



REPUBLIC OF SOMALILAND  
MINISTRY OF EMPLOYMENT,  
SOCIAL AFFAIRS AND FAMILY

**STRATEGIC PLAN**

**2018 - 2021**

## **The Minister**

### **Foreword**

It is great pleasure for me to present the MESAF Strategy of 2018 to 2021. This strategic plan is intended to guide designing and financing of all national programs at all stages in the areas of employment & labour, human rights, social protection and Family welfare.

The strategic plan has been developed using full participatory consultation processes and engagement of key stakeholders from the government, private sector, INGOs, LNGOs, other key non-state actors and UN agencies. Parallel with these consultations, in-depth capacity analysis of the ministry with internal vs external context has been conducted too. I, therefore anticipate that there will be a high potentiality of commitments from our partners, allies and stakeholders for the implementation of this strategic plan.

The strategic plan has longer-term strategic goals and targets including clear, systematic programming processes as a means to realize the intended objectives and outputs. In such a comprehensive course, we ensured that all targets are aligned with the National Development Plan (NDPII) and also reflecting some of the globally sustainable development goals (SDGs). Therefore, these targets and milestones will be the base for resources mobilizations or designing any projects that are intended to support the various target groups and beneficiaries which MESAF has been mandated to serve by articles of Xeer Lr.71/2015 and Xeer Lr.01/2018,

The plan is embarking from the MESAF achievements during the past years and also taking on board already worthwhile ongoing interventions with the support of the Somaliland government, our donors, UN agencies, NGOs, the private sector and other non-state actors.

I want to state again and mark great thanks to every office and individual who has contributed for the achievements and completion of this strategic planning document for the Ministry of Employment, Social Affairs and Family (MESAF).

Finally, I communicate this MESAF strategic Plan to you all and count on your support to successfully deliver it with us.

Many Thanks

Mrs Hinda Jama Hirsi (Ganni)  
Minister of Ministry of Employment, Social Affairs and Family



## Director General

### **Acknowledgements**

I would like to thank Ministry staff, especially the heads of departments and technical advisors, a particular appreciation deserved by the department of planning of the Ministry (MESAF), same as the director of planning from the Ministry of Planning & National Development for their steer to align with the national development plan (NDPII) priorities.

I want to acknowledge the efforts of all those institutions and individuals who have participated and contributed to the development of this strategic document. These include Government Ministries and agencies, UN agencies, NGOs, the private sector and other non-state actors for their invaluable contributions during the process of the document finalization.

Exceptional thanks to Save the Children (SC) and NAGAAD for their outstanding contributions to the process from beginning to finalization stage. Special thanks too for the Consultant, an Institutional Capacity Building and Programme Management Specialist, who has facilitated this process, Mr Abdirahman Aideed.

MESAF is committed to implementing this strategic plan using various parallel and sequential approaches, including decentralizing the plan through having in place a detailed annual implementation plan, regional and district outreach plans. MESAF will engage all partners and allies to design and develop some coordinated key strategic project proposals and funding plans between government and with the international and national actors.

Finally, MESAF is committed to creating an enabling environment for the effective implementation of the strategy during the four years to come.

Many Thanks

Mohamed Elmi Aden  
Director General  
Ministry of Employment, Social Affairs & family



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## Acronyms

AIDS	Acquired Immuno Deficiency Syndrome
CBO	Community-Based Organization
CRC	Child Rights Convention
DG	Director General
DPW	Dubai Ports – World
FGM	Female Genital Mutilation
GBV	Gender-based violence
GoSL	Government of Somaliland
HIV	Human Immunodeficiency Virus
ICT	Information Communication Technology
IEC	Information, Education, Communication
INGO	International Non-governmental Organization
MESAF	Ministry of Employment, Social Affairs and Family
NGO	Non-Governmental Organization
NDP II	National Development Plan II
NADFOR	National Agency for Disasters and Food Reserves
OSH	Occupational Safety and Health
PwD	People with disabilities
SOB	Sexual Offensive bill
SC	Save the Children
SG	Strategic Goal
SO	Strategic Objective
SL	Somaliland
SDG	Sustainable Development Goals
SWOT	Strengths, Weaknesses, Opportunities and Threats
TVET	Technical Vocational Education and Training
UNDP	United Nations Development Program
UNFPA	United Nations Population Fund
UNICEF	United Nations Children’s Fund
UNHCR	United Nations High Commissioner for Refugees
WB	World Bank

## **7.0 EXECUTIVE SUMMARY**

The MESAF strategic plan is the second process of review and update of the Ministry strategic plan of 2012 – 2016. The MESAF Strategic Plan sets clear deliverable priorities for the coming four years (2018 – 2021). The MESAF Strategic Plan also aligned with the Somaliland national development plan (NDPII) of 2017 -2021. The plan also indicates directions for domestic and foreign funding sources to design programs that are aligned to national priorities, with particular focus and emphasis to MESAF mandated commitments to the Somaliland public and specified target groups. As per its mandate, MESAF serves for specific target groups of the society, especially women, children, Society members with disabilities and other socially vulnerable and disadvantaged groups including refugees, asylum seekers, IDPs, returnees and minorities to ensure their rights of accessing essential services, fair employment opportunities and protection support are ensured. MESAF managed to have strong working relationships with different stakeholders for designing and implementing of macro/microprograms and projects in the areas of protection of child rights, creating employment opportunities and empowering women to participate key national decision-making bodies.

The added **value** of this ST document sets building blocks for the operational teams to develop annual work plans including more detailed implementations departmental plans.

The **progression** of developing this strategic plan for MESAF has gone through a number of participative stages. Under the steer of the Ministry leadership (The Minister and the Director General), where a comprehensive process involved, navigated by an external facilitator. Significant tasks involved in this progression included: desk review of the available documents within the ministry for instance, last strategic plan of 2012 – 2016, blanket interviews and discussions with ministerial staff at all levels, MESAF internal subsequent workshops, targeted assignments and analysis done with MESAF departments to contribute their views to the strategic plan development exercises.

This process was also incorporated the ideas and inputs from the different coordination levels that are spearheaded by the Ministry such as, the forum for the actors engaged in employment creation sector, the labor legal framework & policies reviews outcomes, which has been ongoing since the begin of the year 2018, such as pension law, the internship policy development, to mention few.

The development of the Strategic Plan for MESAF has also run specific exercises to review, fine-tune and update the **Vision, Mission, Core Values and Key Functions** of the Ministry included:

**First**, representation of labor force rights, application labor laws and policies to all nationals' foreign workers and creation of employment opportunities for all nationals, researching and identifying the right market responsive skills and knowhow and availing the right information on the right time to the job seekers, including initiation of high intake employment projects, trainings & capacity building for the workforce. **Secondly**, protection and promotion of social affairs of MESAF target groups through Right Based Approach (RBA) programming, including initiating and formulating policies and laws addressing social issues (gender, children, people with disabilities, minority groups, people living with HIV/AIDS), refugee, asylum seekers, mixed migrants returnees, IDPs and family welfare. **Thirdly**, dealing with family affairs by supporting poor/unable households (HH) to access legal services, protecting children from all abuses through advocating for family's cohesion, family reunion & sustainable marriages. Family life education skills, economic empowerment that impact on gender, women, youth, children, people with disabilities, Minority and other vulnerable groups and Governance including Empowerment of women, youth, minorities and people with disabilities to participate in national decisions making circles, including political participation. **Fourthly**, MESAF is committed and in-charge to deliver its mandate by putting in place efficient and effective operational mechanisms and systems, these included MESAF Resource management (money, assets, and HR), coordination and planning, program development, program delivery and ensuring outreach its services and influence to all regions and districts of Somaliland.

Capitalizing **past achievements** for the next five years strategy delivery is also so important and paramount. Since the launch of the recently ended strategic plan of 2012 – 2016, MESAF has achieved significant milestones. During that period, MESAF managed for the approval of critical operational policies for national social programming. These included: (a) Sexual offence act, (b) Child alternative care policy and child policy, (c) National gender and child policy with five years action plan (d) National disability policy, (e) women and marginalized community quota Bill approved by Somaliland cabinet of ministers, (f) Establishing Resource center that avails bulk of reference books, such as; social books, researches and assessments with child and gender issues, (g) Managed to attract funding from essential social, employment and family focus funding agencies (h) Staff capacity building and training. MESAF using its achievements in the past and will be working with Somaliland ministries/agencies/offices, Human Rights Commission, CSOs, and other stakeholders will build strengthened social relations and coordination to ensure that policies shaping the lives of Somaliland society reflect the views of underrepresented groups. MESAF will be working with partners from community level, national and regional level movements to advocate and support for greater inclusion of women and youth in decision-making processes

It is worthwhile to note that such an analytical process of **challenges** and **problems** facing MESAF to achieve its mandate brought realistic **outcomes**. Therefore, throughout these comprehensive exercises finally gave out some key products and results, terming the key challenges that are facing the Ministry target groups (as per its mandate) and reflected the real picture of the context

that MESAF is supposed to operate to deliver its humanmade and vision. Therefore, there are at least five key challenges identified in this strategic analysis process that MESAF should pursue to address during the coming five years period of this strategy:

- a) inadequate equity in accessing social services (legal & health) and protected rights of vulnerable groups of the Society (women, youth, IDPs, refugees and minorities)
- b) The absence of effective, empowered mechanisms for women and youth to engage in and influence decisions that affect their lives and participating the future national social changes.
- c) The weak regulatory and accountability environment that limits interlink-ages between employers and labour force and inadequate application of labour laws
- d) The low level of literacy, skills and access to essential information, susceptibility to humanitarian crises that limits women's' economic growth and control over crucial resources at house level, family welfare and society at large.
- e) The limited capacity of MESAF including inadequacy of its human resources for efficient and effective delivery of its mandate in a representative manner in all regions and districts

**Key Thematic Choices** identified: Transforming the results of the analysis into program outcomes, the following key strategic goals, with a strategic objective with expected results identified. The framework governs the kind of programs and projects to be planned and developed by MESAF and its respective partners and stakeholders until 2021. These goals set a clear direction of thematic areas of programming and expected outcomes to address the main challenges, core problems and root causes identified during this strategic analysis exercise.

<b>Strategic Goal 1</b>	<b>Promoting conducive legal and regulatory framework for employment creation &amp; protecting labour rights</b>
<b>Strategic Goal 2</b>	Improving equity in accessing social services and protected rights of vulnerable groups of the Society
<b>Strategic Goal 3</b>	Promoting Women's Political Participation and Representation in the Decision-Making Process for Equitable Development
<b>Strategic Goal 4</b>	Empowering marginalized and venerable groups economically through quality education, skills and provision of financial schemes
<b>Strategic Goal 5</b>	Increasing the capacity of MESAF for efficient delivery of its mandate

The **Approach**: MESAF will deliver its operations by ensuring that all plans are in line with national priorities and international human development agendas, will also ensure that strong coordination and monitoring mechanisms are in place. MESAF will also mobilize required resources, with/from all possible opportunities and avenues, to design and deliver programs.

Furthermore, MESAF will focus that the delivering teams have the required skillset, knowledge and know-how, this means equipping the MESAF staff with necessary capacities to deliver programs with fair and reasonable remunerations. The ministry will lobby and ensure that a fair Annual projected budget as per MESAF national priorities allocated.

