



**REPUBLIC OF SOMALILAND
MINISTRY OF EMPLOYMENT, SOCIAL
AFFAIRS AND FAMILY**

STRATEGIC PLAN

2022 - 2026

Foreword

It is great pleasure for me to present the MESAF Strategy of 2022 to 2026. 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. On specific thematic areas include Promoting decent work, inclusive social protection, Representation of women in leadership, improved services with PWDs and capacitate MESAF to deliver its mandate.

This Strategic Plan has been developed and is a result of multi-disciplinary and multi-institutional work commenced by MESAF, using full participatory consultation processes and engagement of key stakeholders from the government, private sector, INGOs, LNGOs, local communities 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 expect 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 realise the intended objectives and outputs. In such a comprehensive course, we ensured that all targets are aligned with the National Development Plan (NDP III) and also reflecting some of the globally sustainable development goals (SDGs). Therefore, these targets and milestones will be the base for resources mobilisations 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. The Ministry focus, during the coming five years, will be included: Promoting decent work, improved social services and protecting rights, women in leadership and Increasing the capacity of MESAF for efficient delivery of its mandate

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

The Minister

Mustafe Muhumed Ali

Director General

Acknowledgements

I would like to thank the Ministry staff for their contribution and brilliant spirit of teamwork, especially the heads of departments and technical advisors, a particular appreciation deserved by the department of planning of the Ministry (MESAF) for their comprehensive 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, that has existed throughout the development of this process. 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 and validation.

Exceptional thanks to Save the Children (SC) for their outstanding contributions to the process from beginning to finalisation stage. Special thanks too for the Consultant, an Institutional Capacity Building and Programme Management Specialist, who has facilitated this process, and produced such a beautiful Strategic Plan Document, 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. Among the key priority programming areas included, scaled up regional outreach, protection, women participation in decision making, employment & labour rights including migrant laborers, PWDs, taking key role in WAAHEEN market in Hargeisa that has been smashed by a fire tragedy.

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

Many Thanks

The Director General
Abdirashid I. Abdirahman



Group photo, Strategic Planning Consultative Workshop, Baraar Hotel, Hargeisa.

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Acronyms

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
IOM	International Organization for Migration
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
NDRA	National Displacement and Refugees Agency
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

Chapter 1: EXECUTIVE SUMMARY

1.0 EXECUTIVE SUMMARY

The MESAF strategic plan is the third process of review and update of the Ministry strategic plan of 2018 – 2021. The MESAF Strategic Plan sets clear deliverable priorities for the coming five years (2022 – 2026). The MESAF Strategic Plan also aligned with the Somaliland national development plan (NDPIII) of 2022 – 2026. 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 vulnerable groups and child rights, creating employment opportunities and empowering women to participate key national decision-making bodies.

The added **value** of this Strategic 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 including number of key policy documents initiated and completed during last strategic plan of 2018 – 2021, 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 past five years, 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 work force rights, application of 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, including gender, children, people with disabilities, minority groups, people living with HIV/AIDS, refugees, 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, quality program development, program delivery, researches, 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. MESAF teams did a retreat workshop in *Erigavo* during Jan 2022 to reflect the ended strategy of 2018 – 2021 and reflect, as per the plan, what worked well including revealing the challenges met. The outcome was very positive.

During that period, MESAF managed for the approval of critical operational Policies/Laws/Acts for national social programming. These included:

- **Workforce related Laws and policies:** National Internship Policy (Approved), National Employment Policy (Approved), Somaliland Labor Law (Approved), Review and amendment of labor law (Approved), labor dispute regulation (Approved), Work Permit Regulation (Approved), Employment Regulation for private sector (Approved), Labor Union Act/ (Draft), Trade Union Act (Draft)
- **Social Protection related Laws and policies:** Social Protection Policy finalized (in draft)
- **Child related laws and policies:** National Child Protection Policy (approved), Alternative Child Care Policy (Approved), Child Right Act (in draft)
- **Women specific related laws and policies:** National Gender Policy (approved), Rape and Adultery Control Act (approved), Sexual offence Bill (in draft), National FGM/C Policy (in draft), Family Law (in draft).
- **Disability related laws and policies:** Disability Right Act and Disability Policy Amendments (both are in draft).
- **Cash transfers:** a regulatory framework for managing cash programming interventions at national level at ministerial level passed and enforced: The Cash transfer programming regulations.

Other worthwhile achievements during the five years, other than policies and regulations aspect included:

- Commemoration of International days (i.e. disability day, women's day, labors day etc.
- Survey - Impact of COVID-19 on Employment in Hargeisa, Somaliland
- Survey - Problems Facing Children with Disabilities in Somaliland
- Family income generation activities by supporting 200, 000 women from 32,000 HHs
- Hot line service for beneficiary complaints
- Establishment of regional offices (Buhodle, Sheik, Seylac, Garadag, EilAfweyn).
- Generated 65,000 jobs by working Coursera – MESAF Program, where over 19,000 were women
- Food, NFIs and cash transfers to 700,700 HHs.
- Establishment of Somaliland trade unions organization.
- 210 Wheel chairs given to PWDs
- Implemented DANYARE KALKAAL program for supporting women that met Gender Based Violence by Allocating A Budget
- Supported Women Quota in politics (women representation in Parliament) by supporting different women groups, such as: Women Political Aspirants Network, Parliamentary Quota Approval Caucus, CSOs Quota Approval Task Force, and Media Advocacy Plan for The Women Networking Politics).

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 and regulations 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 social protection and 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 six key challenges identified in this strategic analysis process that MESAF should pursue to address during the coming five years period (2022 – 2026) of this strategy:

- i. The Global Crisis Caused by the Pandemic of COVID – 19 affected the main sources of national revenue (remittances, trade and livestock exports)
- ii. The causes of vulnerability in Somaliland are interconnected. Some of those causes rest upon direct impacts of climate change (recurrent droughts) and inadequacy of effective coping strategies including human capital of the local communities and at national level to deal with these calamities will increase susceptibility disasters, this is complicated by diminishing Humanitarian Aid in scale despite the needs remain static or in particular even increasing in rural areas
- iii. 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 that affect their lives and participating the future national social changes. The low level of literacy, skills and access to essential information, limits women's economic growth and control over crucial resources at house level, family welfare and society at large. It is a challenge for women to be part of national and even local leadership because leadership in Somaliland is based on a patriarchal lead clan system and is not a practice that clans seldomly nominate women to represent their clans in the national decision-making structures.
- iv. There is high rate of youth unemployment in the country, this has a negative impact on Somaliland economic growth and security of the country. The challenges facing the youth to get jobs include, but not limited to: (a) Limitations on access to information about employment (b) Limited skills of the youth (c) and inadequate of supportive environment that facilitate job creation through formulating and enforcing policies, regulation and laws. The weak regulatory and accountability environment limits interlink-ages between employers and labour force and inadequate application of labour laws
- v. Inadequate social protection services access, especially aspects related (a) National Transfers (b) Social Insurances (c) and Social Care Services, effect limited equity in accessing social services (legal & health, financial) and protected rights of vulnerable groups of the Society (women, youth, IDPs, refugees and minorities)
- vi. 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 2026. 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.

STRATEGIC GOAL 1: Promoting decent work, and productivity through conducive a legal and policies framework
STRATEGIC GOAL 2: Increasing equity of improved social services and protecting rights of the vulnerable people
STRATEGIC GOAL 3: Ensure full participation and effective representation of women in leadership and political decision-making process at all levels for sustainable and equitable development
STRATEGIC GOAL 4: Empowering marginalized and vulnerable groups economically through the provision of quality skills, financial schemes and inclusive social protection system"
STRATEGIC GOAL 5: 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 mobilise 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.

