**
MoYS	Increase youth self-employment through business management and entrepreneurial skills and provision of seed funds to create their businesses.	1	ECO - 3.2: Stronger institutional, legal and regulatory framework to create a more enabling environment for employment and self-employment.	MESAF
		2	ECO - 5.2: Enhanced skills and competencies for MSME owners and their employees.	MoTT
		3	ECO - 7.1: Partnership established between MESAF and other relevant public and private stakeholders in skills development for employment.	MESAF
		4	ECO - 7.2: Robust labour market information management system operational.	MESAF
		5	ECO - 7.3: Increased number of Employment Innovation Hubs across Somaliland's regions (1 EIH is currently operational in Gabiley)	MESAF

Cross - cutting theme: HIV/Aids

NDP Outcome	NDP Outcome Indicator		Unit	Baseline (2021)	Target (2027)
CCT-HIV - 7: Reduced HIV/Aid incidence, prevalence, and mortality by increasing access to information and testing and treatment centres.	See Health outcome indicator: HEA - 1.F1: Proportion of people living with HIV that know their status		% of PLHIV	65%	90%

Critical outputs	Operational benchmarks	Type of target	NDP III period					MDA resp.
			2023	2024	2025	2026	2027	
CCT-HIV - 7.1: Regional and district HIV/Aids Committees have been established to strengthen the national coordination framework.	CCT-HIV - 7.1.a: Rolling out the establishment of HIV/Aids committees in all 6 regions.	**Milestone**	Completed	- -	- -	- -	- -	SOLNAC
	CCT-HIV - 7.1.b: Drafting and approval of regional workplans and coordination mechanisms for the Regional HIV/Aids Committees.	**Milestone**	In progress	Completed	- -	- -	- -	SOLNAC
	CCT-HIV - 7.1.c: Rolling out the establishment of HIV/Aids committees in all 23 electoral districts.	**Milestone**	- -	In progress	Completed	- -	- -	SOLNAC
	CCT-HIV - 7.1.d: Drafting and approval of district workplans and coordination mechanisms for the District HIV/Aids Committees.	**Milestone**	- -	In progress	Completed	- -	- -	SOLNAC
CCT-HIV - 7.2: On-site estimates of key vulnerable population related to HIV/Aids have been mapped.	CCT-HIV - 7.2.a: Mapping survey implemented together with UNICEF.	**Milestone**	Completed		- -	- -	- -	SOLNAC
	CCT-HIV - 7.2.b: SOLNAC's Action framework updated based on findings from mapping survey report.	**Milestone**	In progress	Completed	- -	- -	- -	SOLNAC
CCT-HIV - 7.3: The Knowledge, Attitude, Practices, and Behaviour survey has been implemented.	CCT-HIV - 7.3.a: Approval of draft protocol and survey questionnaire for the KAPB survey.	**Milestone**	Completed	- -	- -	- -	- -	SOLNAC
	CCT-HIV - 7.3.b: Conducting the KAPB survey in all 6 regions.	**Milestone**	Completed	- -	- -	- -	- -	SOLNAC
CCT-HIV - 7.4: Established the SOLNAC Management Information System (Database).	CCT-HIV - 7.4.a: The detailed design of the SOLNAC MIS database has been approved.	**Milestone**	Completed	- -	- -	- -	- -	SOLNAC
	CCT-HIV - 7.4.b: The SOLNAC MIS database has been developed and tested.	**Milestone**	In progress	In progress	Completed	- -	- -	SOLNAC
	CCT-HIV - 7.4.c: Capacity building of M&E department for the effective use of the SOLNAC MIS database.	**Milestone**	- -	- -	In progress	Completed	- -	SOLNAC

Contributions by sectors that have mainstreamed cross-cutting priority interventions as Critical Outputs

	Cross-cutting priority intervention		Complementary Priority Interventions	MDA resp
SOLNAC	Expand HIV/AIDs counselling services, testing centres, and access to ART in all regions, and raise community awareness of HIV/AIDS transmission methods and preventive mechanisms	1	Ensuring people know their status by encouraging universal HIV counselling and testing.	MoHD
		2	People living with HIV will be provided with life-long treatment through a range of interventions as well as enhancing HIV/TB collaborative services	MoHD
		3	Reducing the number of HIV infections by targeting Behaviour Change Communication (BCC), enhancing provision of post-exposure prophylaxis for target population groups, eliminating vertical transmissions, and improving testing and treatment.	MoHD

NDP Outcome	NDP Outcome Indicator	Unit	Baseline (2021)	Target (2027)
CCT-HIV - 8: Reduced HIV/AIDs-related stigma and discrimination.	CCT-HIV - 8.A1: Proportion of primary schools that have received HIV/AIDS teaching material and are using it as part of the curriculum.	%	0%	100%
	CCT-HIV - 8.A2: Proportion of secondary schools that have received HIV/AIDS teaching material and are using it as part of the curriculum.	%	0%	100%