## **2.0 MESAF (Vision, Mission, Core Values & Core Functions)**

### **2.1 VISION**

MESAF envisions "a society guided and steered by a competitive and innovative human resources performances with inclusively integrated equity and social welfare."

### **2.2 MISSION**

Productive labour force with organized representative trade unions governed by fair labour laws and policies. MEFAF also stands for valued family cohesion and inclusive society where women, youth, children, minorities, people with disabilities and other vulnerable groups have a stake in decision making and participating in all levels of development processes

### **2.3 CORE VALUES**

- Professionalism
- Integrity
- Transparency
- Patriotism
- Equity

## **2.4 CORE PROGRAMMATIC FUNCTIONS**

### **2.4.1 Labor & Employment**

- Representation of labour force/employees' rights.
- Application labour laws and policies
- Creation of employment opportunities including initiation of high intake employment projects
- Training & capacity building of the national workforce, including jobs mainstreaming & placements, (coaching, monitoring, Internships, secondments
- Researching and identifying the right market responsive skills and knowhow and availing the correct information on the right time to the job seekers

### **2.4.2 Social Affairs.**

- Social Protection of target groups through Right Based Approach (RBA) programming.
- Protecting the children from all abuses and promoting the wellbeing of the children without parental care & unaccompanied children
- Social Rehabilitation of ensuring that the services of rehab-centers are at acceptable standards for caring patients and service users
- Minorities Care: Address the needs of the minority's groups of the society
- Spearheading the protection needs related to disabilities
- Advocacy for Target groups (vulnerable groups of the community including women, minorities, children, refugees, asylum seekers, IDPs, returnees and the society at large) to benefit from protecting laws and policies in accessing essential services

### **2.4.3 Family Affairs**

- Women empowerment for higher decisions & political participation
- Gender & GBV by developing approaches to mainstream gender in all the government and social sectors
- Economic empowerment that impacts on gender, women, youth, children, people with disabilities, Minority groups, IDPs, refugees and other vulnerable groups
- Family Life education Skills by promoting market responsive employable micro-scale skills
- Legal services support for families (poor/unable) to access legal services.

### **2.4.4 Delivery of MESAF Operations**

- Planning MESAF policies are in line with national priorities
- Preparations and execution of Strategic Plan
- Preparations and implementation of annual plans
- Preparations of reports (Quarter, bi-annual, annual)
- Monitoring, evaluation and learning (MEAL)
- Coordination (outreach to MESAF stakeholders)
- Documentation, media and communication activities
- Program development and fundraising
- Sufficient provision of administrative and financial support to all departments of the Ministry of Employment, Social Affairs and Family

- Implementation of appropriate financial management and internal control systems
- Skilled, capacitated human resource to deliver quality services to society
- Information, Communication Technologies (ICT) are always in the center of providing quality services and making MESAF business don

## 2.5 CORE RESPONSIBILITIES/OBLIGATIONS

### **As per Xeernidaamiye Lr.01/2018, Article 19<sup>th</sup>**

The Ministry of Employment, Social Affairs and Family, will have the following powers and responsibilities:

1. Preparation of various laws and policies related to employment, private employee rights and family affairs
2. Registration of employees of companies, local NGOs, International NGOs and UN agencies.
3. Publishing and ensuring application/implementation of laws/regulations about private employees and family affairs to protect the rights of private employees and families
4. To protect as well as ensure that recruitment of job opportunities in companies and agencies are done in a fair manner and according to the labour laws.
5. Approval of conditions for authorizing foreign workers' work-permits and monitoring implementation of those conditions
6. Conflict resolutions between employers and registered private employees
7. Encouraging the education and training of private employees through creating and publishing of policies and strategies towards the development of private employees' educational promotion
8. Promoting the creation and registrations of trade unions as per national labour law
9. Organizing, managing and supporting trade unions at national level
10. Ensuring that free and fair employment process is taking place for all private employees recruiting/ed by the private companies and agencies, where a representative from the labour office will be present in the new employees' recruitment venues.
11. Setting up development plans about the general social affairs to develop (improve) the livelihood of the Somaliland society
12. Fight against violence against women and children, such as sexual violence against women, prevention of discrimination against vulnerable groups, preventing and fighting gender-based violence and child labour
13. Coordinate between organizations working in the sector of social affairs, monitoring their activities and report their program performances.

14. Develop and implement government policies towards the care and education of people with disabilities, mothers, children and people with mental disabilities who are not able to access means of take-care and support.
15. To support and protect the rights of women, children and vulnerable groups of the society
16. To manage and monitor rehabilitation centers and child care centers.
17. To guide the government on issues related to social development vs the impact of the Somaliland family.
18. To improve the livelihood of people with special needs, such as disables, children in crisis etc.
19. To prevent everything that is negatively affecting the lives of the family and Somaliland society
20. To take up other responsibilities and obligations delegated to the ministry by the private employees' labour law, the Family Law or other national Laws

## **2.6 Summary of MESAF Key Achievements**

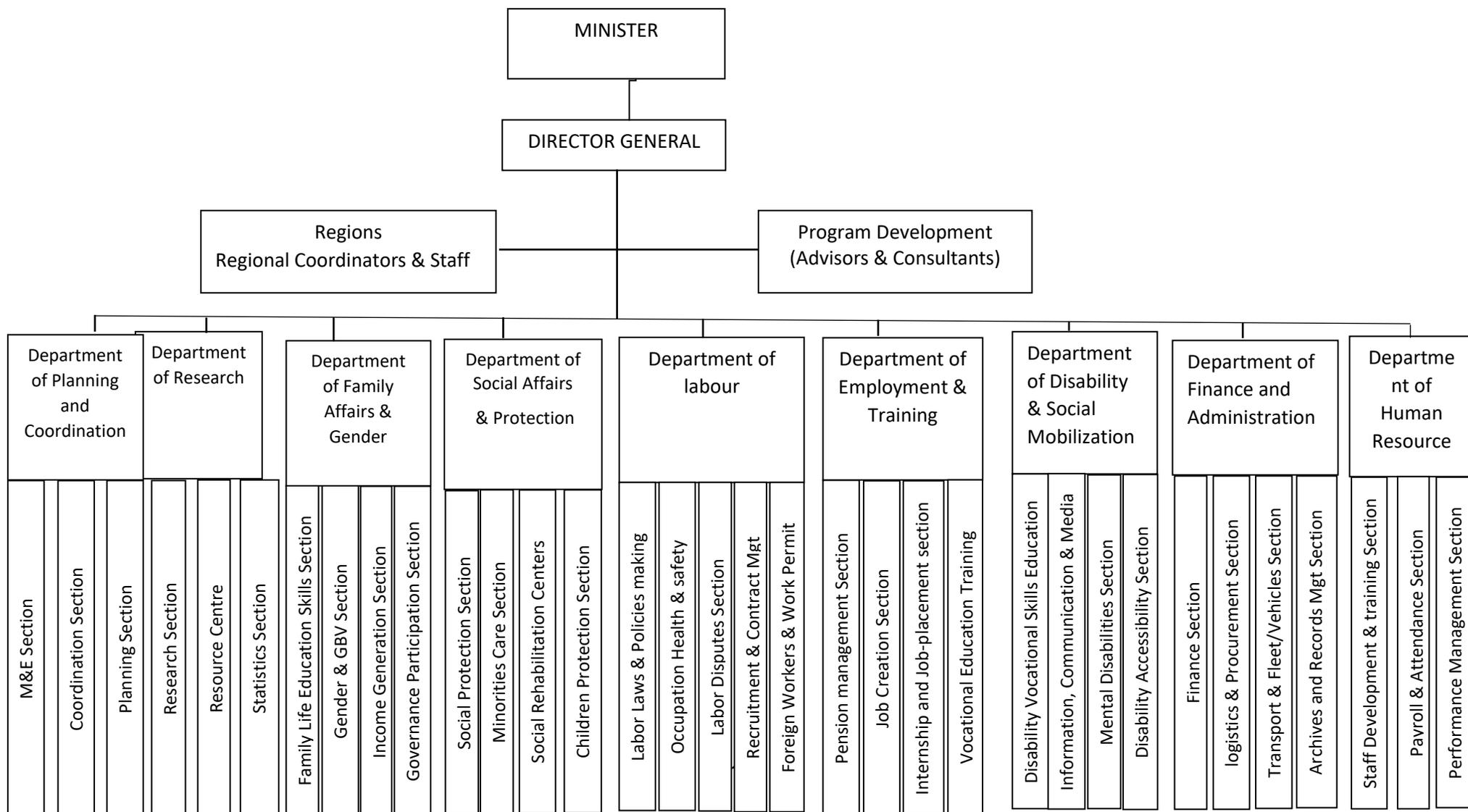
- MESAF Managed for the approval of crucial operational policies for national social programming
  - Sexual offence act
  - Child alternative care policy and child policy
  - Nation gender and child policy with five years action plan
  - National disability policy
  - Somaliland cabinets approved women and marginalized community quota Bill
- Establishing Resource center, where available reference books include: researches and assessments with child and gender issues
- Managed to attract funding from key social, employment and family focus funding agencies including technical support available for the programming support
- Staff capacity building and training

## **2.7 Capitalizing achievements for next 5 years strategy delivery**

MESAF using its successful achievements in the past and will be working with Somaliland ministries/agencies/offices, donors, Human Rights Commission, CSOs, and other stakeholders to build strengthened social relations and coordination to ensure that policies shaping the lives of Somaliland society reflect the views of underrepresented groups. MESAF will be working with partners from community level, national and regional level movement to advocate for inclusion of women and youth in decision-making processes

## 2.8 Organizational Structure (MESAF)

This is the MESAF Organogram to deliver this strategy. Departmental Job Profiles were developed as part of this strategic planning process, which will guide specific functions of each department, sections, sub-sections and units.



### 3.0 CONTEXTUAL TREND and SWOT ANALYSIS

#### 3.1 Socio-Economic Context

##### 3.1.1 Poverty

- Somaliland is one of the developing nations in the world with a GDP per capita of USD444 in 2012. , and this has led to macroeconomic volatility.
- According to the World Bank (2015), the amount of money required for an adult per month in 2013 to meet his/her needs is estimated at SLSh 207,300 in urban areas and SLSh 180,900 in rural areas. Adult individuals living on less than these estimates are considered living in poverty. Many households in Somaliland are struggling to meet their basic needs. Poverty is acute across the country and families but is more severe in rural areas. In 2013 more than 29% of the urban population were considered living in poverty. The basic needs are more prevalent in rural areas, where the poverty headcount rate stands at 37%. (Source: Reproduced from World Bank, (2015) and based on SLHS 2013,)
- The fiscal position is strong with approximately no outstanding debt. In the medium and the long-term, Somaliland is in a relatively stable place to take advantage of its peace dividend and secure economic and human development.
- Somaliland has developed a strong livestock sector that accounts for around 30% of GDP and the vast majority of its exports. However, the country requires critical reforms and investments to diversify its economy and reduce dependency on primary production.
- Somaliland's GDP in 2012 was estimated at USD1,558.4 million. Somaliland's GDP per capita stood at USD444 and is considered one of the lowest in the world.
- Private investment is meagre in Somaliland but should increase with improvements in the business environment
- The nation should see continued investment and economic growth from its stability. However, the impact of current drought is likely to be felt in the coming years.
- Somaliland's economy faces two major long-run challenges – the damaging effects of climate change and the low level of human capital in the country. Effectively meeting these challenges requires long-term strategies and higher levels of investment.
- Less than 50% of Somaliland's population is in the labour force. A minimum level of human development is required for long-term sustained economic *growth* (Source: *Somaliland MDG Report, 2010*).