Chapter 2:

THE MINISTRY OF EMPLOYMENT, SOCIAL AFFAIRS & FAMILY (MESAF)

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

2.1 MESAF Historical Timeline

Historical timeline of the Ministry of Employment, Social and Social Affairs (MESAF)	
2002	<ul style="list-style-type: none"> The ministry was established first time as the Ministry of Family & Social Affairs (MoFSA) with two departments (Admin/Finance and Social). The Drs Edna Adan and Amran Ali appointed as the Minister and the Director General.
2003	<ul style="list-style-type: none"> First change of leadership, where Mrs. Faduma Sudi and Mrs. Hibo Ali, appointed as the Minister and DG of MoFSA. The Minister shifted to new premises, which is the current MESAF HQ.
2004	<ul style="list-style-type: none"> Erigavo of Sanaag region office has been established, Payroll grade B was made (SL.SH 385000) First strategy for the ministry was developed.
2005	<ul style="list-style-type: none"> First staff training workshop on Gender organized and conducted
2006	<ul style="list-style-type: none"> Revenge Act (xeerka aanada iyo aargoosiga) was drafted First Somaliland women's champions traveled to Uganda for study tour.
2007	<ul style="list-style-type: none"> First offices of three regions (Awdal, Sahil and Togdher) was established
2008	<ul style="list-style-type: none"> Child protection law drafted
2009	<ul style="list-style-type: none"> First gender policy drafted and put into approval process
2010	<ul style="list-style-type: none"> Another key milestone was the Labor department shifted from the Ministry of Health and became part of the ministry
2011	<ul style="list-style-type: none"> After over two years process, the National gender policy has been approved by the parliament
2012	<ul style="list-style-type: none"> The ministry takeover the responsibility of Mohamed Mooge Child rehabilitation center
2013	<ul style="list-style-type: none"> Child protection policy drafted
2014	<ul style="list-style-type: none"> to strengthening of child protection coordination, the first social workers were employed
2015	<ul style="list-style-type: none"> The first time the ministry accommodated a State Minister in its structure/leadership.
2016	<ul style="list-style-type: none"> Major decentralization happen, where more regional offices established in Borama, Gabilay, Baligubadle, Las Anod and Badhan regions. More policies/Acts drafted and passed by the parliament and cabinet. These include: Alternative core policy, Disability policy and Child right (drafted)
2017	<ul style="list-style-type: none"> The whole leadership changed at once where new minister, state minister and DG nominated as Omer Obsiye, Khadare Dheere and Mohamed Aden (ilkacse).
2018	<ul style="list-style-type: none"> New government elected has nominated, and MBA as the president, where new leadership again nominated and the ministry has been restricted including re-defining its roles and responsibilities. Ministry website developed Labor act amended and first work permit for foreign workers guideline developed and an Online system for work permit set up. First time the ministry directly implemented a wider emergency relief program when the Sagar cyclone affected in Awdal region and western coastal areas.
2019	<ul style="list-style-type: none"> Child Desk established, Sexual Offensive Act was developed and Political quota for women has been recommended by the ministry
2020	This was a year the ministry achieved major milestones these included:

	<ul style="list-style-type: none"> • Employment policy approved. • Internship policy approved • One stop shop (work permit) established • Labor law reviewed • Courser program implemented • Trade unions established • Labor work force survey conducted • COVID - 19 impact on employment conducted • Extension of the rehabilitation center completed.
2021	<ul style="list-style-type: none"> • ICT department formed • Hotline center (call center) established • FGM policy submitted to the cabinet • IFMS+VISA management+ permit established • Social protection policy drafted • Disability bill drafted • Labor union bill drafted • Cash transfer programming guideline developed and implemented • Women political participation campaign initiated • National Employers' conference organized

2.2 Vision

MESAF strives to ensure/see protective environment, an efficient workforce, and productive society

2.3 Mission

MESAF aims to uphold good governance, human rights, improved Decent work and social service, organized representative labor institutions, gender equity, valued family cohesion and inclusive society through National legal and policy framework

2.4 Core Values

- Professionalism
- Integrity
- Accountability and Transparency
- Patriotism
- Fairness & Equity
- Confidentiality
- Innovation & Improvement
- Commitment and teamwork
- Respect

2.5 Core Programmatic Functions

2.5.1 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
- Promoting competitive & productive labour force

- Developing labour friendly policies ensuring application of labor laws.

2.5.2 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 by addressing the needs of the minority 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
- Developing programs and ways of doing business that ensure access of all society to social basic services
- Advocate and initiate policies for social protection
- Support on Capacity strengthening of Human Rights organizations

2.5.3 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.
- Institutional capacity building for women groups and organizations
- Advocate and initiate policies for women and girl's empowerment.

2.5.4 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, monitoring and program quality related 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 done
- Ensuring effective and functioning working relationships between HQ and regions

2.6 Core Responsibilities/Obligations

As per Xeerndaamiye Lr.01/2018, Article 19th

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

2.7 Summary of MESAF Key Achievements

MESAF managed the approval of crucial operational policies for national social programming. Which are touching/affecting different aspects including: Workforce, Social Protection, Child rights, Women specific related laws and policies, people with disability (PWD) and cash transfers programming procedures.

Policies/Laws/Acts with Current Status
<ol style="list-style-type: none"> 1. National Internship Policy (Approved), 2. National Employment Policy (Approved), 3. Somaliland Labor Law (Approved) 4. Review and amendment of labor law (Approved) 5. labor dispute regulation, (Approved) 6. Work Permit Regulation, (Approved) 7. Employment Regulation for private sector, (Approved) 8. Labor Union Act (Draft) 9. Trade Union Act (Draft) 10. Social Protection Policy (Draft) 11. National Child Protection Policy (Approved) 12. Alternative Child Care Policy (Approved) 13. Child Right Act (Draft) 14. National Gender Policy (Approved) 15. Rape and Adultery Control Act (Approved) 16. Sexual offence Bill (Draft) 17. National FGM/C Policy (Draft) 18. Family Law (Draft) 19. Disability Right Act 20. Disability Policy amendments 21. Cash transfer programming regulatory framework regulations passed and enforced
Operations
<ol style="list-style-type: none"> 1. Development annual Departmental Plans 2. Strengthened coordination forum and platforms of both national and regionally 3. Establishment of the Ministry Website, call centers and CCTVs, Ministry Social Media engagement (Facebook Page, Twitter, official emails) 4. Establishment of regional offices (Buhodle, Sheik, Seylac, Garadag, EilAfweyn). 5. Managed to attract funding from key social, employment and family focus funding agencies including technical support available (TAs) for the programming support 6. Staff capacity building and training including, providing training on data collection and research ethics to ministry staff in the regions and districts of the country
Program Delivery
<ol style="list-style-type: none"> 1. Commemoration of International days (i.e. disability day, women's day, labour days etc) 2. Survey - Impact of COVID-19 on Employment in Hargeisa, Somaliland 3. Survey - Problems Facing Children with Disabilities in Somaliland 4. Family income generation activities by supporting 200, 000 women from 32,000 HHs 5. Hot line service for beneficiary complaints 6. Generated 65,000 jobs by working Coursera – MESAF Program, where over 19,000 were women 7. Food, NFIs and cash transfers to 700,700 HHs. 8. Establishment of Somaliland trade unions organization. 9. Maintaining and supporting M. Moge Street Children rehabilitation center. 10. Increased processing work permits for international job seekers 11. Strengthened MESAF support to conflict resolutions between employers and employees in Somaliland, through ARD processes 12. 210 Wheel chairs given to PWDs 13. Implemented DANYARE KALKAAL program for supporting women that met Gender Based Violence By Allocating A Budget

14. Supported Women Quota in politics (women representation in Parliament) by supporting different women groups, such as: Women Political Aspirants Network, Parliamentary Quota Approval Caucus, CSOs Quota Approval Task Force, and Media Advocacy Plan for The Women Networking Politics).