Critical outputs	Operational benchmarks	Type of target	NDP III period					MDA resp.
			2023	2024	2025	2026	2027	
CCT-HIV - 8.1: Integration of HIV/AIDS awareness in all levels of the educational system.	CCT-HIV - 8.1.a: Content available to integrate in PRIMARY education curriculum.	Milestone	In progress	Completed	- -	- -	- -	SOLNAC
	CCT-HIV - 8.1.b: Education material with HIV/AIDS awareness and anti-discrimination content has been printed and distributed for PRIMARY education.	Milestone	- -	Completed	Permanent	Permanent	Permanent	SOLNAC
	CCT-HIV - 8.1.c: Content available to integrate in SECONDARY education curriculum.	Milestone	- -	In progress	Completed	- -	- -	SOLNAC
	CCT-HIV - 8.1.d: Education material with HIV/AIDS awareness and anti-discrimination content has been printed and distributed for SECONDARY education.	Milestone	- -	- -	Completed	Permanent	Permanent	SOLNAC
	CCT-HIV - 8.1.e: Content available to integrate in terciary education curriculum.	Milestone	- -	- -	In progress	Completed	- -	SOLNAC
	CCT-HIV - 8.1.f: Content available to integrate in TVET curriculum.	Milestone	- -	- -	In progress	In progress	Completed	SOLNAC
	CCT-HIV - 8.1.g: Content available to integrate in NFE curriculum.	Milestone	- -	- -	In progress	In progress	Completed	SOLNAC

Cross - cutting theme: RURAL DEVELOPMENT

NDP Outcome	NDP Outcome Indicator	Unit	Baseline (2021)	Target (2027)
CCT-RUD - 9: Sustainable livelihoods of rural communities enhanced through integrated interventions to achieve food security.	CCT-RUD - 9.A: Average completion rate of the Outcome's combined operational benchmarks. *calculated as (("No. of fully completed milestones by end NDPIII * 100% + Proportional completion of each quantitative operational benchmark) divided by (the total number of operational benchmarks for this outcome)).*	%	- -	>80%

Critical outputs	Operational benchmarks	Type of target	NDP III period					MDA resp.
			2023	2024	2025	2026	2027	
CCT-RUD - 9.1: Research papers on rural development disseminated and recommendations for policy changes presented to the relevant authorities.	CCT-RUD - 9.1.a: Action Plan for research in rural development developed and jointly approved by involved stakeholder institutions.	Milestone	Completed	- -	- -	- -	- -	MoRD
	CCT-RUD - 9.1.b: Studies on causes and effects of rural to urban migration implemented and reports validated.	Milestone	- -	In progress	Completed	- -	- -	MoRD
	CCT-RUD - 9.1.c: Studies on sustainable animal production systems in the face of clmate change implemented and reports validated	Milestone	- -	In progress	Completed	- -	- -	MoRD
	CCT-RUD - 9.1.d: Evidence-based policy papers produced and disseminated, based on research recommendations.	Milestone	- -	- -	In progress	Completed	- -	MoRD
CCT-RUD - 9.2: A better balanced institutional structure with matched human resource capacity, equipment, and physical infrastructure to achieve its mission and role in coordinating rural development.	CCT-RUD - 9.2.a: Institutional needs assessment done, based on a balance between resources needed to achieve realistic long term 20-year goals and tangible medium 5-year targets.	Milestone	In progress	Completed	- -	- -	- -	MoAD
	CCT-RUD - 9.2.b: Validation Workshop of the institutional needs assessment document, with representatives of all relevant stakeholder organisations and development partners.	Milestone	- -	Completed	- -	- -	- -	MoAD
	CCT-RUD - 9.2.c: Elaboration and approval of an Action Plan and Budget in line with the approach contained in the validated Institutional Needs Assessment.	Milestone	- -	In progress	Completed	- -	- -	MoAD
	CCT-RUD - 9.2.d: Action Plan under implementation.	Milestone	- -	- -	- -	In progress	In progress	MoAD

ANNEX 2: GLOSSARY

There are many different definitions of concepts used in monitoring and evaluation. This glossary refers mostly to the "Glossary of Key Terms in Evaluation and Results Based Management", from the Organisation for Economic Cooperation and Development (2010).