### 3.1.2 Economic Activities

- Less than 50% of Somaliland's population is in the labour force. However, even among those that are considered economically active, poverty headcount rates are high. Services are the primary sector of work in both urban and rural areas, but livestock and agriculture are the most essential activities in rural areas.
- A minimum level of human development is required for long-term sustained economic growth.
- In Somaliland, firms with better-educated workforce also grow faster.

## 3.2 Gender

In Somaliland women's poverty is directly related to the absence of economic opportunities, lack of access to support services and women's minimal participation in decision-making processes.

Women constitute over 50 -60% of the population in Somaliland. Health indicators as per under-five and maternal mortality at 16 women per 1,000 live births. Coverage of public health services in rural areas, and for nomadic populations, is very limited; it is estimated that less than 15% of the rural population has access to any health provider (Ref: MoH)

The causes and experience of women's poverty is mainly related to the differential roles and responsibilities of women, men that are socially constructed and traditionally inherited. These roles constrain women's scope of independent activities and confine them to a narrow range of income-earning or employment opportunities

It is a challenge for women to be part of national and even local leadership because leadership in Somaliland is based on a clan system and is not a practice that clans nominate women to represent their clans in the national decision-making structures. In the 2004 elections, more women vied for parliamentary and local elections. Total candidates of 246 run for 82 parliamentary seats – 14 women in total out of which 7 qualified and 2 were elected. Out of the 360 members of municipality council elected from 23 districts in Somaliland, only 10 are women. Somaliland has no quota system and no provisions for getting women elected. Advocacy to change the condition in favor of women did not succeed and will be even more difficult to pass in the future since the parties perceive women candidates as not being too popular with the general populace and hence tapping winning votes for the competing political parties. Gender-based violence (GBV) sustains one of the most prevalent and persistent issues facing women

and girls globally. The UN General Assembly Declaration on the Elimination of Violence against Women (1993) expanded the scope of GBV to encompass physical, sexual and psychological violence, including threats and coercion occurring within families, in the general community, or condoned by the State

To address those gender-related challenges MESAF will adopt the following approaches:

- Gender will be a central pillar in all MESAF Programs. The aim is more vulnerable women, men and children will exercise their rights to have access to essential basic services, be free from any violence and to take control of their lives.
- Consultation with other stakeholders, capacity building gender training, will be conducted according to the needs and gaps identified for MESAF internal staff and partners.
- commitment and accountability maintained by MESAF Leadership on gender issues
- Building networks with stakeholders in Somaliland for gender mainstreaming.
- Scale up women's education programs, as education is key to women's empowerment
- Promote health services that are more beneficial to women and children to contribute to the wellbeing of the family, community and national development processes.
- MESAF Participation in and Support of initiatives and activities, such as: March 8 – Women's Day; 16 Days of Activism (25 November – 10 December); White Ribbon Day for the Elimination of Violence Against Women; International Human Rights Defenders Day; World AIDS Day; International Day for the Disabled; Survivors Day; Human Rights Day.

### **3.3 Disabilities**

MESAF commits to include the participation of persons with disabilities in decision making. Hence MESAF aims to change society in which persons with disabilities in all sectors/aspects of life by removing the attitudinal barriers, physical barriers, informational and communication barriers, and legislative, procedural and programmatic barriers.

Working with others, MESAF focus on services which address the needs of the most vulnerable Persons with Disabilities Women and children with Disabilities issues.

Their families and community at large often disregard people with disabilities in Somaliland as they are thought to be a problem to the family and add stigma to the community. Therefore, it is imperative to develop a collective consciousness and challenge society's disabling barriers so that people with disabilities can realize their human rights without discrimination to live a prosperous and independent life.

Working with organizations that are mandated or specialized in dealing with people with disabilities, MESAF will Lobby and advocate for mainstreaming disability-related issues in national policies, laws, development programs including leading and encouraging persons with disabilities to have forums and avenues to expose their inventions and innovations

### 3.4 Youth

The population of Somaliland is estimated at 4 million people with approximately 70% of the population below the age of 35 years. High unemployment rate and increasing Khat addiction are among the significant challenges facing the youth. Other major **challenges** faced by Somaliland Youth include; High rate of illiteracy, limited participation in decision-making processes, immigration and trafficking, increasing engagement of crimes, limited sports and recreation facilities and more.... Though this strategic plan is inclusive for all youth in Somaliland but will have a focus to Unemployed youth. The strategy will promote gender equality and equity among the youth, with focus on those with certain vulnerabilities including disabilities, being women or in extreme poverty.

#### **Recommended interventions for programming include:**

- Employment Creation by creating linkages between education and training institutions and the local labour markets and promoting awareness of labour laws in order to accommodate persons without a voice at the community
- With other government ministries, support the development, Launch and implementation of the Youth National Service Programme exclusively
- With other government ministries, promote only the development, Launch and implementation of the National **Self-help** programmes (**ISKAA-WAX U QABSO**), with a particular focus on youth participation
- Education and Training: by expanding opportunities for technical/vocational education and training (TVET) and empowering non-formal education sector, literacy and numeracy programs in all regions of Somaliland
- Empowerment of Young Women and Youth: by Participation in decision making: by Encourage youth representation at all levels of government, non-government and community decision making
- Support establishment of a Youth Fund to invest development programs through youth engagement
- Expand youth skills training centers that promote skills for mass employment

- Support initiatives that avail information for youth employment
- Data/Innovation Hub for Youth Employment
- National Apprenticeship Programmed
- Employability and Technical Skills Acquisition Centers
- Youth Works Link Up and Business Development Services Office
- Use of Short-term/Cash-for-Work for productive infrastructure rehab/civil works programmed
- Capital Transfer (Financial, knowledge, and technological) to Micro and Small-scale Enterprise Sector
- Revolving Funds

### 3.5 Development, Humanitarian and political context

#### 3.5.1 Development Context

According to the Somaliland National Development Plan document, future development efforts focused on the following pillars.

- **Investing in people with improved social services** (especially education, health, water and sanitation) to save lives and to raise human skills, and actions to address the needs of specific vulnerable groups such as women, children and the disabled.
- **Establishing an enabling environment for poverty reduction and sustainable growth** by expanding opportunities for employment and improving food security through better infrastructure, policies and actions to overcome constraints facing productive sectors and ensuring the protection of the environment and sustainable use of natural resources.
- **Deepening peace, improving security, and establishing good governance** through the strengthening of core public and private sector institutions and conflict preventing and resolving mechanisms.

The longer-term development aspiration of Somaliland has the *“Vision: A Stable, Democratic and Prosperous Country Where People Enjoy a High Quality of life”*.

To achieve that vision, the Somaliland National Development Plan II set the following Goals:-

- Maintain the human rights of every citizen and other vulnerable groups including women, children, disables, refugees, IDPs, returnees, asylum seekers and vulnerable communities at large, through good governance, equal access to social services and economic inclusion
- Reduce poverty through increased economic opportunities and coordinated investment in youth, women, services, production and infrastructure

- Increasing responsive resilience against the impacts of climate change through improved management of the environment, strategic water management, food security and diversification of the economy

### 3.5.2 Humanitarian Context

The causes of vulnerability in Somaliland are interconnected. Some of those causes rest upon direct impacts of climate change and inadequacy of effective coping strategies of the local communities to deal with these calamities. There are some major contributing factors to be highlighted including Environmental degradation, lack of economic diversification (high dependency on livestock), climate changes, natural disaster (cyclone *Sagar*) and conflict-induced displacement also induced food insecurity displacement which has increased vulnerabilities, especially pastoral and agro-pastoral communities.

Areas of interventions could be included: Strengthening mechanisms of disaster preparedness and management, creating market opportunities for livestock and agriculture production and diversifying sources of income, with special emphasis on pro-poor and vulnerable groups' support schemes. As mentioned in the Somaliland National Development Plan (NDP II), all approaches of program delivery will be ensured to adopt a human rights-based approach, where rights' holders and their entitlements and corresponding duty-bearers and their obligations, and works towards strengthening the capacities of rights-holders.

### 3.5.3 Political Context

Somaliland seceded from the former Republic of Somalia in 1991 and since then remained a political *defector* and recovered from the crisis that has profoundly affected its former partner of Somalia.

Somaliland maintained political stability and hence attracted international investment. In 2016 Somaliland signed 30-year concession with DP World of UAE for the management of the development of the multi-purpose port project at Berbera.

The Government of Somaliland succeeds creation of the Somaliland Development Fund (SDF) which provides a single delivery model that donors can support Somaliland's development goals. The Government of Somaliland has expressed a preference for the use of SDF as a way to channel external support and improve aid effectiveness delivery to innovative mechanisms that are tailored specifically to the Somaliland context. This uniqueness of governance was again rewarded by the international community to create

“The Somaliland Special Arrangement – SSA”, which is a single framework for engaging with Somaliland's development process under the New Deal partnership. Nevertheless. Therefore the Ministry of Employment, Social Affairs & Family (MESAF) has committed in this strategy to use that sustained stability to promote longer-term development programming through mobilizing Human Resources towards sustainable employment opportunities and safety-net programs for lower-income sectors and vulnerable groups of the society

### **3.6 SWOT Analysis (MESAF)**

#### **Strength**

- Leadership commitment in the ministry
- Active and collaborative stakeholders and partners
- Active/Ongoing projects with key partners including UNDP, UNICEF, SAVE THE CHILDREN, ACTION AID, UNFPA, UN WOMEN and coordination with UN agencies such as UNHCR, OCHA...(to cite some of the key active partners/allies)
- Qualified and skilled employees
- Training package/curricula for job seekers
- Availability labour laws and work permit regulations, i.e. data storages for foreign workers including refugees and asylum seekers
- Good capacity for monitoring the application of labour laws in the market
- Approved legal frameworks in place:
  - Sexual offence act
  - National gender policy
  - The national gender action plan
  - Alternative childcare policy
  - Child protection policy
  - National disability policy
  - National plan of action for children
- Draft Policies and Legal Frameworks in place:
  - National FGM/C Policy
  - FGM/C bill
  - GBV Policy
  - Child right act
  - Family law
  - National FGM/C Researches
  - Post-election study
  - Gender-based violence survey
  - GBV Service mapping

- Referral mechanism pathway
- Reporting mechanism tools
- Women aspirant directory tool
- Education for child care centers
- Strong in Budget preparation, budget management and control
- Regular quarterly budget spends vs actual report/updates
- Modern national financial management in place
- The good working environment at workspace.
- attendance (finger printer) system in place
- Technical Advisors embed with programs
- Functioning Coordination Meetings that MESAF is a leading role:
  - GBV WG Monthly meeting
  - CP WG Monthly meeting
  - Gender cluster meeting
  - Social workers regular Meeting
  - Employment sector working actors