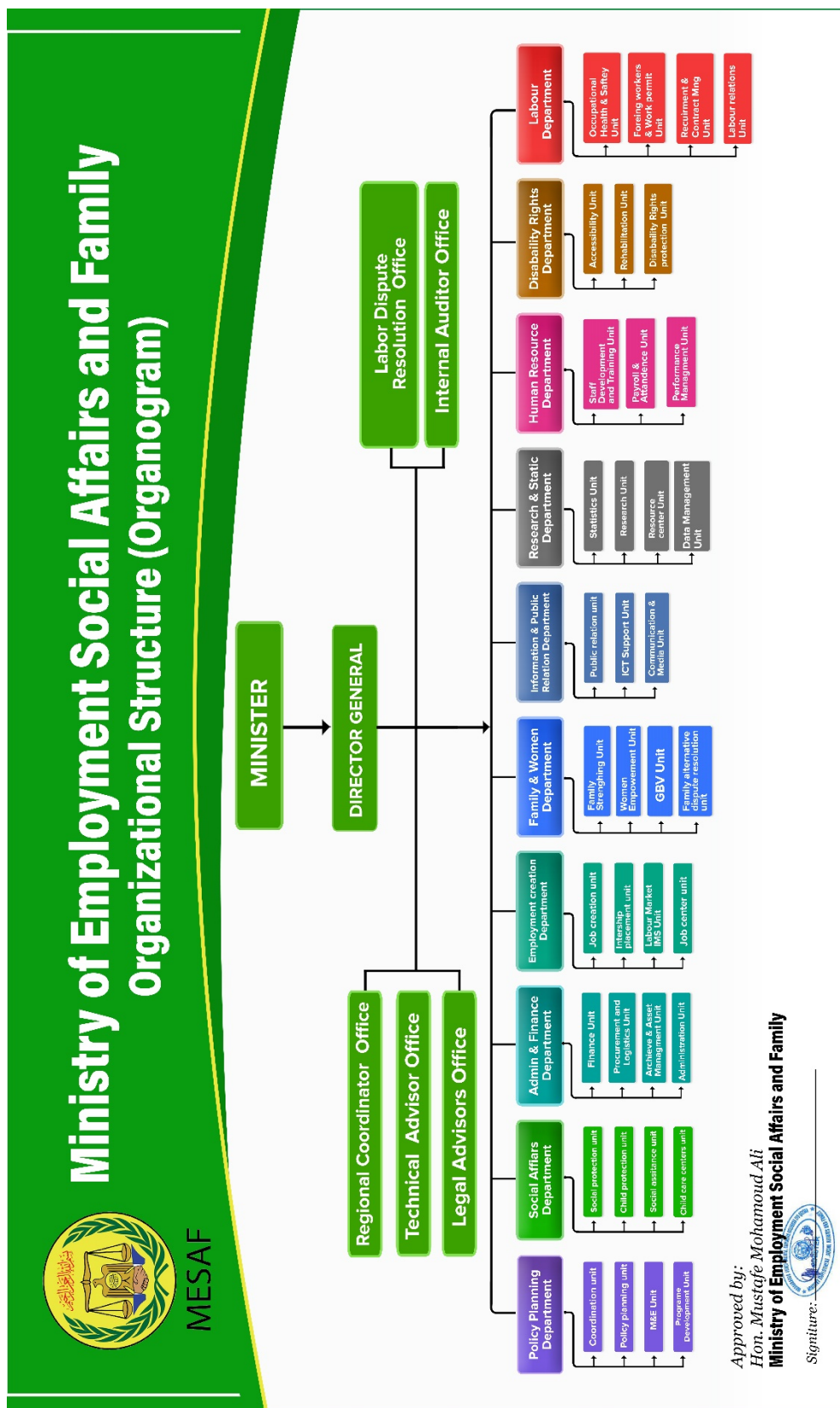
2.8 Summary of key challenges

1. **COVID – 19:** The Global Crisis Caused by the Pandemic of COVID – 19 affected the main economic sources of the MESAF TGS and the national revenue (remittances, trade and livestock exports) as well.
2. **Climate Change (recurrent droughts):** The causes of vulnerability in Somaliland are interconnected. Some of those causes rest upon direct impacts of climate change (recurrent droughts) and inadequacy of effective coping strategies including human capital of the local communities and at national level to deal with these calamities as this will increase susceptibility to disasters, this is complicated by diminishing Humanitarian Aid in scale despite the needs remain static or in particular even increasing in rural areas. Recurrent drought sometimes causes conflicts between pastoral communities due to the scarcity of resources of water and pasture
3. **Challenges facing to women:** 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 that affect their lives and participating the future national social changes. The low level of literacy, skills and access to essential information, limits women's economic growth and control over crucial resources at house level, family welfare and society at large. It is a challenge for women to be part of national and even local leadership because leadership in Somaliland is based on a patriarchal lead clan system and is not a practice that clans seldomly nominate women to represent their clans in the national decision-making structures.
4. **Unemployment:** There is high rate of youth unemployment in the country, this has a negative impact on Somaliland economic growth and security of the country. The challenges facing the youth to get jobs include, but not limited to: (a) Limitations on access to information about employment (b) Limited skills of the youth (c) and inadequate of supportive environment that facilitate job creation through formulating and enforcing policies, regulation and laws. The weak regulatory and accountability environment limits interlink-ages between employers and labour force and inadequate application of labour laws
5. **Social Protection:** Inadequate social protection services access, especially aspects related (a) National Transfers (b) Social Insurances (c) and Social Care Services, effect limited equity in accessing social services (legal & health, financial) and protected rights of vulnerable groups of the Society (women, youth, IDPs, refugees and minorities)
6. **MESAF as an Institution:** 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

2.9 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 and regulations 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 social protection and greater inclusion of women and youth in decision-making processes

2.10 Organizational Structure (MESAF)



Chapter 3

CONTEXTUAL ANALYSIS

3.0 CONTEXTUAL ANALYSIS

3.1 Trends Analysis

3.2 Economic Analysis (<https://slmof.org/reports/>)

- The exchange rate and the annual headline inflation rate have moved together fairly closely since January 2018. The Somaliland shilling depreciated against the USD on average between January and September 2021 by 0.1%—reflecting the 0.6% monthly increase in average prices over the same period
- Just like the inflation rate, the MoFD expects the Somaliland shilling to remain fairly stable, with the exchange rate against the US dollar likely to hover just above 8,500 SLSH/USD in 2021.
- Remittances have been very resilient since the start of the pandemic. Both inward and outward remittances between January and September 2021 have been higher compared to the same periods in 2020 and 2019. Inward remittances increased by 23% and 28%, while outward remittances increased by 17% and 21% compared to 2020 and 2019, respectively.
- The volume of livestock exported between January and September 2021 was 63% higher than the volume exported in the same period in 2020. However, this was -1% lower than 2019 total livestock export (i.e., lower by -13,817 heads).
- As minimum level of human development is required for long-term sustained economic growth, in Somaliland 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. However, trade, remittances from diaspora, fisheries and mining also are contributing sectors to national economy
- The Global Crisis Caused by the Pandemic of COVID – 19 affected the main sources of national revenue (remittances, trade and livestock exports)
- The Somaliland shillings was stable in relation to foreign money exchange for the last years which was augmented by the free market-based government policies (8,500/- for 1 USD).
- Government budget has been gradually increasing during the last years. This has increased job creation in civil service.
- Humanitarian Aid was diminishing in scale despite the needs remain static or in particular even increasing in rural areas.
- 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.