Term	Definition
Data aggregation	The process where raw data is gathered and expressed in a summary form for statistical analysis. There are two types of data aggregation: • Time aggregation: Sums all data points for a single resource over a specified period. • Spatial aggregation: Sums all data points for a group of resources over a specified period.
Data collation	The collection or construction of ordered systems of data from raw data. This organises data in a specified order and system (such as in tables).
Data compilation	The collation of raw data and its transformation into a format that can be easily manipulated or combined with other data in preparation for further analysis. In the context of this MEAL supplement, it also refers to bringing together organised data sets from different sectors into a single report.
Data registration	The initial collection of data, best done when the event that needs to be registered occurs. For example, this could be done in a village when a child is vaccinated by registering the inoculation using a special form.
Data validation	The process of determining whether a particular piece of information falls within an acceptable and credible range of values.
Data verification	Checking data to ensure that it is accurate, consistent, and reflects its intended purpose.
Evaluation	The systematic and objective assessment of an on-going or completed project, programme, or policy, including its design, implementation, and results. The aim is to determine the relevance and fulfilment of objectives, development efficiency, effectiveness, impact, and sustainability. An evaluation should provide information that is credible and useful, enabling the incorporation of lessons learned into the decision making process of both recipients and donors.
HLDCF	High-Level Development Coordination Forum, a formal consultation forum between the Somaliland government and development partners.
Impact	The primary and secondary long-term effects produced by a development intervention, directly or indirectly. Impacts can be positive or negative and be intended or unintended. In the context of the NDP III, impact indicator targets formulate and quantify or qualify desired long-term effects, which are the result of multi-sectoral contributions and can therefore not be attributed to a single sector.
Institutional memory	The information held by a group of employees' personal recollections and experiences of working related occurrences, systems, and processes.
Indicator	A quantitative or qualitative factor or variable that provides a simple and reliable means to measure achievement, reflecting changes connected to an intervention or helping to assess the performance of a development actor.
Intervention	A group or series of activities that are designed to contribute in a coherent way to the same output or outcome.
Critical intervention	An intervention that is essential if an output or outcome is to be achieved.
Lead intervention	A primary intervention that, if to be successful, needs to be accompanied by one or more complementary or secondary interventions. For example, building a health clinic (the primary intervention) needs to be accompanied by the recruitment of staff, purchase of medicine, etc. (the secondary interventions).
Complementary intervention	An intervention that is necessary to guarantee the success of a lead intervention. If a lead intervention is cancelled, then the complementary interventions should also be cancelled.
Milestone	A moment in time (day, week, month, year) when a piece of work must be finished or an objective must be achieved.

Monitoring	A continuing function that uses the systematic collection of data on specified indicators to provide the management and key stakeholders of an ongoing development intervention with indications of the extent of progress and achievement of objectives.
Outcome	The likely or achieved short- and medium-term effects of an intervention's outputs. An outcome describes the expected change in reality.
Descriptive Sector Outcome	In the context of the NDP III, this outcome describes an important real change in the sector, although it cannot be attributed to direct interventions by the GoSL. A typical example would be levels of dryland crop production, as this is largely determined by rainfall patterns and direct support to farmers does not have sufficient magnitude to justify measurable changes in agricultural production at the national level. However, this is still included as an outcome for measurement to enhance the understanding of the real situation in the sector.
Outputs	The products, capital, goods, and services which result from a development intervention. This may also include changes resulting from the intervention which are relevant to the achievement of outcomes.
Critical outputs	Outputs that are the result of a critical intervention.
Indicator targets, accumulative	If an indicator target is accumulative, then the value shown for a certain year represents the actual situation up to the end of that year, including all previous years.
Indicator targets, annual	If an indicator target is annual, then the value shown for a certain year represents the expected achievements for that year only, excluding all achievements from the previous years.
Statistical outlier	An observation that is well outside of the expected range of values. It should therefore be double-checked for accuracy, or, if deemed unreliable, should be discarded from the data set.

ANNEX 3: RESOURCES

Monitoring and Evaluation

- A Quick Guide to Monitoring, Evaluation, Accountability, and Learning in Fragile Contexts [Oxfam, July 2013]
- Monitoring, Evaluation & Learning (MEAL) [ZRBF, July 2016]
- Theory of Change – A Facilitator's Guide; Laurie Starr [USAID/TOPS, 2019]
- The Use and Abuse of the Logical Framework Approach [SIDA, 2005]

Development Indicators

- Gender, Poverty, and Environmental Indicators on African Countries 2019 [AfDB, 2019]
- Global Education Monitoring Report 2016 [UNESCO, 2016]
- Global Education Monitoring Report 2020 [UNESCO, 2020]
- Global Indicator Framework for the SDGs and Targets (refinement after 2021) [UN, 2021]
- Human Development Report 2016 [UNDP, 2016]
- Human Development Indices and Indicators - Statistical update 2018 [UNDP, 2018]
- Human Development Report 2019 [UNDP, 2019]
- Human Development Report 2020 [UNDP, 2020]
- Measuring Performance in Private Sector Development [ADB, 2007]

Somaliland Surveys and Statistics

- Somaliland Multiple Indicator Cluster Survey 2011 (with support from UNICEF, 2014)
- Somaliland Poverty Profile and Overview of Living Conditions (World Bank, 2015)
- Somaliland Labour Force Survey (with support from ILO, 2012)
- Somaliland Labour Force Survey (with support from ILO, 2019 – to be finalized)
- Somaliland Health and Demographic Survey (with support from UNFPA, 2020)
- Women and Men in Somaliland (Gender Booklet) [MoPND/CSD, 2018]
- Somaliland Leading Economic Indicators 2012-2019 [MoPND/CSD, 2020]
- Somaliland in Figures 2016 [MoPND/CSD, 2017]
- Somaliland in Figures 2017 [MoPND/CSD, 2018]
- Somaliland in Figures 2018 [MoPND/CSD, 2019]
- Somaliland in Figures 2019 [MoPND/CSD, 2020]
- Somaliland in Figures 2020 [MoPND/CSD, 2021]
- Somaliland in Figures 2021 [MoPND/CSD, 2022]