## **Weaknesses**

- Low staff motivation, promotion and demotion that is affecting performance
- Lack of job description and specification for staff/employees
- Limited capacity among all department Staff
- The right person isn't in the right position
- No job creation code
- No job creation policy
- Inadequate budget
- Misunderstanding of Work permit Amongst work permit stakeholders/partners
- Foreign workers obtain permit employment without the approval of MESAF
- Weak coordination between MESAF, Immigration and Ministry of Finance
- No clear vision of foreign work permit by MSAF
- Poor archives and database systems in all departments
- Poor information sharing among departments and their staff
- Unapproved important policies and laws
- Mandate confusions regarding internal and the external of the ministry
- Confusion and overlap among departments mandates, job descriptions and TORS of programs (internal)
- Inadequate supervision and control among the managers and staff ministry
- Poor implementation policies and laws
- The regional offices of the ministry not functioning
- There is no database system

- Poor coordination among governmental institutions
- Lack of disability policy implementation
- Unemployment escalation
- The poor relationship between HQ and regions

### **Opportunities**

- Activated employment sector that contributes to employment strategy
- Availability of laws and policies, such as Labor Law s, Internship policy that is underway, CPRD and other regional and international laws or treaties
- Office Premises and equipment
- Availability of projects and funds
- Supportive ministry leadership
- Qualified staff
- Active and collaborative stakeholders
- Strong stakeholder’s quarterly coordination meetings
- Increasing partners engagement that are financing projects guided by clear MoUs and LOA’S
- Contributing support from technical advisors (TAs),

### **Threats**

- Consistent replacement of political figures in government circles
- Employment strategy becomes as a document but not implemented.
- Competition as a result in mandate confusions between government institutions
- Limited resource for efficient performances
- MESAF programmatic priorities and rarely matched with donor funds.
- Hard to get labour market information
- Less market responsive Vocational Training Centers and training institutions
- A mismatch between market demand and labours supply, high market skills saturations
- Disability unfriendly programs and plans of both government/ and International actors/agencies
- Limited knowledge to realize the right of persons with disabilities in Somaliland
- Lack of responsive protection policies

### 3.7 Stakeholders' analysis

		POTENTIAL STAKEHOLDERS OR PARTNERS			
MESAF PRIORITIES		Government	National Non-State Actors (LNGOs, Pvt sector, Diaspora, citizens & general public ...)	International Community (UN, INGOs, Donors...)	Potential support or Areas for collaboration
1.	<p><b>SG1: Promoting conducive legal and regulatory framework for employment creation &amp; protecting labour rights</b></p> <p><i>{Key Ingredients: Employment laws and policies, the capacity of MESAF}</i></p>	<p>CSC (civil service commission)</p> <p>Immigration Dept.</p> <p>NDRA</p>	<p>Yovenco, Shaqodoon, Havoyoco, CLHE, SONYO, Yovenco, CCS, Anppican, Trade Unions</p> <p>Telecommunication s Companies</p> <p>Private Banks</p> <p>Energy companies</p> <p>Airline companies</p>	<p>UNICEF, ILO, Oxfam, SC, UNHCR, IOM, SOS, CARE , ARC, Innovate, Shuraako, ADAM, Population Council</p>	<ul style="list-style-type: none"> <li>○ Support on review and updates of labour laws and policies</li> <li>○ MESAF staff capacity building training</li> <li>○ A rollout of labour laws and policies to respective target groups</li> <li>○ Organizing employment-related events and conferences</li> <li>○ Support on the promotion of the nation's pension schemes</li> <li>○ Advocate for the Refugees, Asylum seekers, returnees and IDPs employment rights to create employment generation and provide capacity building to</li> </ul>

			Trade companies  Industrial & production companies		have an equal access job opportunity with the host community as stated by the Somaliland constitution Article (8)  ○
2.	<p><b><u>STG2:</u></b> <b>Increasing equity in accessing social services and protected rights of vulnerable groups of the Society</b></p> <p><i>{Key Ingredients: legal services, health services, GBV, family welfare, education, case management system}</i></p>	<p>DRR &amp; Food Reserves Agency (NADFOR)</p> <p>National Agency for Displacement and Refugees (NDR)</p> <p>HR Commission</p> <p>M. religion &amp; endowment</p> <p>Local Governments</p>	<p>WAAPO, NAGAAD, NAFIS, GARSOOR Yovenco, CCS, CLHE SOSCO, TASCO, CWW, Diaspora</p>	<p>UNHCR, DRC, NRC, HI, UNWOMEN, UNDP, NFPA, Action Aid, Oxfam, CARE, SC, SOS, IOM</p>	<p>○ Friendly legislative reforms for vulnerable groups of the society</p> <p>○ Aces to basic services</p> <p>○ Child protection policies and interventions</p> <p>○ Support Targeting vulnerable groups of the society including women, children, disables, refugees, IDPs, returnees, asylum seekers and vulnerable communities at large.</p> <p>○ Capacity building and training of social workers</p> <p>○ Support to high-level programming coordination meetings</p> <p>○ Family welfare initiatives</p> <p>○ Creating awareness campaigns regarding family unity having support both religious and traditional elders to avoid family separation</p> <p>○ GBV interventions</p>

					<ul style="list-style-type: none"> <li>○ Addressing the gender gaps and differences among the refugees and IDPs communities</li> </ul>
3.	<p><b>Strategic Goal 3: <u>STG3:</u></b>  <b>Promoting the decision-making ability of women &amp; youth to influence the direction of national social changes</b></p> <p><i>{Key Ingredients: decision making political parties, quota system, political representation, Women empowerment}</i></p>	<p>Parliament</p> <p>Good Governance Commission</p>	<p>NAGAAD</p> <p>SONYO</p> <p>NEFIS</p> <p>Havoyoco</p> <p>GARSOOR</p> <p>CCS</p> <p>CLHE</p>	<p>UNWOMEN, UNDP, UNFPA, UNCHR, Action Aid, Oxfam, CARE</p>	<ul style="list-style-type: none"> <li>○ Support to women’s efforts in participating national decision-making forums/bodies</li> <li>○ Mainstreaming gender in all types of programs</li> <li>○ Capacity building and training for women empowerment and people with disabilities, minorities...etc.</li> </ul>
4.	<p><b>Strategic Goal 4: <u>STG4:</u></b>  <b>Empowering Women, People with Disability and other Venerable Groups by Increasing their Accessibility to Opportunities of Economy, Education And Skills and Control Over Key Resources</b></p> <p><i>{Key Ingredients: alternative livelihoods, credits and grants, family life education skills, Children protection, vulnerability to natural hazards, Women empowerment}</i></p>	<p>M. Agriculture</p> <p>M. L/stock &amp; Fisheries</p> <p>M. Finance</p> <p>MoE</p> <p>MoTTI</p> <p>Local Governments</p>	<p>NAGAAD</p> <p>Havoyoco</p> <p>NAFIS</p> <p>Yovenco</p> <p>Telecommunication s Companies</p> <p>Private Banks</p> <p>Energy companies</p> <p>Airline companies</p> <p>Trade companies</p>	<p>UNICEF, UNDP, UNHCR, PENHA, F.SYD, GEEL, ISF, FAO, FCA, Action Aid, Oxfam, CARE, SC, Shuraako, SOS</p>	<ul style="list-style-type: none"> <li>○ Projects/programs related to family life education skills for women</li> <li>○ Affordable financial schemes for low-income families</li> <li>○ Projects/programs for non-formal education opportunities for women and girls</li> <li>○ Support for emergency response interventions</li> <li>○ Assistance to child protection programs</li> </ul>

			Industrial & production companies		
5.	<p><b><u>STG5:</u></b>  <b>Increasing the capacity of MESAF for efficient delivery of its mandate.</b></p> <p><i>{Key Ingredients: Strategic Plan, annual plans, Coordination, communication, Program development, staff performance, admin/fin Mngt systems, outreach to all regions and districts}.</i></p>	CSC		WB	<ul style="list-style-type: none"> <li>○ A rollout of MESAF working documents</li> <li>○ Geographical expansion of MESAF to all regions</li> <li>○ MESAF staff capacity building and training</li> <li>○ Office equipment and facilities</li> </ul>

## 3.8 Theory of Change and strategic choices.

### 3.8.1 Power Analysis.

- The web of people and institutions who have the power to create change (both positive and negative) in Somaliland stretches from community to international level. SL has recently signed a mega agreement with DPW for an investment of the *Berbera* port and its extended trade corridor to the dry port of *Wajaale* border town. This is expected to increase the significance of the influence of Somaliland to the regional political game
- The role of international organizations will be crucial to achieving long-term change in Somaliland. Moreover, MESAF will involve them and give them space of engagement to deliver this strategy
- As described in the contextual analysis section above the political dynamics in Somaliland are complex with a wide range of stakeholders shaping the situation. Clan dynamics are also important and will be considered in programming across different districts and communities.
- With Somaliland seeking formal recognition for its country and be independent of Somalia, the scope and legitimacy of political authority is highly contested and a source of conflict with Somalia is always in the political agenda. However, such conflict will have no effect at all in implementing the objectives of this strategy.
- The Formal governance structures of the Somaliland government has proven peaceful environment that has been sustainable for the last three decades, this will be also capitalized to be used to deliver this strategy with expected targets of development. There is a vibrant culture of discussion and engagement in debate. Voices of youth and women, people with disabilities, minorities are weak within existing clan-based structures. However, there is real progress in shaping and advocating policies that are favorable for the involvement of women, youth, people with disabilities and minority groups into decision making mainstreams.
- The MESAF leadership and program teams are aware some of the contextually related challenges that are making the poverty more significant, such as the low Literacy levels, especially women, gender issues of being Patriarchal society and clannism. However, to overcome these challenges, MESAF will actively engage all major stakeholders including Community, traditional and religious leaders, Government, the private sector, NGOs, UN, Donors and other regional and international actors. MESAF will also use all positively contributing factors on the ground to realize the strategy objectives, such the available technology Network coverage and other economic opportunities.