- Berber port extension and rehabilitation with economic free Zones and trade corridor road linked to Ethiopia is a substantial package of economic progress that has been made so far. Other infrastructure, such as the Burao-Erigavo road are contributing the economic boosting
- However, there are challenges facing the Somaliland economic growth, were for instance the market regulation from the government is Still very weak, which may contribute inflation and high commodity prices
- Lack of recognition and absence of international financial institution in Somaliland may hamper also the economic growth of some potential sectors.
- Somaliland's GDP amounted to \$2.5 billion with GDP per capita estimated yearly at \$566 and on living less than \$1.5 per day (PPP). The 2020 GDP growth rate was recorded slightly decline but projected to grow at a conservative rate of 2% per year in the mid-term of 2021. Almost 30% of GDP is derived from livestock followed by 24% from trade, 22% from remittance, 8% from crops, 7% from tax revenue, 6% from real estate activities and 3% other sectors¹. While the state lacks official international recognition, the population of around 4 million, food insecurity and poverty remain prevalent in many regions of the country more than 1 of 3 people in rural and more than 1 of 4 people in urban living poverty. Furthermore, it has very low levels of investment and low employment to population ration, with 28% for males and 17% for females. (*Somaliland Profile Poverty and Overview Living Conditions, World Bank Assessment*).

3.3 Political Analysis

Overview

Somaliland seceded from the former Republic of Somalia in 1991 and since then remained a political *defacto* 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. On 2021, the project completed and has been celebrated. The tarmac road connecting the port to the Ethiopia border through *Wajale* is also on completion state and expected to be instated before the end of the year 2022. All these gives a drive of trade between Somaliland and Ethiopia and hence boost up the national economy/.

- Politically Somaliland is a Strongest Democracy in East Africa, because power transfers are done through national elections. The house of parliament (MPs), local councils' MPs and presidency come to power by election.
- Somaliland governance and democratic system is an added value for political, and economic aspects this makes Somaliland one of the stable countries in Horn of Africa
- Recently, Somaliland improves its regional and international collaborations. There was effective diplomatic engagement to number of countries, such as Taiwan and Kenya, those has to formally open their embassies in Hargeisa, in addition to already existed political representatives and embassies in Somaliland.
- However, the democracy has also challenges, where for instance, due patriarchy society, the women candidates has achieved very little in the elections
- Politically, there are political conflicts between political parts regarding the upcoming presidential and political association elections. This is negatively impacted the political stability in the country.

- Such being the case, 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 mobilising Human Resources towards sustainable employment opportunities and safety-net programs for lower-income sectors and vulnerable groups of the society

3.4 Security Analysis

- Tension between the Republic of Somaliland and Federal government of Somalia including its member states, created volatile security situations, which induce sometimes armed clashes.
- Armed conflict in the northern Ethiopia can also increase exodus of refugees to Somaliland, which can also create economic and security pressures. However, the regional crises in Somalia, Kenya elections and Ethiopia unrest could have a significant impact on regional peace and stability. Furthermore, regional and global terrorism is also a threat to the national and regional security and stability
- Recurrent drought sometimes causes conflicts between pastoral communities due to the scarcity of resources of water and pasture, but in general Internal clan's conflicts are eminent threat to Somaliland security

3.5 Poverty Analysis

- Somaliland's real GDP decreased by 3.1 percent in 2020. This is the lowest growth over the last decade. A significant factor has been the COVID-19 crisis. The corresponding growth in 2019 was 6.2 percent
- Somaliland's GDP in current prices, estimated by the expenditure approach, was 2,927 million USD in 2020, while GDP per capita amounted to 697 USD, compared to 688 USD in 2019.
- The growth of real GDP, in constant 2017 prices, was 15.6 percent from 2012 to 2020 corresponding to an average annual growth rate of 1.9 percent. GDP decreased by 1.1 percent in 2017 due to a substantial decrease in livestock exports. The fluctuations in exports have a strong impact on the growth rate of GDP. However, the decrease in 2020 was due to the impact of covid-19
- The nominal value of Somaliland's imports in the first nine months of 2021 was approximately 30.5 trillion SLSh.
- 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. (world bank¹)
- 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*).

3.5.1 Women

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,

¹ <https://www.worldbank.org/en/news/press-release/2014/01/29/new-world-bank-gdp-and-poverty-estimates-for-somaliland>

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:

- Provide technical and financial support to build institutional capacity of women organizations, with particular attention those with disabled and other marginalized groups.
- Empower women to participate and contribute to the socio-economic development of the country.
- Systematically integrate women issues into all policies, plans, programs and strategies at all levels and within all sectors and institutions of government, NGOs and the private sector;
- 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.
- Promote gender equality and equity among the youth, in particular, in education and training, socio-cultural, political, economic and legal spheres.
- Improving girl's access to education has been on the mainstreaming development agenda for some time, largely because of the poverty reduction potential that education offers through increasing access to opportunities including employment
- Women empowerment economic investing in women's empowerment sets a direct path towards gender equality, poverty eradication and inclusive economic growth. Women make enormous contributions economies, whether in business, on farms, as entrepreneurs or employee, or by doing unpaid care work at home

3.5.2 Children

Children are among most vulnerable people in the community due to their specific socio-economic circumstances. Children who are more vulnerable include:- Street children, refugee and migrant children, Children who are victims of crime, displaced/evicted, Orphaned or abandoned and destitute children, Children whose parents cannot, or are not able to take care of them, Children in conflict with the law, trafficked children, or children on the move, children of prisoners, children affected by disasters both natural and manmade, and children affected by HIV/AIDS and other terminal disease.

Therefore, according above circumstance the child protection is one of the major priorities of the Ministry of Employment, Social Affairs and Family (MESAF) under the guidance of the National laws and policies, regional and international child rights conventions in order to promote and protect children's right from harm by establishing protective environment for children in Somaliland, where girls and boys are free from violence, neglect and exploitation and address known risks including harmful behaviors and traditional practices to minimize children's vulnerability and strengthen children's own resilience through child right-based approach.

MESAF will establish effective coordination among the Child protection programmers and strong partnerships for better prioritization the available resources and commitment of the child protection partners to joint address the diverse needs of the children with protection concerns and strengthen child protection system in Somaliland. During the implementation of this 5-year strategy MESAF will:

- Coordinate child protection programs at all levels
- Promote child protection services and service delivery mechanism
- Advocate the approval of the Child Rights Act and implementation of the National child protection and alternative care policies.
- Ensure and encourage digital CP case management information system (CPIMS+/primero) for day-to-day CP case management practices
- Support and enhance capacity of the child protection stakeholders including community-based child protection mechanisms
- Convene regular community mobilization and awareness raising session in the targeted districts in Somaliland

3.5.3 Disability

In Somaliland There is no census was conducted to the people with disabilities. According WHO report to the people living with various disabilities around the world are estimated 15% of the world's population and they mostly living in developing countries, including Somaliland. The situations of persons with disabilities in Somaliland are varied, due to their different impairments and needs. Therefore, this people meet different barriers, such as environmental, institutional, attitudinal and economic barriers that prevent them from participating fully in Social, economical and political development spheres. They have no capability to access employment and they are not mostly part in labor market and this is resulted to become socially, economically and politically disadvantaged people among their society.

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 sects/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 disregards 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 realise their human rights without discrimination to live a prosperous and independent life.