ANNEX 4: UN SUSTAINABLE DEVELOPMENT GOALS

SDG 1	End poverty in all its forms everywhere.
SDG 2	End hunger, achieve food security and improved nutrition and promote sustainable agriculture.
SDG 3	Ensure healthy lives and promote well-being for all at all ages.
SDG 4	Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all.
SDG 5	Achieve gender equality and empower all women and girls.
SDG 6	Ensure availability and sustainable management of water and sanitation for all.
SDG 7	Ensure access to affordable, reliable, sustainable, and modern energy for all.
SDG 8	Promote sustained, inclusive, and sustainable economic growth, full and productive employment, and decent work for all.
SDG 9	Build resilient infrastructure, promote inclusive and sustainable industrialization, and foster innovation.
SDG 10	Reduce inequality within and among countries.
SDG 11	Make cities and human settlements inclusive, safe, resilient, and sustainable.
SDG 12	Ensure sustainable production and consumption patterns.
SDG 13	Take urgent action to combat climate change and its impacts.
SDG 14	Conserve and sustainably use the oceans, seas, and marine resources for sustainable development.
SDG 15	Protect, restore, and promote sustainable use of terrestrial eco-systems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss.
SDG 16	Promote peaceful and inclusive societies for sustainable development, provide access to justice for all, and build effective, accountable, and inclusive institutions at all levels.
SDG 17	Strengthen the means of implementation and revitalize the Global Partnership for Global Development.

ANNEX 5: SOMALILAND POPULATION REFERENCE TABLES (2021-2027)

Somaliland population projections for NDP III period

MALE Population Projection

Age	2021	2022	2023	2024	2025	2026	2027
0	71,387	73,479	75,632	77,848	80,129	82,477	84,893
1	70,281	72,340	74,460	76,641	78,887	81,198	83,577
2	69,255	71,284	73,373	75,522	77,735	80,013	82,357
3	68,292	70,293	72,353	74,473	76,655	78,901	81,213
4	67,376	69,350	71,382	73,474	75,627	77,843	80,123
5	66,490	68,438	70,444	72,508	74,632	76,819	79,069
6	65,617	67,539	69,518	71,555	73,651	75,809	78,031
7	64,739	66,636	68,588	70,598	72,666	74,795	76,987
8	63,840	65,710	67,636	69,617	71,657	73,757	75,918
9	62,903	64,746	66,643	68,595	70,605	72,674	74,803
10	61,930	63,745	65,613	67,535	69,514	71,551	73,647
11	60,926	62,711	64,548	66,440	68,386	70,390	72,452
12	59,772	61,524	63,326	65,182	67,092	69,057	71,081
13	58,414	60,125	61,887	63,700	65,567	67,488	69,465
14	56,893	58,560	60,275	62,041	63,859	65,730	67,656
15	55,347	56,969	58,638	60,356	62,125	63,945	65,819
16	53,797	55,373	56,996	58,666	60,385	62,154	63,975
17	52,044	53,569	55,138	56,754	58,417	60,128	61,890
18	50,018	51,483	52,992	54,544	56,143	57,788	59,481
19	47,830	49,232	50,674	52,159	53,687	55,260	56,880
20	45,643	46,981	48,357	49,774	51,233	52,734	54,279
21	43,400	44,672	45,981	47,328	48,715	50,142	51,611
22	41,400	42,613	43,862	45,147	46,470	47,832	49,233
23	39,802	40,969	42,169	43,404	44,676	45,985	47,333
24	38,467	39,594	40,754	41,948	43,177	44,442	45,745
25	37,116	38,204	39,323	40,476	41,661	42,882	44,139
26	35,830	36,879	37,960	39,072	40,217	41,395	42,608
27	34,448	35,458	36,497	37,566	38,667	39,800	40,966
28	32,873	33,837	34,828	35,848	36,899	37,980	39,093
29	31,203	32,117	33,058	34,027	35,024	36,050	37,106
30	29,625	30,493	31,386	32,306	33,253	34,227	35,230
31	28,091	28,914	29,761	30,633	31,530	32,454	33,405
32	26,723	27,506	28,312	29,142	29,996	30,874	31,779
33	25,600	26,350	27,122	27,917	28,735	29,577	30,443
34	24,654	25,376	26,120	26,885	27,673	28,483	29,318
35	23,729	24,424	25,140	25,876	26,634	27,415	28,218
36	22,842	23,512	24,201	24,910	25,640	26,391	27,164
37	22,025	22,670	23,334	24,018	24,722	25,446	26,192
38	21,271	21,894	22,535	23,196	23,875	24,575	25,295