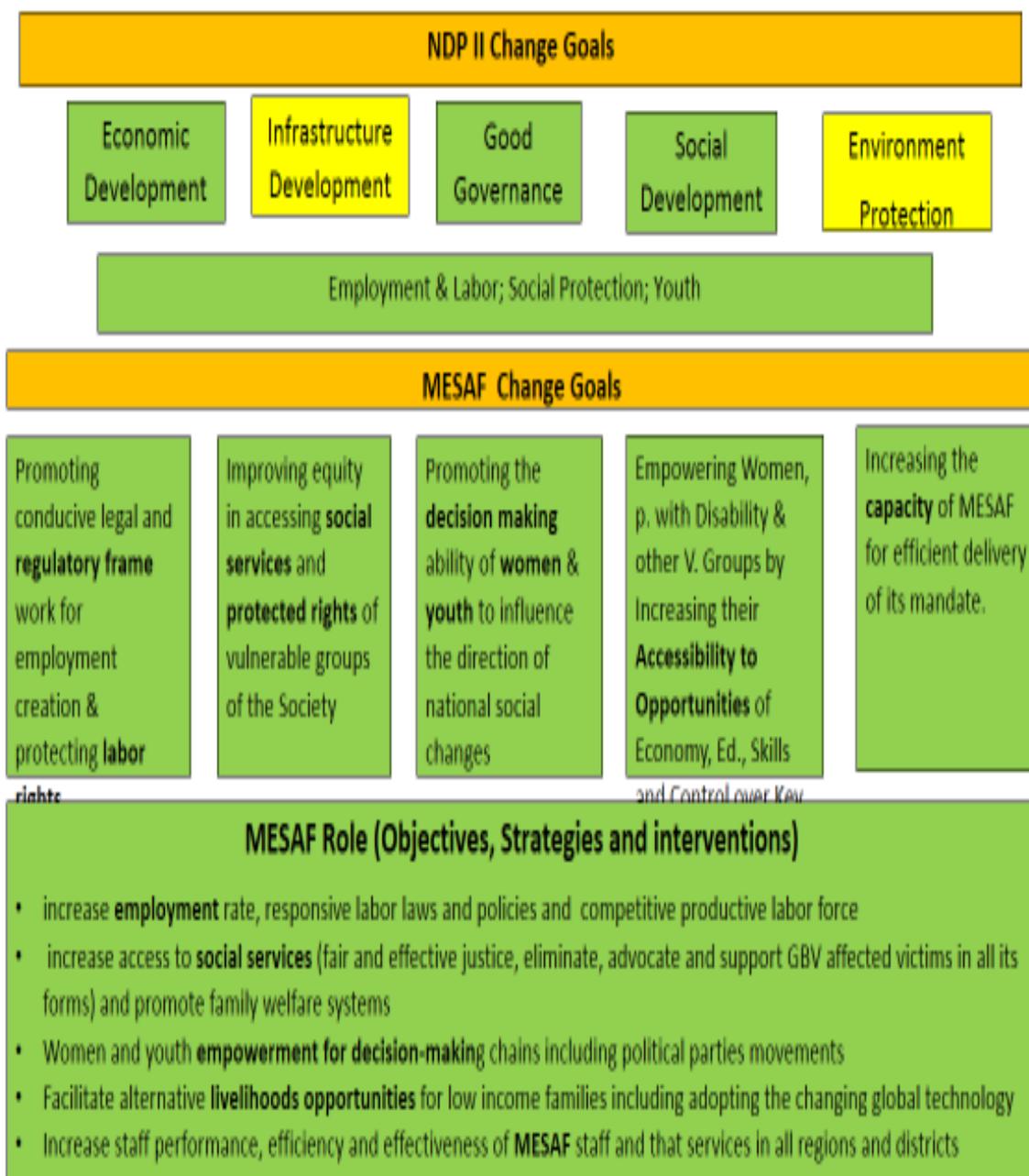
### 3.8.2 Risk Management

In general, there no foreseeable risks, regarding access, that may object or block MESAF activities implementation all Somaliland regions and districts. However, for a smooth program running the following internal/external risks needs to be considered and proactively managed

<b>Risk</b>	<b>Likelihood/ probability</b>	<b>Impact</b>	<b>Mitigation Measure Actions to alleviate</b>
<b>Low commitment</b> by senior MESAF staff for rolling out or implementing the strategy	M	H	generate buy-in by involving the senior management (Minister, DG, all Directors) to the plan
<b>Overlapping</b> or duplicative of Functions/mandates of MESAF with other government ministries/agencies.	H	H	Review and restructure the ministry in line with its essential functions and ensure they complement with other government like mandated govt departments/offices with continuous coordination and planning mechanism
<b>Shifting of donor priorities</b>	L	H	Monitor the trend of funding, mapping of funding sources that have matching priorities, be flexible and adapt
<b>Natural disasters</b> (droughts) affect Program activities implementation	M	H	Emergency Preparedness and Response Plan in place Including close coordination with the agency for Disasters Prepared and Food Reserves - NADFOR and NDRA
<b>Hard to reach areas,</b> challenges to reach target groups during conflicts	H	M	Engagement of communities and ensuring equity in the distribution of services

### 3.8.3 DELIVERY MODEL

#### 3.8.3.1 Alignment of Change Goals to National Priorities



## PART IV: STRATEGIC DIRECTION

### 4.0 STRATEGIC GOALS, STRATEGIC OBJECTIVES, & RESULTS

Strategic Goal 1: <b>STG1:</b> Promoting conducive legal and regulatory framework for employment creation & protecting labour rights	
Objectives	Outputs
<p><b>STO1.1</b> To increase <b>the employment</b> rate by enhancing linkage between Labour workforce and strategic demands in the market</p>	<ul style="list-style-type: none"> <li>○ The increased employment rate in the market</li> <li>○ Market-oriented education system adopted</li> <li>○ Training Database system containing available jobs across the country established</li> </ul>
<p><b>STO1.2</b> To promote responsive labour <b>laws</b> and <b>policies</b> for creating a conducive environment for nationals and foreign job seekers.</p>	<ul style="list-style-type: none"> <li>○ Increased capacity of MESAF to apply labour laws</li> <li>○ Labour laws and policies amended, reviewed and updated</li> </ul>
<p><b>STO1.3</b> To Create/promote competitive, <b>productive</b> labour force that are connected to the changing global <b>technology</b></p>	<ul style="list-style-type: none"> <li>○ Software data base created for the active workforce</li> <li>○ Capacity building programs rolled out to all sectors</li> </ul>
Strategic Goal 2: <b>STG2:</b> Improving equity in accessing social services and protected rights of vulnerable groups of the Society	
Objectives	Outputs
<p><b>SO2.1</b> To increase access to social services and develop service delivery mechanisms for vulnerable in Somaliland (Women, Children, Disability, and Minority).</p>	<ul style="list-style-type: none"> <li>● Developed friendly legislation and promote Increased access to <b>legal and protection services</b> for vulnerable and groups of the community</li> <li>● Increased access to <b>health services</b> by vulnerable groups of community and strengthened referral pathways among stakeholders</li> </ul>
<p><b>SO2.2</b> To eliminate, advocate and support <b>Victims/Survivors</b> affected victims in all its forms.</p>	<ul style="list-style-type: none"> <li>● Improved and updated case management system for children and women with protection concerns</li> <li>● Sexual and gender-based violence strategy for social protection Developed (<b>GBV</b>).</li> </ul>
<p><b>SO2.3</b> To promote <b>family</b> welfare systems and life <b>education</b> skills for vulnerable women,</p>	<ul style="list-style-type: none"> <li>● Improved formal and non-formal education programs for children, women, girls and other non-affordable groups</li> </ul>

children, youth, IDPs, people with disabilities and minorities.	<ul style="list-style-type: none"> <li>Established preventive and response system for separated and unaccompanied without parental care children in Somaliland</li> </ul>
<b>Strategic Goal 3 : STG3: Promoting Women's Political Participation and Representation in the Decision-Making Process for Equitable Development</b>	
<b>Objectives</b>	<b>Outputs</b>
SO3.1: To enhance and empower women in decision-making processes at the local and national level.	<ul style="list-style-type: none"> <li>Enhanced women's participation in the decision-making process and public life through a legislative <b>quota</b> system</li> <li>Mainstreamed <b>gender</b> issues in political, social and economic development programs at different levels.</li> </ul>
SO3.2: To increase the inclusion of women taking part in <b>political</b> parties' movements in fair representative roles	<ul style="list-style-type: none"> <li>Increased <b>political representation</b> of women and young girls in leadership roles</li> </ul>
<b>STRATEGIC GOAL 4: Empowering marginalised and venerable groups economically through quality education, skills and provision of financial schemes.</b>	
<b>Objectives</b>	<b>Outputs</b>
SO4.1: To promote accessible livelihood opportunities for poor venerable, and low-income families.	<ul style="list-style-type: none"> <li>Facilitated, designed and established access to financial schemes of <b>credits</b> and <b>grants</b> for low-income families.</li> <li>Strengthened community's resilience and reduced their vulnerability to natural hazards by having access to resources and opportunities.</li> </ul>
SO4.2: To promote and advocate quality education and marketable <b>family life education</b> skills	<ul style="list-style-type: none"> <li>Non-formal education opportunities and skills availed for women and girls.</li> </ul>
<b>Strategic Goal 5: STG5: Increasing the capacity of MESAF for efficient delivery of its mandate.</b>	
<b>Objectives</b>	<b>Outputs</b>
SO5.1: To scale up MESAF representations and services in all regions and districts	<ul style="list-style-type: none"> <li>Increased MESAF infrastructure in the regions and districts</li> </ul>
SO5.2: To Increased <b>staff performance</b> , efficiency and effectiveness	<ul style="list-style-type: none"> <li>Internal administrative policies and procedures review and adopted</li> <li>Personal/staff capacity assessment conducted</li> </ul>
SO5.3: To improve Coordination and Planning functions of the Ministry	<ul style="list-style-type: none"> <li>MESAF coordinating mechanism devolved at a regional level</li> <li>MESAF key working documents used as coordination, planning and resource mobilization tools</li> </ul>

**PART V: PROGRAM DELIVERY**

**5.0 PROGRAM LOGIC (RESULT BASED FRAMEWORK)**

**STRATEGIC GOAL 1**

**STRATEGIC GOAL 1 : PROMOTING CONDUCIVE LEGAL AND REGULATORY FRAMEWORK FOR EMPLOYMENT CREATION & PROTECTING LABOR RIGHTS**

OBJECTIVES	NDPII OUTCOMES	OUTPUTS	BASELINE	TARGETS /KEY ACTIVITIES/INTERVENTIONS			
				2018	2019	2020	2021
<p><b>STO1.1</b> To increase the employment rate by enhancing linkage between Labour workforce and strategic demands in the market</p>	<p>By 2021, increase the number of individuals who have relevant education and skills, including technical and vocational skills for employment by 20% (SDG4)</p>	<ul style="list-style-type: none"> <li>o Increased employment rate in the market</li> <li>o Market-oriented education system adopted</li> <li>o Training Database system containing available jobs across the country established</li> </ul>	<ul style="list-style-type: none"> <li>o No harmonized TVET Curricula</li> <li>o Limited statistics of market labour trends</li> <li>o Low information access/availability for job seekers</li> </ul>	<ol style="list-style-type: none"> <li>1. Conducting National Employment Forums Consultations</li> <li>2. Reviewing and harmonizing curriculum of the education/ TVET</li> </ol> <p>Increasing information follow between job seekers and employers through strengthening the Hargeisa job- centers</p>	<ol style="list-style-type: none"> <li>1. Conducting consultation forums for Lobbying education/skill training promotion</li> <li>2. Reviewing and harmonizing curriculum of the education/TVET.</li> <li>3. Consultation of National Employment Research</li> <li>4. Lobbying for capacitating quality assurance.</li> <li>5. Setting up a database for job seekers and</li> </ol>	<ol style="list-style-type: none"> <li>1. Continuation of the National Employment Forums consultations</li> <li>2. Conducting National Employment Conference</li> <li>3. Implementation of the National Employment Research</li> <li>4. Encouraging local industrial productions and consuming to increase employment opportunities</li> <li>5. Raise awareness on available</li> </ol>	<ol style="list-style-type: none"> <li>1. To submit statistically the overall Provision of statistics of labour trends in the country. (survey)/annual</li> <li>2. Meetings/work shops for Sensitization programs on productivity.</li> <li>3. Improve access information job opportunities and placement of job seekers in all regions through MESAF webpage</li> </ol>