Working with organisations that are mandated or specialised 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

3.6 Employment (Youth Employment)

- 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.
- There is high rate of youth unemployment in the country, this has a negative impact on Somaliland economic growth and security of the country. Overall unemployment rate stands at 52.5% (52% rural and 53% urban. Among the youth (15-24), Borama's unemployment rates are 69% and 62% for urban and rural , Areas respectively. Hargeisa's unemployment rates were 34% and 41% for urban and rural areas while Burao had unemployment rates of 46% and 53% for urban and rural areas. (reference on the figures)???
- Population estimation Survey (PES) conducted in 2014 by UNFPA with MoNPD shown that employment rate is 72% while employed and self-employed became 28%. This shows that unemployment was decreased only 2% in two years.
- **The challenges facing the youth to get jobs include, but not limited to,**
 - Limitations on access to information about employment
 - Limited skills of the youth
 - TVET schools seems that they are not precedence one level of national priorities
 - Universities and other higher Education are not planning to respond market demand skills in Somaliland
 - Poor Economic growth of Somaliland
- Despite few visible achievements, the country still has a long way to go. The task ahead requires a clear vision, a strategy, and most importantly, credible government commitment to implement the strategy over the medium and long term. It requires the government to make youth employment its central economic policy, along with macroeconomic stability. It also requires the government to shift away from short term solutions such as absorbing more young Somalilanders into the public sector.

- **Recommended interventions for programming include:** MESAF is committed to work with other government and nongovernment agencies to contribute the unemployment rate in the country b, creating jobs of the quality and quantity that Somaliland needs requires a strategic approach that focuses on:
 - (i) Strong and effective institution able to create job opportunities by tapping productive sector that generate value chains.
 - (ii) Modern education and skill training oriented labour market demand which supplies a well-trained and motivated labor force; and prepared labor force equipped with technology facilitating job opportunity.
 - (iii) Create supportive environment that facilitate job creation through formulating policies, regulation and laws

Institutional

- 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 initiatives that avail information for youth employment
- Data/Innovation Hub for Youth Employment
- National Apprenticeship Programme
- Employability and Technical Skills Acquisition Centers
- Youth Works Link Up and Business Development Services Office

Skills

- 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
- Expand youth skills training centers that promote skills for mass employment

Policies and enabling environment

- 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

Access to finance

- Support establishment of a Youth Fund to invest development programs through youth engagement
- Use of Short-term/Cash-for-Work for productive infrastructure rehab/civil works programmes
- Capital Transfer (Financial, knowledge, and technological) to Micro and Small-scale Enterprise Sector
- Revolving Funds

3.7 National Employment Conference

Further on employment and as per the communique from the National Employment conference, March 2022, the following recommendations or issues cited:

1. To enhance access to employment opportunities by waging large scale labor market survey across the country.
2. Developing a new curriculum which is well aligned with market dynamics
3. Increasing the number of innovation centers in the country.
4. Strengthening collaboration between public and the private sector through regular coordination forum.
5. Ensuring significant opportunities for our local youth, to
6. Conducting major reforms with skills not available in the country.

Details are with the below official communiqué from the government:



Republic of Somaliland
Ministry of Employment, Social Affairs and Family (MESAF)
National Employment Conference 2022
Communiqué

Between 29th and 30th March 2022, The Ministry of Employment, Social Affairs and Family convened the 3rd National Employment Conference at Ambassador Hotel Hargeisa. Delegates from the various ministries in the country, Non-Governmental Organizations, Representatives from embassies, private companies and young people all attended and provided substantive inputs and contributions to the various discussions rolled out in the two days' conference.

The communiqué consists of the following action points:

1. To enhance access to employment opportunities for Somaliland People, an effective, large scale labor market survey has to be rolled out across the country. This survey should be sufficiently resourced to cover the entire scope of the education and economic activities in the country.
2. New curricula which is well aligned with market dynamics are needed. These has to be operationalized across all education and training institutions including TVET centers with employment promotion centers. The Job center under MESAF should be sufficiently resourced and provide employability and business development services to youth and women.
3. Increase the number of innovation centers in the country (all the six regions). Access to global innovation opportunities should be linked up with our innovation centers to ensure knowledge transfer and global connection.
4. Strengthen collaboration between public and the private sector through regular coordination forum. This helps in strengthening the job creation ecosystem and further cements PPP mission.
5. To ensure significant opportunities for our local youth, the government coordinated this matter, developed guidelines and is committed to do major reforms to only provide jobs to individuals with skills not available in the country.
6. Small scale industries have to be catalyzed with subsidized initiatives and access to finance to help create jobs for youth, women and people with special needs. More emphasis has to be provided with industries focusing on the productive sector- modernized agribusiness, fishery and livestock processing.
7. To foster technological access to youth in the country and to increase the digital economy, the new Somaliland Innovation Zone has to be technically supported to deliver quality digital incubation and digital skills to youth in all the regions of the country.
8. Gender Participation in small industries has been cited as significantly low compared to men as per evidence presented during the conference. Ministry of Investment and Industry to coordinate this matter and provide sufficient oversight to ensure women are part of the industrial sector.
9. Access to finance has been cited as a major hindrance to business development. Private Banks and the Central Bank has to work collectively to draft policies that provide special investment opportunities for small scale business development.
10. National Employment policy and National Internship Policy are both final and approved. It was cited and agreed that these policies need to be operationalized with progress of the implementation reviewed and shared with the public.
11. Youth Fund has to be revitalized, this could provide thousands of youth to get access to investment and education to empower for decent jobs.
12. National Cement Factory has to be revitalized by the Ministry of Investment and Industry. This could create significant number of jobs for Somaliland youth.
13. Intellectual Property Rights is cited as a major hindrance in business ownership and sustainability. Intellectual property rights act will be drafted and enacted upon by the Ministry of Trade and Tourism.
14. Public Private Partnership (PPP) is now at a termination stage. The ministry of Investment and Industries is putting this in place coupled with Industrial Development Policy which are collectively geared towards regulating investment and industrial development in the country.
15. National Disability bill is under the signature of the ministerial cabinet. This will be strengthened by operationalizing and providing significant oversight to private employers. Once the bill is approved, the national disability commission will be established that will oversight inclusion matters across the country.
16. Academia to include career counselling as part of their curriculum. This helps youth gain hands on employability skills whilst studying in universities and helps in smooth transition to the world of work.

THE END

Date: 30th March 2022 ~ www.mesaf.govsomaliland.org

3.8 Climate change

- At Global level, the official study recently conducted is forecasting that 905 climate disaster incidents will occur by 2030. Top of that, 117 billion dollars will be lost in terms of monetary, because climate disasters will cost almost 70 billion dollars of official properties that is the impact of climate disaster on Globe, Numerous Climate disaster incidents occurrence are reporting in Sub-Sahara Africa, nowadays, including Nigeria, Ethiopia, Somalia and Somaliland. Unprecedented Climate change disaster events occur in Somaliland, particularly the Western Coastal areas of Somaliland, especially, Awdal and Salal Regions in 2018 named after Sagar cyclones

- **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.
- **The different faces of Climate change:** Climate change has many faces, such as; heavy range of rainfall, earth warming, Floods, and unprecedented diseases, because of Green House Gas is increasing recently to higher level in results of industrial- revolution, use of excessive oil, and environmental crisis that caused by Human activities impacts on earth, therefore, new diseases are joining the previous ones..
- These CC related problems and crisis can make worsen the economic burden of that vulnerable groups, create financial difficulties and social hardship of vulnerable people in result, dis-advantaged segments of community will get deepen into poverty and social dysfunctions, because of climate change disaster leaves severe and adverse impact on vulnerable groups of community more than the rests.
- 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.

As the Ministry of Employment, Social Affairs & Family (MESAF) has been mandated to be responsible for improving the living standards of the vulnerable segments of the society, the longer-term strategy of the ministry is much aware of the challenges of CC and hence ensuring to increase and support the resilience capacity of these vulnerable groups to withstand against CC and most importantly having Early warming, and contingency and preparedness strategies.