FEMALE Population Projection

Age	2021	2022	2023	2024	2025	2026	2027
0	71,510	73,606	75,762	77,982	80,267	82,619	85,040
1	70,258	72,317	74,436	76,617	78,862	81,172	83,550
2	69,018	71,040	73,122	75,264	77,470	79,740	82,076
3	67,788	69,774	71,818	73,923	76,089	78,318	80,613
4	66,565	68,515	70,522	72,589	74,716	76,905	79,158
5	65,346	67,261	69,231	71,260	73,348	75,497	77,709
6	64,129	66,008	67,942	69,933	71,982	74,091	76,262
7	62,912	64,755	66,652	68,605	70,615	72,684	74,814
8	61,691	63,499	65,359	67,274	69,245	71,274	73,362
9	60,465	62,236	64,060	65,937	67,869	69,857	71,904
10	59,234	60,970	62,756	64,595	66,487	68,435	70,441
11	58,001	59,701	61,450	63,251	65,104	67,011	68,975
12	56,742	58,405	60,116	61,877	63,690	65,557	67,477
13	55,445	57,069	58,741	60,463	62,234	64,058	65,934
14	54,120	55,706	57,338	59,018	60,747	62,527	64,359
15	52,790	54,337	55,929	57,568	59,254	60,991	62,778
16	51,451	52,959	54,510	56,108	57,752	59,444	61,185
17	50,108	51,576	53,087	54,642	56,243	57,891	59,588
18	48,764	50,193	51,663	53,177	54,735	56,339	57,990
19	47,418	48,807	50,237	51,709	53,224	54,784	56,389
20	46,059	47,409	48,798	50,228	51,699	53,214	54,773
21	44,687	45,996	47,344	48,731	50,159	51,629	53,141
22	43,320	44,589	45,895	47,240	48,624	50,049	51,515
23	41,965	43,194	44,460	45,763	47,104	48,484	49,904
24	40,613	41,803	43,027	44,288	45,586	46,921	48,296
25	39,259	40,410	41,594	42,812	44,067	45,358	46,687
26	37,922	39,033	40,177	41,354	42,566	43,813	45,097
27	36,518	37,588	38,690	39,823	40,990	42,191	43,427
28	35,012	36,038	37,094	38,181	39,300	40,451	41,636
29	33,450	34,430	35,439	36,478	37,546	38,646	39,779
30	31,905	32,840	33,802	34,793	35,812	36,861	37,942
31	30,351	31,240	32,155	33,097	34,067	35,065	36,093
32	28,902	29,749	30,620	31,517	32,441	33,391	34,370
33	27,620	28,429	29,262	30,120	31,002	31,910	32,845
34	26,448	27,223	28,020	28,841	29,686	30,556	31,451
35	25,281	26,021	26,784	27,568	28,376	29,208	30,063
36	24,157	24,865	25,593	26,343	27,115	27,909	28,727
37	22,967	23,640	24,332	25,045	25,779	26,534	27,312
38	21,650	22,285	22,938	23,610	24,301	25,013	25,746

TOTAL Population Projection

Age	2021	2022	2023	2024	2025	2026	2027
0	142,898	147,085	151,394	155,830	160,396	165,096	169,933
1	140,539	144,657	148,895	153,258	157,748	162,370	167,128
2	138,273	142,324	146,494	150,787	155,205	159,752	164,433
3	136,080	140,067	144,171	148,395	152,743	157,219	161,825
4	133,941	137,865	141,905	146,063	150,342	154,747	159,282
5	131,836	135,699	139,675	143,767	147,980	152,315	156,778
6	129,746	133,547	137,460	141,488	145,633	149,900	154,292
7	127,650	131,391	135,240	139,203	143,282	147,480	151,801
8	125,531	129,209	132,995	136,891	140,902	145,031	149,280
9	123,367	126,982	130,702	134,532	138,474	142,531	146,707
10	121,164	124,715	128,369	132,130	136,001	139,986	144,088
11	118,927	122,412	125,998	129,690	133,490	137,401	141,427
12	116,515	119,928	123,442	127,059	130,782	134,614	138,558
13	113,859	117,195	120,629	124,163	127,801	131,545	135,400
14	111,013	114,265	117,613	121,059	124,606	128,257	132,015
15	108,137	111,306	114,567	117,924	121,379	124,935	128,596
16	105,248	108,332	111,506	114,774	118,136	121,598	125,161
17	102,152	105,145	108,225	111,396	114,660	118,020	121,478
18	98,782	101,676	104,655	107,721	110,878	114,126	117,470
19	95,248	98,039	100,912	103,868	106,912	110,044	113,268
20	91,703	94,390	97,155	100,002	102,932	105,948	109,052
21	88,087	90,668	93,325	96,059	98,874	101,770	104,752
22	84,720	87,202	89,757	92,387	95,094	97,881	100,748
23	81,767	84,163	86,629	89,167	91,780	94,469	97,237
24	79,080	81,397	83,781	86,236	88,763	91,364	94,041
25	76,376	78,614	80,917	83,288	85,728	88,240	90,825
26	73,752	75,913	78,137	80,426	82,783	85,208	87,705
27	70,967	73,046	75,186	77,389	79,657	81,991	84,393
28	67,886	69,875	71,922	74,029	76,198	78,431	80,729
29	64,653	66,548	68,497	70,504	72,570	74,697	76,885
30	61,530	63,333	65,189	67,099	69,065	71,088	73,171
31	58,441	60,153	61,916	63,730	65,597	67,519	69,498
32	55,625	57,255	58,932	60,659	62,436	64,266	66,149
33	53,220	54,779	56,384	58,036	59,737	61,487	63,289
34	51,101	52,599	54,140	55,726	57,359	59,039	60,769
35	49,009	50,445	51,923	53,445	55,011	56,622	58,282
36	46,999	48,376	49,794	51,253	52,754	54,300	55,891
37	44,991	46,310	47,667	49,063	50,501	51,980	53,503
38	42,921	44,179	45,473	46,805	48,177	49,588	51,041