				3. Annual Employment conference	employers for employment purpose. 6. Capacitating and expanding job centers in of Burao and Berbera.	employment and training opportunities. (Through linking MESAF website and other national media 7. holding conference) 8. Provide counselling services and facilitate job placement.	4. Improve employability skills by availing targeted capacity building training
<b>STO1.2</b> To promote responsive labour laws and policies for creating a conducive environment for nationals and foreign job seekers.	By 2021, strengthen and enforce the policy, legal and institutional framework for protecting labour rights, promoting entrepreneurship, safe and secure working environment for all workers, and eliminating child labour (SDG4)  By 2021, Somaliland will devise	<ul style="list-style-type: none"> <li>○ Increased capacity of MESAF to apply labour laws</li> <li>○ Labour laws and policies amended, reviewed and updated</li> </ul>	<ul style="list-style-type: none"> <li>○ Labor Law review in draft</li> <li>○ Employment policy is in draft</li> <li>○ No OSH policy or Act in place</li> <li>○ No Child Labor Act/Policy in place</li> <li>○ No Termination policy/act in place</li> <li>○ No Recruitment</li> </ul>	<ol style="list-style-type: none"> <li>1. Formulating employment policies and amending the Private Sector Employees Act.</li> <li>2. Creating national labour policy private sector employee policies</li> <li>3. Finalization of the Pension policy and act</li> </ol>	<ol style="list-style-type: none"> <li>1. Creating OSH and inspection policy, labour relation act and work permit policy.</li> <li>2. Creating child labour act/policy.</li> <li>3. Creation of the Termination Policy/act</li> <li>4. Creation of the Recruitment Policy and Act</li> <li>5. Creation of Work Accident Compensation Policy and Act</li> </ol>	<ol style="list-style-type: none"> <li>1. Finalization of the different policies such as OSH POLICY/ACT, recruitment policy and act, termination policy and act and Work Accident Compensation Act</li> </ol>	<ol style="list-style-type: none"> <li>1. Promote preventive mechanisms of work accidents, labour force and child labour Clarify).</li> <li>2. Promoting labour administration system to prevent labour rights violation.</li> </ol>

	development and entrepreneurship-oriented policy framework (SDG8)		<ul style="list-style-type: none"> <li>Policy/Act in Place</li> <li>Pension Policy/ACT Draft</li> <li>No Work Accident Compensation Policy and Act</li> </ul>				
<b>STO1.3</b> To Create/promote competitive, <b>productive</b> labour force that are connected to the changing global <b>technology</b>	By 2021, reduce the proportion of youth not in employment, education or training to 25% for males and 17% for females (SDG8)	<ul style="list-style-type: none"> <li>Software database created for an active workforce</li> <li>and capacity building programs rolled out to all sectors</li> </ul>	<ul style="list-style-type: none"> <li>limited skills for technology innovations and changes</li> <li>Limited knowledge of Apps programming and utilization</li> </ul>	<ol style="list-style-type: none"> <li>An orientation of a labour force to the advantage of technology adaptation.</li> <li>Applying for work permit through an online application system.</li> <li>Conduct capacity building workshops for software development applications</li> </ol>	<ol style="list-style-type: none"> <li>Awareness and encouraging volunteerism and/or youth internship.</li> <li>Home jobs skills trained and connected through the internet or social media.</li> </ol>	<ol style="list-style-type: none"> <li>Encouraging people with innovative based on technology.</li> <li>Facilitating/supporting environment for internship and youth volunteerism.</li> <li>Organizing national exhibition for mass employable potential projects</li> </ol>	<ol style="list-style-type: none"> <li>Establishing forums for jobs technology.</li> </ol>
<b>SO3.2:</b> To increase the inclusion of youth and women taking	<ul style="list-style-type: none"> <li>By 2021, the Government of Somaliland will enact</li> </ul>	<ul style="list-style-type: none"> <li>Increased <b>political representation</b> of women and</li> </ul>	Slow/or weak continuity for women debate forums of	<ol style="list-style-type: none"> <li>Supported Women organizations and CSOs campaigns</li> </ol>	<ol style="list-style-type: none"> <li>Supported Women organizations and CSOs campaigns for</li> </ol>	<ol style="list-style-type: none"> <li>Supported Women organizations and CSOs campaigns for</li> </ol>	<ol style="list-style-type: none"> <li>Support Women organizations and CSOs campaigns for</li> </ol>

<p>part in <b>political</b> parties movements in fair representative roles</p>	<p>and adapt non-discriminatory policies and legislation (SDG10)</p>	<p>youth in leadership roles</p>	<p><b>political participation</b></p>	<p>for demanding more in all national decision-making circles</p> <p>2. Supported xxx debates on women's political participation run by women activities</p>	<p>demanding more in all national decision-making circles</p> <p>2. Supported Women organizations and CSOs campaigns for demanding more in all national decision-making circles</p>	<p>demanding more in all national decision-making circles</p> <p>2. Supported Women's Lobby group (s) or initiates for increased political participation</p>	<p>demanding more in all national decision-making circles</p> <p>2. Supported Women activities for funding initiatives to women's political participation</p>
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## STRATEGIC GOAL 2

STRATEGIC GOAL 2 : IMPROVING EQUITY IN ACCESSING SOCIAL SERVICES AND PROTECTED RIGHTS OF VULNERABLE GROUPS FTHE SOCIETY							
OBJECTIVES	NDPII OUTCOMES	OUTPUTS	BASELINE	TARGETS /KEY ACTIVITIES/INTERVENTIONS			
				2018	2019	2020	2021
<p><b>SO2.1</b> To increase access to social services and improve service delivery mechanisms for vulnerable in Somaliland (Women, Children, Disability, and Minority).</p>	<ul style="list-style-type: none"> <li>By 2021, 30% of vulnerable population will have access to social protection systems <b>(SDG1)</b></li> <li>By 2021, Alleviate the prevalence of undernourishment of rural and urban population by 12% <b>(SDG2)</b></li> </ul>	<ul style="list-style-type: none"> <li>Developed friendly legislations and promote Increased access to <b>legal and protection services</b> for vulnerable and groups of the community</li> <li>Increased access to <b>health services</b> by vulnerable groups of community and</li> </ul>	<ul style="list-style-type: none"> <li>Sexual offensive law in place but needs to be rolled out</li> <li>No law for disability protection</li> <li>Alternative care policy in place</li> <li>Child Act in an approval process</li> <li>Disability policy in place but not yet rolled out</li> <li>No internship policy in place</li> </ul>	<ol style="list-style-type: none"> <li>Formulation of an Implementation action plan of offensive sexual law</li> <li>Approval of the child act</li> <li>Finalization of the family bill</li> <li>To create a psycho-social professional pool for Somaliland</li> <li>To build the capacity of psycho-social workers in all regions</li> <li>Advocate the Approval of the Child Act from the Cabinet of the Ministries houses of the parliament</li> </ol>	<ol style="list-style-type: none"> <li>Formulation of disability protection law</li> <li>Formulate national disability strategy</li> <li>finalize of the family draft law</li> <li>Training for law enforcement agencies and institutions</li> <li>Awareness programs on laws and policies</li> <li>Implementation of Child protection law</li> <li>Formulation of GBV policy</li> <li>Implementation of alternative care policy</li> <li>Implementation of Child</li> </ol>	<ol style="list-style-type: none"> <li>Dissemination and implementation of disability policies</li> <li>Dissemination and implementation of FGM law and policy</li> <li>Implementation of Disability policy</li> <li>Review of the National implementation action plan of child protection</li> <li>Development of sophisticated technologies for psycho-</li> </ol>	<ol style="list-style-type: none"> <li>Evaluating the challenges and success of the Disability law and policies implementation in perspective</li> <li>Setting up of Community based Rehabilitation strategy</li> <li>Establishment of</li> </ol>

		strengthened referral pathways among stakeholders		<p>7. launch and disseminate approved child act</p> <p>8. Stakeholders (STH) information sharing framework established and implemented</p> <p>9. ToR (terms of reference) for child protection information shared with STH in place</p> <p>10. Development CPIMS+ system (domesticating primero system) in Somaliland</p> <p>11. Develop user's guideline of the Primero package</p> <p>12. Capacity building package developed for partners and</p>	<p>Protection policy</p> <p>10. Setting up guidelines and procedures of psycho-social services</p> <p>11. Psycho-social training for regional teams</p> <p>12. Develop national implementation action of the Somaliland Act</p> <p>13. Enhance the capacity of the involved actor for the CA implementation</p> <p>14. Establish monitoring mechanisms for the CA implementation</p> <p>15. Mapping for all stakeholders' priorities (child protection, disabilities and other</p>	<p>social services improvement</p> <p>6. Create Implementation mechanisms CA</p> <p>7. Establish advocacy forums for the CA implementations</p> <p>8. Trainings CP social worker the usage of the Primero package</p> <p>9. Functioning Child protection networks in place</p> <p>10. Functioning Child Protection STH forum</p> <p>11. Facilitate xxx review meeting/workshops for</p>	<p>family welfare systems</p> <p>4. Desk review meeting s/workshop for the CA implementations</p> <p>5. Facilitate baseline evaluations for the level of the CA implementation and its impact on children's rights</p> <p>6. Convene Regular coordination meeting</p>
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				<p>protections workers</p> <p>13. Develop dissemination and implementation for approved policies (alternative care and child protection policies)</p> <p>14. Mapping out existing social service in all central target locations and identify gaps for improvement</p> <p>15. Develop an emergency preparedness plan for supporting vulnerable women and children affected by emergencies</p> <p>16. Strengthened <b>child protection</b> systems by</p>	<p>vulnerable groups) conducted and reported</p> <p>16. National information sharing code of conduct and protocols developed</p> <p>17. Facilitated joint programs among the CP actors, women, disabilities and minorities focus partners/actors</p> <p>18. Launching Primero system usage in Somaliland</p> <p>19. Facilitate the practice of</p> <p>20. Establish additional one-stop center for survivors of SGBV</p>	<p>the Primero users</p> <p>12. Support Social workers to apply their day to day CP recording the primero system in Somaliland</p> <p>13. Increase the utilisation of CMR services for the marginalised women and children</p> <p>14. Establish specialised <b>psychosocial</b> service centres and pool of service providers</p> <p>15. Strengthened Stakeholders <b>Coordination</b> structures</p> <p>16.</p>	<p>s/works hops</p> <p>7. Facilitated joint programs among the CP actors</p> <p>8. Review CPIMS+ package (Primero) and incorporate and user experience and lessons learned during the three years</p>
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				oorganizing national child rights conference			
<p><b>SO2.2</b> To advocate and eliminate all forms of abuse and discrimination and support Victims/Survivors affected</p>	<ul style="list-style-type: none"> <li>By 2021, Reduce HIV/AIDS new infection by 10%, and ensure access to information for all <b>(SDG3)</b></li> <li>By 2021 Implement legal framework that will reduce all forms of discrimination against all marginalized groups (women, children, minority, people with disability and youth) everywhere <b>(SDG5)</b></li> <li>By 2021, reduce the incidence of domestic violence against women by 16% <b>(SDG5)</b></li> <li>By 2021 reduce the incidences of rape and other</li> </ul>	<ul style="list-style-type: none"> <li>Improved and updated case management system for children and women with protection concerns</li> <li>Sexual and gender-based violence strategy for social protection Developed <b>(GBV)</b>.</li> </ul>	<ul style="list-style-type: none"> <li>Different protection information management systems need to be harmonized</li> <li>S&amp;GBV strategy initiated but not yet transformed into a live working document</li> </ul>	<ol style="list-style-type: none"> <li>Improved Case Management Systems</li> <li>Establish provisional degree, certificate, diploma courses for social workers</li> <li>Establishment of Child Information Management System</li> <li>Creation of Disability Information Management System</li> <li>Updating the Gender-Based Violence Information System</li> </ol>	<ol style="list-style-type: none"> <li>Provision of Case Management training for Social Workers and Case Workers</li> <li>Provision of CPIMS training for Child Protection staff/ social workers</li> <li>Increase number of one-stop centers for SGV survivor</li> </ol>	<ol style="list-style-type: none"> <li>Strength Protection Services</li> <li>Advocate government allocate on protection services</li> <li>- Provided internship and placements for students/graduates of professional social work degrees/diploma/certificate</li> </ol>	