3.9 Social Protection

Social protection

Embarking from various national and global grounds towards poverty reduction, MESAF sees and refers Social protection as set of policies and programs that a society provides for its members aimed at preventing or protecting all people. against poverty, vulnerability, and social exclusion throughout their life cycles, with a particular emphasis. towards vulnerable groups. by promoting efficient labour markets, diminishing people's exposure to risks, and enhancing their capacity to manage economic and social risks, such as unemployment, exclusion, sickness, disability, and old age and availing social benefits. Achieving global poverty reduction targets through SDGs framework, attaining an income distribution and social inclusion should remain comprehensive focus and therefore Social protection is the ideal channel.

Policies:

The development of a **Social Protection Policy** presents a key opportunity to set out a definition for the Social Protection system in Somaliland, which currently lacks a clear scope and direction. However, MESAF expects this policy presents a key opportunity to prioritize Social Protection for strategic planning, with adequate representation in the NDP which guides annual national budgetary projections

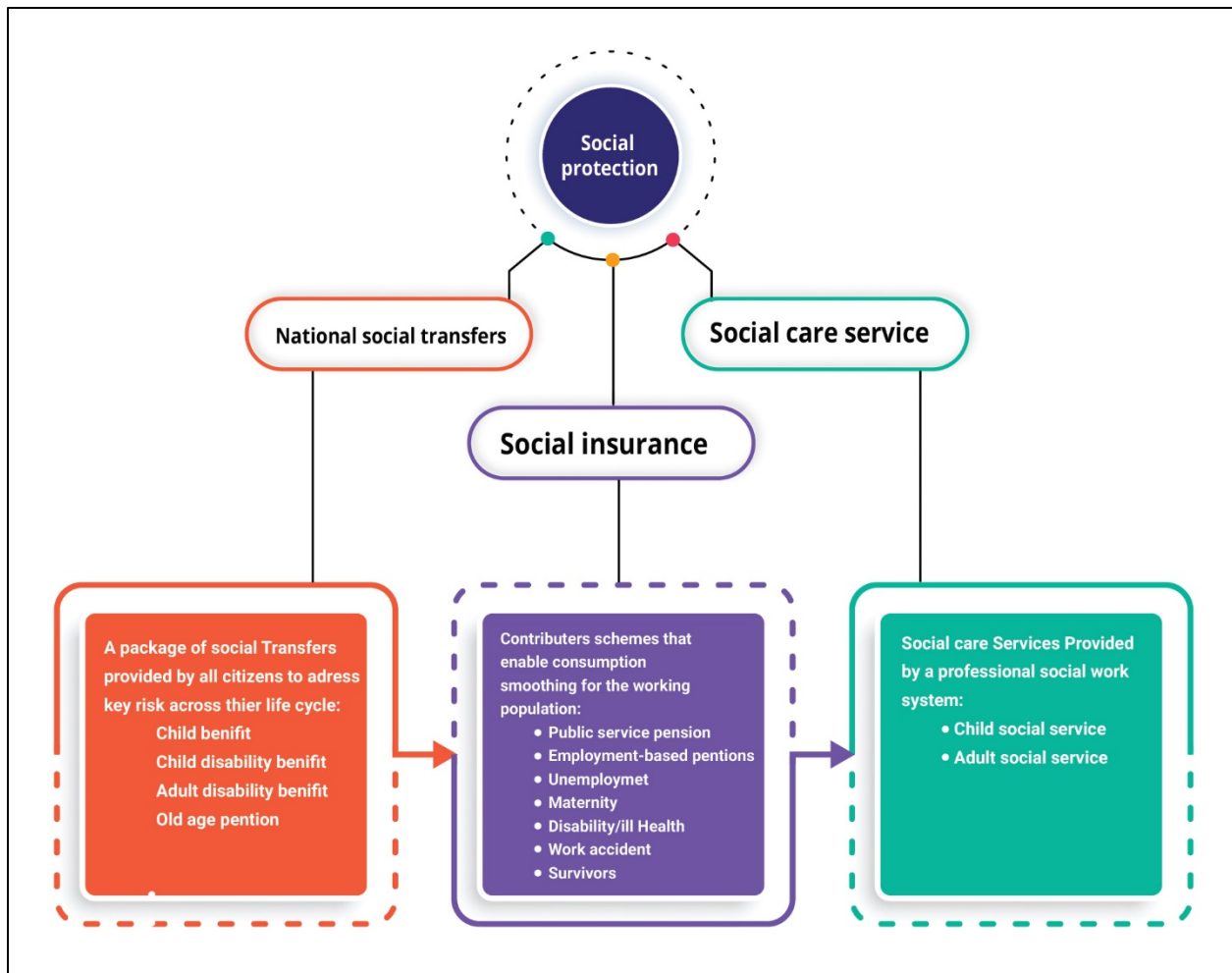
Schemes:

Cash transfer: The most well-known schemes in Somaliland include public workfare schemes, which provide a cash transfer conditional on a member of the household participating in labour intensive work. While these schemes have a dual objective of providing income security and building community assets to enhance resilience to climatic shocks, in particular with the aim of addressing water scarcity in remote areas. In practice, due to the low level of transfers provided in cash and food for work schemes, these interventions promote vulnerable forms of employment at low remuneration which can have adverse effects on health and wellbeing among recipient families. Unconditional transfers are more likely to offer income security to families and enable their engagement in the labour market.

Public Service Pension: In 2018, Somaliland has released a Public Service Pension Fund Bill. Through a Funded Defined Contribution Scheme, the scheme will provide a form of income replacement to civil servants, upon reaching a retirement age of 65 years. The scheme will provide benefits in the form of periodic payments, through the purchase of annuities, a lump sum payment, or an income drawdown, which allows members to draw income directly from the fund at any given point in time.

Challenges: Women/Children in Somaliland face significant challenges in the early stages of life as most families struggle to access adequate incomes and living standards. The latest estimates of Somaliland's poverty line in 2013 suggested that the urban poverty rate was 30 per cent, while rural poverty was estimated at 37 per cent. the vast majority of people in Somaliland are living on very low and insecure incomes. Ninety-three per cent of the population in both urban and rural areas still had very low levels of per capita consumption at SI. Sh. 13,600 (US \$ 1.60) and SI. Sh. 11,900 (US\$ 1.40), respectively. Using the international threshold of PPP \$ 1.90 per person per day, in 2017, 78 per cent of the population was regarded to live in extreme poverty.

Conclusion: Nonetheless, it should be realized that a comprehensive Social Protection system should be progressively realized over time.



3.10 Operational/Existing Policies

Name of the Policy/Laws/Acts	Current Status
Workforce Related Laws and policies	
1. National Internship Policy,	approved
2. National Employment Policy,	approved
22. Somaliland Labor Law	approved
3. Review and amendment of labor law	approved
4. labor dispute regulation,	approved
5. Work Permit Regulation,	approved
6. Employment Regulation for private sector,	approved
23. Labor Union Act/	DRAFT
24. Trade Union Act	DRAFT
Social Protection	
25. Social Protection Policy	DRAFT
Child related laws and policies	
26. National Child Protection Policy	approved
27. Alternative Child Care Policy	approved
28. Child Right Act	DRAFT
Women specific related laws and policies	
29. National Gender Policy	approved
7. Rape and Adultery Control Act	Approved
30. Sexual offence Bill	DRAFT
31. National FGM/C Policy	DRAFT
32. Family Law	DRAFT
Disability related laws and policies	
33. Disability Right Act	DRAFT
34. Disability Policy amendments	DRAFT
Cash transfers	
8. Cash transfer programming regulations	approved

3.11 SWOT Analysis

Conducting the SWOT analysis five areas targeted to look into:

- **MESAF as an institution:** looking aspects of the human resources skills sets in place, office space, archive, transport, office security, structures effectiveness, ways of working, MESAF mandate practice, leadership, relationship between HQ and regions
- **Planning & Coordination:** analysis aspects, though not limited to, internal and external coordination mechanisms, resource mobilization, information sharing