Somaliland population projections for NDP III period

Age	MALE Population Projection							FEMALE Population Projection							TOTAL Population Projection						
39	20,564	21,167	21,787	22,425	23,082	23,759	24,455	20,272	20,866	21,477	22,106	22,754	23,421	24,107	40,836	42,032	43,264	44,532	45,836	47,179	48,562
40	19,894	20,476	21,076	21,694	22,330	22,984	23,657	18,943	19,498	20,069	20,657	21,263	21,886	22,527	38,837	39,975	41,146	42,351	43,592	44,870	46,184
41	19,260	19,825	20,406	21,004	21,619	22,252	22,904	17,628	18,144	18,676	19,223	19,786	20,366	20,963	36,888	37,969	39,081	40,227	41,405	42,618	43,867
42	18,600	19,145	19,706	20,283	20,878	21,489	22,119	16,447	16,929	17,425	17,935	18,461	19,002	19,558	35,047	36,074	37,131	38,218	39,338	40,491	41,677
43	17,878	18,402	18,941	19,496	20,067	20,655	21,260	15,467	15,921	16,387	16,867	17,361	17,870	18,394	33,345	34,322	35,328	36,363	37,429	38,525	39,654
44	17,117	17,618	18,134	18,666	19,212	19,775	20,355	14,625	15,054	15,495	15,949	16,416	16,897	17,392	31,742	32,672	33,629	34,614	35,629	36,672	37,747
45	16,381	16,861	17,355	17,864	18,387	18,926	19,480	13,801	14,205	14,621	15,049	15,490	15,944	16,411	30,182	31,066	31,976	32,913	33,878	34,870	35,892
46	15,672	16,131	16,604	17,090	17,591	18,106	18,637	13,031	13,413	13,806	14,210	14,627	15,055	15,496	28,703	29,544	30,410	31,301	32,218	33,162	34,133
47	14,921	15,358	15,808	16,271	16,748	17,238	17,743	12,216	12,573	12,942	13,321	13,711	14,113	14,527	27,136	27,931	28,750	29,592	30,459	31,351	32,270
48	14,104	14,517	14,943	15,380	15,831	16,295	16,772	11,296	11,627	11,968	12,319	12,680	13,051	13,434	25,400	26,145	26,911	27,699	28,511	29,346	30,206
49	13,255	13,644	14,044	14,455	14,879	15,315	15,763	10,331	10,634	10,945	11,266	11,596	11,936	12,286	23,587	24,278	24,989	25,721	26,475	27,251	28,049
50	12,424	12,788	13,163	13,548	13,945	14,354	14,774	9,427	9,703	9,988	10,280	10,581	10,891	11,211	21,851	22,491	23,150	23,828	24,527	25,245	25,985
51	11,591	11,930	12,280	12,640	13,010	13,391	13,784	8,553	8,803	9,061	9,327	9,600	9,881	10,171	20,143	20,734	21,341	21,966	22,610	23,273	23,954
52	10,845	11,163	11,490	11,826	12,173	12,530	12,897	7,795	8,023	8,258	8,500	8,749	9,005	9,269	18,640	19,186	19,748	20,327	20,922	21,535	22,166
53	10,233	10,533	10,841	11,159	11,486	11,822	12,169	7,204	7,415	7,632	7,856	8,086	8,323	8,567	17,437	17,947	18,473	19,015	19,572	20,145	20,735
54	9,711	9,996	10,289	10,590	10,901	11,220	11,549	6,732	6,929	7,133	7,341	7,557	7,778	8,006	16,444	16,925	17,421	17,932	18,457	18,998	19,555
55	9,197	9,467	9,744	10,030	10,324	10,626	10,937	6,282	6,466	6,655	6,850	7,051	7,258	7,470	15,479	15,933	16,399	16,880	17,374	17,884	18,408
56	8,714	8,970	9,232	9,503	9,781	10,068	10,363	5,872	6,044	6,221	6,403	6,591	6,784	6,983	14,586	15,013	15,453	15,906	16,372	16,852	17,346
57	8,207	8,447	8,695	8,949	9,212	9,481	9,759	5,473	5,634	5,799	5,969	6,144	6,324	6,509	13,680	14,081	14,493	14,918	15,355	15,805	16,268