	<p>forms of sexual violence by 50% (SDG5)</p> <ul style="list-style-type: none"> <li>By 2021, reduce 50% of all forms of violence and related death rates everywhere (SG16)</li> </ul>						
<p><b>SO2.3</b> To promote family welfare systems and life education skills for vulnerable women, children, youth, IDPs, people with disabilities and minorities.</p>	<ul style="list-style-type: none"> <li>By 2021, reduce the new incidences of FGM amongst young girls to 8% (SDG5)</li> <li>5. By 2021, reduce the new incidence of early and forced marriage by 5% (SDG5)</li> <li>6. By 2021, the Government of Somaliland will allocate 2% annual budget for the promotion of gender equality and the empowerment of all women and girls at all levels (SDG5)</li> </ul>	<ul style="list-style-type: none"> <li>Improved formal and non-formal education programs for children, women, girls and other non-affordable groups</li> <li>Established preventive and response system for separated and</li> </ul>	<ul style="list-style-type: none"> <li>No registered alternative care centres in Somaliland</li> <li>Established and increased the Desks borders for UASC</li> <li>No child-friendly transit centres for UASC</li> <li>No comprehensive Guidelines for proper</li> </ul>	<ol style="list-style-type: none"> <li>Capacity building training for women lawyers...???</li> <li>Supported XXX number of children rehabilitation centers</li> <li>Supported xx number of women focus literacy and numeracy projects</li> <li>Provided Vocational Training for UASC and those at risk of migration</li> <li>Assessed registered</li> </ol>	<ol style="list-style-type: none"> <li>Provision of technical facilities</li> <li>Supported XXX number of children rehabilitation centers</li> <li>Supported xx number of women focus literacy and numeracy project</li> <li>Provided legal Identification and Birth Registration for UASC including children on the move</li> <li>Established supervision and</li> </ol>	<ol style="list-style-type: none"> <li>Functionalizing of Self-Helping Groups through the provision of life skills</li> <li>Supported XXX number of children rehabilitation centers</li> <li>Supported xx number of women focus literacy and numeracy project</li> <li>Strengthened the capacity of xxx</li> </ol>	<ol style="list-style-type: none"> <li>Provision of leadership and technical skills</li> </ol>

		unaccompanied without parental care children in Somaliland	national tracing and family reunifications	<p>alternative care centers in Somaliland</p> <p>6. Developed guideline to follow for the for the Alternative service providers</p> <p>7. Establish xxx child-friendly transit centers for UASC</p>	<p>monitoring framework for the children under the alternative care</p> <p>6. Guidelines &amp; systems developed for proper national tracing and family reunifications</p>	<p>alternative care institutions/families</p> <p>5. Increased information sharing and referral pathways from xx to xx</p>	
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### STRATEGIC GOAL 3

STRATEGIC GOAL 3 : PROMOTING WOMEN’S POLITICAL PARTICIPATION AND REPRESENTATION IN DECISION-MAKING PROCESS FOR EQUITABLE DEVELOPMENT							
OBJECTIVES	NDPII OUTCOMES	OUTPUTS	BASELINE	TARGETS /KEY ACTIVITIES/INTERVENTIONS			
				2018	2019	2020	2021
<p><u>SO3.1:</u> To enhance and empower women in decision-making processes at local and national level.</p>	<ul style="list-style-type: none"> <li>By 2021, significantly reduce all forms of discrimination against all women (SDG10)</li> <li>By 2021, increase and promote the number of female workers in leadership positions in the public sector to 20% (SDG10)</li> <li>By 2021,</li> </ul>	<ul style="list-style-type: none"> <li>Enhanced women’s participation in the decision-making process and public life through a legislative <b>quota</b> system</li> <li>Mainstreamed <b>gender</b> issues in political, social and economic development programs at different levels.</li> </ul>	<ul style="list-style-type: none"> <li>There is minimal data related to women's political participation in Somaliland (such as post-election study)</li> <li>Parliament is not yet passed the Gender Quota law</li> </ul>	<ol style="list-style-type: none"> <li>Awareness raising campaigns towards political participation of women for increasing female candidates for coming up elections</li> <li>Women movements supported to influence the three political parties’ leadership in Somaliland to include women candidates in front lists of candidates</li> </ol>	<ol style="list-style-type: none"> <li>Increased women's political representation in local councilors at least 20 % through reservation of special seats for women political aspirants</li> <li>The mass number of women for political representation in Parliamentarian members (at least 20%) mobilized</li> <li>increased number of</li> </ol>	<ol style="list-style-type: none"> <li>Capacity Building Training for political participation and leadership conducted</li> <li>Increased social platforms for social changes by bringing together female politicians and Academicians to contribute behavioral and attitudinal</li> </ol>	<ol style="list-style-type: none"> <li>Study on gender quota on the impact on women's political participation in Somaliland conducted</li> <li>Study social attitude and perception towards gender equality and social inequality conducted</li> <li>Reviews and evaluation on the implementation of planned tasks done</li> </ol>

	<p>enhance public/community participation in decision-making process of all national matters <b>(SG16)</b></p>			<p>(parliamentary or local council)</p> <ol style="list-style-type: none"> <li>3. Gender Quota law Implementation Action Plan ready and delivered</li> <li>4. Strategy to guide for developing an effective mechanism and tools for women's political participation in the decision-making process.</li> <li>5. Campaign strategic Tools developed for female candidates through training and consultative meetings</li> </ol>	<p>women in executive cabinets, Director Generals, National Commissioners, and other vital directors</p> <ol style="list-style-type: none"> <li>4. to increase the rate of female employees in National Institutions by 20%</li> <li>5. -shift to economic empowerment of women</li> <li>6. Established database of women candidates for parliamentary and local councilors election for networking, statistical purpose and sharing experiences</li> </ol>	<p>patterns for the course</p> <ol style="list-style-type: none"> <li>3. Discourage cultures and perceptions based on violence and aggression against humanity and equity to create an enduring environment for diversity-irrelevant</li> <li>4. Facilitated social health services for supporting GBV/FGM survivors to enable to find available and affordable services</li> </ol>	
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					7. The learned lessons, best practices and challenges in political spheres assessed and documented		
<p><u>SO3.2:</u> To increase the inclusion of women taking part in <b>political parties'</b> movements in fair representative roles</p>	<ul style="list-style-type: none"> <li>By 2021, will seek to have 30% of Somaliland political decision-making positions (Local Government /Parliament/ MDAs) being youth aged 15-35 <b>(SDG16)</b></li> </ul>	<ul style="list-style-type: none"> <li>Increased <b>political representation</b> of women and young girls in leadership roles</li> </ul>	<ul style="list-style-type: none"> <li>Slow/or weak continuity for women debate forums of political participation</li> <li>No women representatives in the upper house (Guertin)</li> <li>Less than xx% number of Female representatives in local councils</li> </ul>	<ol style="list-style-type: none"> <li>Quarterly networking meetings to increase women's political representation in the decision-making process</li> <li>Women political forums supported financially and morally to increase their political participation</li> <li>Advocacy actions launched for legal instruments to increment women's</li> </ol>	<ol style="list-style-type: none"> <li>Supportive systems established and in place for full representation of women in leadership and public life</li> <li>Financial systems for women's political representation-created nationally.</li> <li>supportive and friendly policies formulated for women's political representation</li> <li>All draft laws for women's representation finalized,</li> </ol>	<ol style="list-style-type: none"> <li>Continuous sensitization on gender equality for equitable and sustainable development</li> <li>Integrated community segments networks created to endorse female candidates at the local level.</li> <li>Research to analyses the political environment of political parties' equitable</li> </ol>	<ol style="list-style-type: none"> <li>Evaluation of acknowledging and learns lessons in the implementation process (challenges and good practices) conducted</li> <li>Assessed, investigated efficiency and effectiveness of established systems</li> <li>Exposure visit for gender issues/programs for sharing practical experiences and common lessons for</li> </ol>

				<p>political representation</p> <p>4. Intensive training of social communication changes for women candidates conducted</p>	<p>approved and implemented effectively</p>	<p>perspective in Somaliland studies and surveys were undertaken for discovering implicit challenges on improving women representation</p> <p>4.</p>	<p>political participation</p> <p>4. Decentralization of gender issues into local government missions for gender equality</p> <p>5. impact of social interventions of NDPII reviewed and analyzed</p>
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#### STRATEGIC GOAL 4

STRATEGIC GOAL 4: EMPOWERING MARGINALIZED AND VENERABLE GROUPS ECONOMICALLY THROUGH QUALITY EDUCATION, SKILLS AND PROVISION OF FINANCIAL SCHEMES.							
OBJECTIVES		OUTPUTS	BASELINE	TARGETS /KEY ACTIVITIES/INTERVENTIONS			
				2018	2019	2020	2021
SO4.1: To promote accessible livelihood opportunities for poor venerable,	By 2021, The government of Somaliland will promote pro-poor and vulnerable groups' access to finance by 30%	<ul style="list-style-type: none"> <li>Facilitated, ddesigned and established access to financial schemes of <b>credits</b> and</li> </ul>	<ul style="list-style-type: none"> <li>No national strategy for Grant and Credit schemes</li> </ul>	1. Grant Institution Task Force Meetings (2/twice per year) quarterly	1. Grant Institution Task Force Meetings (2/twice per year)	1. Grant Institution Task Force Meetings (2/twice per year)	1. Grant Institution Task Force Meetings (2/twice per year)