- **Partnerships:** looking aspects of international and national partners, donors, international agencies. The exercise also considered the private sector, political institutions (houses of parliament) in the eyes of potential opportunities available.
- **Communication, Documentation & Learning:** this section tried to discover the facts on: Data management, M&E, Surveys/Researches, MESAF Website role, emails communications and advocacy aspect of issues that MESAF want to promote and get supported by its partners and stakeholders
- **The Program Delivery:** finally, the SWOT exercise teams looked into the program delivery, making an overview of to the extent that MESAF has delivered its strategic commitments during the last 5 years with special focus on effectiveness, relevance, cost effectiveness and other challenges faced. The exercise also looked into the divergence and convergence of the MESAF role in terms of service delivery vs regulatory agent for the Somaliland government as per its tri-role mandate (labor, social and family)

Strength (Internal)
<ol style="list-style-type: none"> 1. Efficient policy and legal frameworks in place 2. Strategy plan and department action plans were available 3. Modern national financial management in place/EFMIS (PFM) 4. Effective mobilization of commemoration national events (FGM Day, CRD, ACD, 1ST May, 16 activism, disability day, 8 March) 5. MESAF leading regular functioning Coordination Meetings (i.e. GBV WG, CP WG Gender cluster, Social workers, Employment sector working actors) 6. Effective partner engagement and commitment 7. PRIMERO system in place 8. Adjudicating labor dispute matters. 9. Strong legal frameworks developed, processed and applied 10. Training package/curricula for job seekers 11. Availability labour laws and work permit regulations 12. Technical Advisors embed with programs (TAs) 13. Applied Internship manuals and guidelines developed
Weakness (internal)
<ul style="list-style-type: none"> • Unapproved important policies and laws • Mandate confusions (regarding internal and the external) of the ministry with govt bodies • Poor regional offices capacity to deliver MESAF plans • Insufficient office spaces at HQ • Gender imbalance at the management level. • Weak relationship between HQ and regions • Inadequate participation of MESAF partners in coordination meetings • Poor information market related employment issue • Poor GBV service delivery
Opportunities (External)
<ul style="list-style-type: none"> • Potential partners and projects • Good relationship with Community leaders • SHGWG, VSLWG exist • Existence of coordination platforms • potential donors. • Strategic plans in place

- Increasing trend of partners willing for programming engagement
- Cabinet & Parliamentary commitment.

Threats (External)

1. Conflict of Mandates between parallel institutions
2. Religious and cultural sensitivity during initiating/processing some of the policies and acts
3. Limited Funds and Resources
4. Risks of COVID-19 impact
5. Poor communication among the departments.
6. MESAF programmatic priorities and rarely matched with donor funds.
7. Hard to get labour market information
8. A mismatch between market demand and labour supply, high market skills saturations
9. Job center Closed due to external factors, may affect chances for creating job opportunities
10. Unemployment escalation/increasing

3.12 Stakeholders' analysis

Overview of MESAF Business Potential Stakeholders			
Government	<ul style="list-style-type: none"> • CSC (civil service commission) • Immigration Dept. • NDRA • DRR & Food Reserves Agency (NADFOR) • M. religion & endowment • Local governments 	<ul style="list-style-type: none"> • Ministry of Justice • Parliament • Mo Education • Ministry of health • Good Governance Commission • MOI • Ministry of Agriculture 	<ul style="list-style-type: none"> • Ministry of livestock and fisher • Ministry of youth and sports • Courts/Judiciary • MoPND • Human right commission • Ministry of Technology • Ministry of finance • Ministry of information & technology
Private sector	<ul style="list-style-type: none"> • Telecommunications Companies • Private Banks 	<ul style="list-style-type: none"> • Energy companies • Airline companies • Remittances companies • Daaris foundation 	<ul style="list-style-type: none"> • Trade companies • Industrial & production companies • Shuraako
CSOs	<ul style="list-style-type: none"> • Yovenco, • Shaqodoon, • Havoyoco, • CLHE, • SONYO, , • Anppican, 	<ul style="list-style-type: none"> • NAGAAD, • NAFIS, • GARSOOR • SNDf • TASCO, • SOYDAVO , • LEGAL AID 	<ul style="list-style-type: none"> • Y-PEER • GAVO, • SOFHA & • , ADAMs • Trade Unions • WAAPO,
INGOs	Save The Children Oxfam SOS Muslim Plan ActionAid ICRC	FCA Care International WV Concern-worldwide SOS, ARC, DRC,	NRC GIZ, Plan International, ACTED, WVI, SPARK, HI,

UN	UNICEF, ILO, UNHCR,	IOM, WFP,	UNWOMEN, UNDP, UNFPA
International agencies/Donors	WB EU		
Other			

Overview of MESAF Stakeholders with Active Business Engagement			
MESAF Priorities	STRATEGIC GOAL 1: Strategic Goal 1: Promoting decent work, and productivity through conducive a legal and policies framework Focus areas: {Employment, labour Laws, Migration}		
	STRATEGIC GOAL 2: Increasing equity of improved social services and protecting rights of the vulnerable people Focus areas: {Access to social services, protection, PWD, child caring centres}		
	STRATEGIC GOAL 3: Ensure full participation and effective representation of women in leadership and political decision-making process at all levels for sustainable and equitable development Focus areas: {Women empowerment in decision making and economy}		
	STRATEGIC GOAL 4: Empowering marginalized and vulnerable groups economically through the provision of quality skills, financial schemes and inclusive Social Protection System' Focus areas: {inclusive social transfers, marketable vocational skills, PWDs and vulnerable groups}.		
	STRATEGIC GOAL 5: Increasing the capacity of MESAF for efficient delivery of its mandate. Focus areas: {Coordination, Planning, program quality, research, documentation, communication, staff performance, Digitalization, Power devolvement to regions}		
	Roles of Stakeholders that has an Active Engagement with MESAF		
		Key Active stakeholders	Potential areas of collaboration
A)	Government	CSC	<ul style="list-style-type: none">Support on promotion of the nation's pension schemes

		(civil service commission)	<ul style="list-style-type: none"> Facilitate staff capacity building and trainings Support on review and updates of labor laws and policies MESAF staff capacity building trainings Support legislative reforms for vulnerable groups of the society
		Immigration Dept.	<ul style="list-style-type: none"> Key actor on foreign employees travel management and enforcement of migrant labour laws
		Police Forces	<ul style="list-style-type: none"> Dealing with and deterrence of violence against victims of MESAF Target groups
		Ministry of Health & hospitals	<ul style="list-style-type: none"> Referrals centres and support of medical cases/victims processes
		Courts/Judiciary;	<ul style="list-style-type: none"> Key partner in dealing with violence affected victims Processing and hearings of affected victims Legal support
		Human right commission	<ul style="list-style-type: none"> Advocacy for affected victims Information sharing
		Ministry of information and technology	<ul style="list-style-type: none"> Support digitalizing internal & external communication. Support on working data management systems
B)	Private sector	Telecommunications; Companies; Private Banks; Energy companies; Trade companies; Industrial & production companies.	<ul style="list-style-type: none"> Major Sources of employment Interns placement opportunities Investors of employment generation
C)	CSOs/LNGOs	Shaqodoon,	<ul style="list-style-type: none"> Youth placement to respective institutions Employment information sharing
		HAVOYOCO	<ul style="list-style-type: none"> TVET programming; youth trainings on employable skills and placement to the employment market Support Targeting vulnerable groups of the society including women, children, disables, refugees, IDPs,
		Trade Unions	<ul style="list-style-type: none"> Working with work force rights, trainings and capacity building of employees, including protection of their labor rights Employment and internship projects and programs Participate in coordination meetings.
		NAGAAD,	<ul style="list-style-type: none"> Women issues, including women in decisions making programs, women economic development Support Targeting vulnerable groups of the society including women, children, disables, refugees, IDPs, returnees, asylum seekers and vulnerable communities at large. Support to high level programming coordination meetings Support to women's efforts in participating national decision-making forums/bodies Mainstreaming gender in all types of programs Capacity building and trainings for women empowerment and people with disabilities, minorities...etc.