58	7,641	7,865	8,095	8,332	8,576	8,828	9,086	5,062	5,211	5,363	5,520	5,682	5,849	6,020	12,703	13,075	13,458	13,853	14,259	14,676	15,106
59	7,049	7,256	7,468	7,687	7,912	8,144	8,383	4,654	4,791	4,931	5,076	5,224	5,377	5,535	11,703	12,046	12,399	12,763	13,137	13,522	13,918
60	6,494	6,684	6,880	7,081	7,289	7,502	7,722	4,287	4,413	4,542	4,675	4,812	4,953	5,098	10,781	11,097	11,422	11,756	12,101	12,455	12,820
61	5,956	6,131	6,310	6,495	6,685	6,881	7,083	3,950	4,066	4,185	4,308	4,434	4,564	4,697	9,906	10,196	10,495	10,803	11,119	11,445	11,780
62	5,482	5,643	5,808	5,978	6,153	6,334	6,519	3,647	3,754	3,864	3,977	4,094	4,213	4,337	9,129	9,397	9,672	9,955	10,247	10,547	10,856
63	5,099	5,248	5,402	5,560	5,723	5,891	6,064	3,383	3,482	3,584	3,689	3,797	3,908	4,022	8,481	8,730	8,986	9,249	9,520	9,799	10,086
64	4,781	4,921	5,065	5,213	5,366	5,523	5,685	3,149	3,242	3,337	3,434	3,535	3,638	3,745	7,930	8,162	8,401	8,648	8,901	9,162	9,430
65	4,475	4,606	4,741	4,880	5,023	5,170	5,321	2,935	3,021	3,110	3,201	3,294	3,391	3,490	7,410	7,627	7,850	8,080	8,317	8,561	8,812
66	4,192	4,315	4,441	4,571	4,705	4,843	4,985	2,742	2,823	2,905	2,990	3,078	3,168	3,261	6,934	7,137	7,346	7,562	7,783	8,011	8,246
67	3,915	4,030	4,148	4,269	4,394	4,523	4,656	2,558	2,633	2,710	2,789	2,871	2,955	3,042	6,473	6,662	6,858	7,058	7,265	7,478	7,697
68	3,631	3,737	3,847	3,959	4,075	4,195	4,318	2,373	2,443	2,514	2,588	2,664	2,742	2,822	6,004	6,180	6,361	6,547	6,739	6,937	7,140
69	3,348	3,446	3,547	3,651	3,758	3,868	3,981	2,194	2,259	2,325	2,393	2,463	2,535	2,609	5,542	5,705	5,872	6,044	6,221	6,403	6,591
70	3,090	3,180	3,273	3,369	3,468	3,570	3,674	2,034	2,094	2,155	2,218	2,283	2,350	2,419	5,124	5,274	5,428	5,587	5,751	5,920	6,093
71	2,851	2,935	3,021	3,109	3,200	3,294	3,390	1,890	1,945	2,002	2,061	2,121	2,183	2,247	4,741	4,880	5,023	5,170	5,321	5,477	5,638
72	2,628	2,705	2,784	2,866	2,950	3,036	3,125	1,759	1,810	1,863	1,918	1,974	2,032	2,092	4,387	4,515	4,647	4,784	4,924	5,068	5,216
73	2,420	2,491	2,564	2,639	2,716	2,796	2,877	1,641	1,689	1,739	1,790	1,842	1,896	1,952	4,061	4,180	4,302	4,428	4,558	4,692	4,829
74	2,227	2,292	2,359	2,428	2,499	2,573	2,648	1,537	1,582	1,629	1,676	1,725	1,776	1,828	3,764	3,874	3,988	4,105	4,225	4,349	4,476
75	8,774	9,031	9,296	9,568	9,848	10,137	10,434	6,592	6,786	6,984	7,189	7,400	7,616	7,840	15,366	15,817	16,280	16,757	17,248	17,753	18,274
	2,184,513	2,248,519	2,314,401	2,382,213	2,452,012	2,523,856	2,597,805	2,109,622	2,171,434	2,235,057	2,300,544	2,367,950	2,437,331	2,508,744	4,294,135	4,419,953	4,549,458	4,682,757	4,819,961	4,961,186	5,106,549

Annual population estimates, covering the NDP III period, for indicators that make reference to specific Somaliland population groups

		2021	2022	2023	2024	2025	2026	2027
1	Total population of Somaliland	4,294,135	4,419,953	4,549,458	4,682,757	4,819,961	4,961,186	5,106,549
2	Total MALE population of Somaliland	2,184,513	2,248,519	2,314,401	2,382,213	2,452,012	2,523,856	2,597,805
3	Total FEMALE population of Somaliland	2,109,622	2,171,434	2,235,057	2,300,544	2,367,950	2,437,331	2,508,744