<p>and low-income families.</p>	<p><b>(SDG1)</b></p> <p>By 2021, increase access to finance by Micro, Small and Medium Enterprises to 50% <b>(SDG9)</b></p>	<p><b>grants</b> for needy families.</p> <ul style="list-style-type: none"> <li>Strengthened community's resilience and reduced their vulnerability to natural hazards by having access to resources and opportunities.</li> </ul>	<ul style="list-style-type: none"> <li>Poorly organized Women self-help groups</li> </ul>	<ol style="list-style-type: none"> <li>Establishment of Grant and Credit Development Strategy</li> <li>Women self-help groups schemes promoted, strengthened and decentralized</li> <li>Establish strong coordination mechanism for women self-help groups</li> <li>Engaging concerned stakeholders, policies and programs are ensured to be inclusive with needs of persons with different impairment</li> <li>Develop national policy for access to financial support opportunities (grants,</li> </ol>	<ol style="list-style-type: none"> <li>Grant Distribution for 100 women to establish self-Employment.</li> <li>Development and Establishment of Policies related to grant distribution</li> <li>Income generating activities established and created to 100 women</li> </ol>	<ol style="list-style-type: none"> <li>Income generating activities established and created targeting to women and venerable individuals</li> <li>Validation and Dissemination of Grant Related policies</li> </ol>	<ol style="list-style-type: none"> <li>Grant Institution Task Force Meetings (2 per year)</li> <li>Establishment of Grant and Credit Development Strategy</li> <li>To strengthen and Decentralize the establishment of Self Help Group into regional level and community level.</li> </ol>
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				<p>microfinance, micro-credits)</p> <p>7. Protection and basic services for needy persons (shelter, water, food, health, education...etc.) are ensured to be inclusive and mainstreamed during crisis and at all times.</p>			
<p>SO4.2: To promote and advocate quality education and marketable <b>family life education</b> skills</p>	<ul style="list-style-type: none"> <li>By 2021, increase the proportion of men, women and youth including persons with disabilities in employment by 20%, 20% and 20%, respectively <b>(SDG8)</b></li> <li>By 2021, 70% of TVET graduates have minimum IT literacy skill</li> </ul>	<ul style="list-style-type: none"> <li>Non-formal education opportunities and skills availed for women and girls.</li> </ul>	<ul style="list-style-type: none"> <li>Limited/lack of organised women/family education centres</li> <li>Limited Educational schemes and scholarships for girls leaving from secondary schools</li> <li>Current VTCs are</li> </ul>	<ol style="list-style-type: none"> <li>National workshop of Raising awareness on Family Welfare establishment system organized</li> <li>Formulate national legal frameworks towards Somaliland family welfare system</li> <li>Training/meeting or workshop on Family life education programs Facilitated</li> </ol>	<ol style="list-style-type: none"> <li>Training/meeting or workshop on Family life education programs Facilitated</li> <li>National Lobby/advocacy workshop for all Partners to ensure family welfare programs and MESAF priorities are inclusive to their work plans (continuation)</li> </ol>	<ol style="list-style-type: none"> <li>Training/meeting or workshop on Family life education programs Facilitated</li> <li>National Lobby/advocacy workshop for all Partners to ensure family welfare programs and MESAF</li> </ol>	<ol style="list-style-type: none"> <li>Encourage that women are appointed to education management posts such as headmaster, regional officers, curriculum developers, heads of units and department of MoE</li> </ol>

	sets (SDG4)		least organised and focused to women IG opportunities	<p>4. National Lobby/advocacy workshop for all Partners to ensure family welfare programs and MESAF priorities are inclusive to their work plans</p> <p>5. Public sensitization campaigns on of Girls Education and Elimination of traditions barriers organized/promoted</p> <p>6. establish new Family Life Centres in major districts where they do not exist</p> <p>7. Girl-friendly spaces at primary and secondary schools Promoted in collaboration with MoE</p> <p>8. in collaboration with MoE facilitated the design of IG focus VTs for women and girls</p>	<p>3. Trainings on to Enhance and Expand Early Childhood Services</p> <p>4. 2 Trainings on Parental Development Programs</p> <p>5. Monitoring access retention transition and performance of girls at all levels</p> <p>6. Pastoralist communities' friendly Primary schools promoted in collaboration with MoE</p> <p>7. In collaboration with MoE facilitated the design of IG focus VTs for women and</p>	<p>priorities are inclusive to their work plans (continuation)</p> <p>3. Educational schemes and scholarships for girls leaving from secondary schools that have least access to universities in collaboration with women networks promoted (continuation...)</p> <p>4. In collaboration with MoE facilitated the design of IG focus VTs for women and</p>	<p>2. Educational schemes and scholarships for girls leaving from secondary schools that have least access to universities in collaboration with women networks promoted (continuation...)</p> <p>3. In collaboration with MoE facilitated the design of IG focus VTs for women and girls (continuation...)</p>
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				9. Education package support available for xxx number of families	girls (continuation...)	girls (continuation...)	
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**STRATEGIC GOAL 5**

**STRATEGIC GOAL 5: INCREASING THE CAPACITY OF MESAF FOR EFFICIENT DELIVERY OF ITS MANDATE.**

OBJECTIVES	NDPII OUTCOMES	OUTPUTS	BASELINE	TARGETS /KEY ACTIVITIES/INTERVENTIONS			
				2018	2019	2020	2021
SO5.1: To scale up MESAF representations and services in all regions and districts	<ul style="list-style-type: none"> <li>By 2021, Develop effective, accountable and transparent public institutions at all levels <b>(SDG16)</b></li> </ul>	<ul style="list-style-type: none"> <li>Increased MESAF infrastructure in the regions and districts</li> </ul>	<ul style="list-style-type: none"> <li>MESAF is not present in all regions (only 8 out of 14)</li> <li>Limited office equipment and other facilities in MESAF current and planned offices</li> <li>Limited transport for MESAF to make required outreach</li> </ul>	<ol style="list-style-type: none"> <li>Outreach to other regions and (sheik, Salal, and Garadag)</li> <li>Provision of complete equipment's for MESAF office in 5 regions (Awdal,Gabiley, Odweyne ,Sool, Badhan)</li> <li>Continuous monitoring of work progress</li> </ol>	<ol style="list-style-type: none"> <li>Establish/construct three Mesaf offices premises in 3 regions (Salal, Buhoodle Saraar)</li> <li>Continuous monitoring of work progress</li> <li>To establish logistic procurement policy.</li> </ol>	<ol style="list-style-type: none"> <li>Avail/purchase transport/vehicles for six regions in the country (Sahil, Sool, Sanaag, Salal, Togdheer, Marodijeex)</li> <li>Continuous monitoring of work progress</li> </ol>	<ol style="list-style-type: none"> <li>Avail/purchase transport/vehicles for seven districts in the country, with a particular focus on: Salal, Borama, Gabiley, Cayn, Saraar, hawd and Haysimo).</li> <li>Continuous monitoring</li> </ol>

							of work progress
SO5.2: To Increase <b>staff performance</b> , efficiency and effectiveness	<ul style="list-style-type: none"> <li>By 2021, review the structure and the functions of public institutions by 100% (SDG16)</li> </ul>	<ul style="list-style-type: none"> <li>Internal administrative policies and procedures review and adopted</li> <li>Personal/staff capacity assessment conducted</li> </ul>	<ul style="list-style-type: none"> <li>Gaps of staff capacities to catch up and deliver the new strategy</li> </ul>	<ol style="list-style-type: none"> <li>New recruitments for 2 regions 1 district (sheik, Salal, and Garadag)</li> <li>incentivizing the newly recruited staff for the new regions</li> <li>Continuous monitoring and evaluation of work progress</li> </ol>	<ol style="list-style-type: none"> <li>All ministry staff to Increase capacity and skills of MESAF by availing capacity building training</li> <li>Establishment of databases for the three departments (finance, HR, and Employment) for capacity building interventions</li> <li>Improve and Establishments devolve HR policies and pension policies within the ministry.</li> <li>Hired consultant for Employment Department</li> </ol>	<ol style="list-style-type: none"> <li>Administration/power decentralization and development to all regions and districts</li> <li>Continuous staff performance management</li> </ol>	<ol style="list-style-type: none"> <li>Ensure skilled staff are operational in all regions and districts that MESAF operates</li> <li>Continuous staff performance management</li> </ol>

					5. Continuous staff performance management		
SO5.3: To improve Coordination and Planning functions of the Ministry	<ul style="list-style-type: none"> <li>2021, promote and significantly improve national planning processes and institutional capacities (SDG16)</li> </ul>	<ul style="list-style-type: none"> <li>MESAF coordinating mechanism devolved at regional level</li> <li>MESAF key working documents used as coordination, planning and resource mobilization tools</li> </ul>	<ul style="list-style-type: none"> <li>Currently MESAF has no coordination mechanisms at regional level stakeholders</li> <li>The strategic plan of ministry expired 2016</li> </ul>	<ol style="list-style-type: none"> <li>ToR for regional coordination set up</li> <li>Strategic document finalized, translated and rolled out</li> <li>MESAF brochure/s produced</li> <li>Annual work plan to deliver systemic plan completed</li> <li>Analysis/assessment done to identify key national coordination forums that MESAF to engage in or need to be established and establish action plans to make them happen/take</li> </ol>	<ol style="list-style-type: none"> <li>Regional/MESAF staff trained to run coordination measures</li> <li>Regional level coordination forums established and ensured a functioning</li> <li>MESAF lead coordination forums continue</li> <li>Compile monthly departmental reports (Summaries)</li> <li>Monitor ongoing MESAF activities and report progress on a quarterly basis</li> <li>All key documents uploaded in MESAF website (strategic plan, MESAF brochure, other researches ...etc)</li> </ol>	<ol style="list-style-type: none"> <li>Compile monthly departmental reports (Summaries)</li> <li>Monitor ongoing MESAF activities and report progress on a quarterly basis</li> <li>Annual report of MESAF interventions and programs produced</li> <li>Strategic plan mid-term review conducted</li> <li>Resource mobilizations</li> </ol>	<ol style="list-style-type: none"> <li>Compile monthly departmental reports (Summaries)</li> <li>Monitor ongoing MESAF activities and report progress on a quarterly basis</li> <li>Next phase strategic plan process started as per next NDPIII directions</li> <li>MESAF lead coordination forums continue</li> <li>Contingency plans in response to emergency situations in place (in collaboration</li> </ol>

				<p>place successively</p> <p>6. Compile monthly departmental reports (Summaries)</p> <p>7. Develop MESAF resource mobilization (funding) plan</p> <p>8. MESAF staff capacity assessment (TNA) conducted and training plans established</p> <p>9. Contingency plans in response to emergency situations in place (in collaboration with NADFOD)</p>	<p>7. Fundraising proposal ready as per resource mobilization (funding plan)</p> <p>8. Contingency plans in response to emergency situations in place (in collaboration with NADFOD)</p>	<p>7. MESAF lead coordination forums continue</p> <p>8. Fundraising proposal ready as per resource mobilization (funding plan) ...continuation</p> <p>9. Contingency plans in response to emergency situations in place (in collaboration with NADFOD)</p>	<p>with NADFOD)</p>
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## PART VI: ANNEXES

### **6.0 Appendixes**

It is important to note, MESAF will develop further key documents that will be informed by this strategy. These documents will be used as tools to deliver and implement this strategy. These will include:

- 6.1 Detailed work Plan (s)
- 6.2 M&E Plan
- 6.3 Budget Plan
- 6.4 Resource Mobilization Plan (funding plan)