Sector	Indicator description	Description of population group	2021	2022	2023	2024	2025	2026	2027
NDP	Gross Domestic Product per Capita	Total population	4,294,135	4,419,953	4,549,458	4,682,757	4,819,961	4,961,186	5,106,549
Governance	% of citizens, 16 years or older, that have a National ID card	People who are 16 years of age or older	2,274,659	2,341,306	2,409,906	2,480,517	2,553,196	2,628,004	2,705,005
Education	Gross enrolment rate of pre-primary school entrance age (6 years)	Children of pre-primary school entrance age (used for both ECE and Quranic schools)	265,777	273,564	281,580	289,830	298,322	307,063	316,060
	Boys of pre-primary school entrance age (6 years)	Boys of pre-primary school entrance age (ECE & QURANIC) (boys)	133,866	137,789	141,826	145,981	150,259	154,661	159,193
	Girls of pre-primary school entrance age (6 years)	Girls of pre-primary school entrance age (ECE & QURANIC) (girls)	131,911	135,776	139,754	143,849	148,063	152,402	156,867
Education	Gross intake rate in year 1 of primary school	Children of primary school entrance age (6 years)	129,746	133,547	137,460	141,488	145,633	149,900	154,292
	Gross intake rate in year 1 of primary school (boys)	Boys of primary school entrance age (6 years)	65,617	67,539	69,518	71,555	73,651	75,809	78,031
	Gross intake rate in year 1 of primary school (girls)	Girls of primary school entrance age (6 years)	64,129	66,008	67,942	69,933	71,982	74,091	76,262
Education	Gross enrolment rate of primary school	Children of primary school age (6 - 13 years)	976,759	1,005,378	1,034,836	1,065,156	1,096,366	1,128,489	1,161,554
	Gross enrolment rate of primary school (boys)	Boys of primary school age (6 - 13 years)	498,140	512,736	527,759	543,222	559,139	575,522	592,384
	Gross enrolment rate of primary school (girls)	Girls of primary school age (6 - 13 years)	478,619	492,642	507,077	521,934	537,227	552,967	569,169
Education	Gross intake rate in year 1 of secondary school	Children of secondary school entrance age (14 years)	111,013	114,265	117,613	121,059	124,606	128,257	132,015
	Boys intake in year 1 of secondary school (boys)	Boys of secondary school entrance age (14 years)	56,893	58,560	60,275	62,041	63,859	65,730	67,656
	Girls intake in year 1 of secondary school (girls)	Girls of secondary school entrance age (14 years)	54,120	55,706	57,338	59,018	60,747	62,527	64,359
Education	Gross enrolment rate of secondary school	Children of secondary school age (14 - 17 years)	426,550	439,048	451,912	465,153	478,782	492,810	507,250
	Gross enrolment rate of secondary school (boys)	Boys of secondary school age (14 - 17 years)	218,081	224,471	231,048	237,818	244,786	251,958	259,340
	Gross enrolment rate of secondary school (girls)	Girls of secondary school age (14 - 17 years)	208,469	214,577	220,864	227,336	233,996	240,853	247,910
Health	Prevalence of stunting in children under 5 years of age	Children under 5 years of age (0 - 4 years of age)	691,731	711,999	732,860	754,333	776,435	799,185	822,601
	% of children aged 12 - 23 months that are fully vaccinated by public health facilities	Children aged 12 - 23 months (1 year of age)	140,539	144,657	148,895	153,258	157,748	162,370	167,128
W.A.S.H.	Proportion of population using improved drinking water sources	Total population	4,294,135	4,419,953	4,549,458	4,682,757	4,819,961	4,961,186	5,106,549
	Proportion of population using improved sanitation facilities	Total population	4,294,135	4,419,953	4,549,458	4,682,757	4,819,961	4,961,186	5,106,549

ANNEX 6: NDP III NATIONAL TECHNICAL TEAM

Names	Sector Contributions
Khadar Ahmed Abdi Gadhere	Technical Team Lead, contributed to multiple chapters
Nimo Ahmed Ismail	Governance and Cross-cutting themes
Mahamed Ismail Muhumed	WASH and Infrastructure
Hassan Hussein Ahmed	Environment, Implementation, and Governance
Abdifatah Sultan Adan	Economy
Abdilahi Ahmed Hirsi	Economy and Infrastructure
Mubarak Abdilahi Ibrahim	Crosscutting and Social Protection
Osman Hussein Warsame	Health, Energy, and Extractives
Samsam Mahamud Ahmed	Finance support role
Mahamed Mahamud Awale	Production
Mahamed Jama Madar	Education
Mahdi Omar Sheikh	Governance
Ahmed Aden Mohamed	Production, Judiciary, Cross-cutting Themes, and Social Protection
Yasin Mahamed Abdi	Governance
Abdisamad Dayib Abdi	Governance
Mohamed Hassan Ibrahim	Governance
Rima Das Pradhan-Blach	Development Planning Expert, contributed to initial phase of project
Antony van de Loo	Monitoring and Evaluation Expert, contributed to all chapters
Momodou K. Dibba	Economic Development Expert, contributed to all chapters