		NAFIS	<ul style="list-style-type: none"> • GBV related issues, Women issues in general, including women in decisions making programs, women economic development • Support Targeting vulnerable groups of the society including women, children, disables, refugees, IDPs, returnees, asylum seekers and vulnerable communities at large. • Support to high level programming coordination meetings • Support to women's efforts in participating national decision-making forums/bodies • Mainstreaming gender in all types of programs • Capacity building and trainings for women empowerment and people with disabilities, minorities...etc.
D)	INGOs	Save The Children	<ul style="list-style-type: none"> • Child rights, • Access to basic services • Child protection policies and interventions • Social Protection Policy • Support to emergency response interventions • Support to child protection programs • Organizing employment related events and conferences
		Oxfam	<ul style="list-style-type: none"> • Youth employment • Support to high level programming coordination meetings • Support to emergency response interventions • Employment and internship project and programs • Project and programs non-formal Education opportunities for women and girls • Organizing employment related events and conferences
		Care International	<ul style="list-style-type: none"> • Support to emergency response interventions • Employment and internship project and programs • Project and programs non-formal Education opportunities for women and girls • Emergencies relief programs • Support to high level programming coordination meetings • Organizing employment related events and conferences
		ACTED,	<ul style="list-style-type: none"> • IDPs emergency programming • Addressing the gender gaps and differences among the refugees and IDPs communities
		SPARK,	<ul style="list-style-type: none"> • Emergencies relief programs • Youth employment
E)	UN	UNICEF,	<ul style="list-style-type: none"> • Education in emergencies • Employment and internship projects/programs • Non-formal Education opportunities for women and girls • Emergencies relief programs
		ILO,	<ul style="list-style-type: none"> • Employment and internship projects/programs • Support on review and updates of labor laws and policies • MESAF staff capacity building trainings

			<ul style="list-style-type: none"> Organizing employment related events and conferences
		UNHCR,	<ul style="list-style-type: none"> Advocate for the Refugees, Asylum seekers, returnees and IDPs employment rights to create employment generation and provide capacity building to have an equal access job opportunity with the host community as stated by the Somaliland constitution Article (8) Support to high level programming coordination meetings Protection policies and protection schemes
		IOM,	<ul style="list-style-type: none"> Supporting Labor migrants Disseminating of laws & taking part in awareness raising of issues related to migrants
		WFP,	<ul style="list-style-type: none"> Food transfers to MESAF target groups/communities Cash Transfers to MESAF target groups/communities
		UNFPA	<ul style="list-style-type: none"> Family welfare initiatives GBV interventions Support to women's efforts in participating national decision-making forums/bodies Mainstreaming gender in all types of programs Creating awareness and trainings for women empowerment and people with disabilities, minorities...etc.
F)	International agencies/Donors	WB	Funding MESAF strategic plan at large
		EU	Funding MESAF strategic plan at large
		SDF	Funding MESAF strategic plan at large

Chapter 4:

STRATEGIC DIRECTION

4.0 STRATEGIC DIRECTION

4.1 STRATEGIC GOALS, STRATEGIC OBJECTIVES, & OUTPUTS/RESULTS

STRATEGIC GOAL 1:

Promoting Decent Work, And Productivity Through
Conducive A Legal And Policies Framework

Strategic Objectives	Outputs/Results
STO1.01 To increase the employment rate by enhancing linkage between Labour workforce and strategic demands in the market	<ul style="list-style-type: none"> • The increased employment rate in the market • Market-oriented education system adopted • Training Database system containing available jobs across the country established
STO1.02 To promote responsive labor/ Employment laws and policies for creating a protective environment for nationals and migrant workers	<ul style="list-style-type: none"> • Increased capacity of MESAF to apply labor laws • Labour s and policies amended, reviewed and updated
STO1.03 To Strengthen labour migration governance & advancing for regulated labour migration	<ul style="list-style-type: none"> • Coordinated labour migration agendas/issues. • Promoted Migrant worker's social integration and inclusion • Families reunified with children on the move.
STO1.04 To Create/promote competitive, productive labour force that are connected to the changing global technology	<ul style="list-style-type: none"> • Software database created for an active workforce and • Capacity building programs rolled out to all sectors

STRATEGIC GOAL 2:

Improving Equity In Accessing Social Services
And Protected Rights of Vulnerable Groups of
The Society

Strategic Objectives	Outputs/Results
STO2.01 To increase access to social services and develop service delivery mechanisms for vulnerable Groups	<ul style="list-style-type: none">• Developed friendly protective legislations and policies frame works• Enhanced capacity of the service providers and improved service delivery mechanisms in all main districts in Somaliland• Increased access to Protection services for Human rights survivors/victims (Health, PSS, legal, FTR etc)• Harmonized and standardized Case management guidelines
STO2.02 To provide adequate support and response to children and women with protection concerns through proper case management process	<ul style="list-style-type: none">• Deployed adequate professional social workers• Developed and disseminated data protection and information protocols for case management partners• Strengthened coordination and collaboration among the protection partners• Strengthened referral pathways and improved
STO2.03 To increase community knowledge and skills to combat harmful social norms and t raditional practices	<ul style="list-style-type: none">• Organized and capacitate community-based mechanisms at the community level• Convened regular community mobilization and awareness raising sessions in targeted districts of SL• Produced TV and radio awareness raising programs on women and children's rights
STO2.04 Increase capacity of the human rights stakeholders	<ul style="list-style-type: none">• Developed standardized training curriculum for short trainings of the Human rights partners including service providers• Organized accessible online training material• Organized and established Child forums in the prim/Secndry schools
STO2.05 To regulate and support caring and rehabilitation centers for children and other vulnerable groups including disability and mental illness caring	<ul style="list-style-type: none">• Assessed and certified/dismissed working centers in Somaliland through the national guidelines• Convened regular monitoring and supervision for caring and rehabilitation of the vulnerable groups and improved identified gaps• Maintained regular reporting and record keeping of the centers through agreed reporting guideline

STRATEGIC GOAL 3:

Ensure Full Participation And Effective Representation Of Women In Leadership And Political Decision-Making Process At All Levels For Sustainable And Equitable Development

Strategic Objectives

Outputs/Results

STO3.
01

To enhance and empower women in decision-making processes at the local and national levels

- Advanced women's participation in leadership and politics through legislations and policies
- Mainstreamed gender issues in political, social, and economic development processes at different levels
- Enhanced the inclusivity of women in multi-party system for full participation and effective representation in political systems and institutions

STO3.
02

To empower women economically for supporting micro-finance institutions of women for equitable participation in leadership and politics

- Empowered women economically in supporting micro-finance institutions of (for) women for better participation.
- Targeted Economic recovery program designed and implemented

STRATEGIC GOAL 4:

Empowering marginalized and vulnerable groups economically through quality education, skills, provision of financial schemes and effective Social Protection System

Strategic Objectives

Outputs/Results

STO4.
01

To Promote accessible and equitable livelihood opportunities for vulnerable poor and low income families through effective Social Transfers

- Designed, facilitated, and established access to financial schemes for vulnerable poor and low-income families through effective Social Transfer.
- Provided food distribution to 2000 PWDs households.
- Strengthened community's resilience and reduced their vulnerability to natural hazards by having access to resources and opportunities.

STO4.
02

To promote and advocate quality education and marketable family life education skills

- Formal and non-formal education opportunities and skills availed for PWDs

STO4.
03

To promote PWD's rights to social protection system without discrimination on the basis of their disabilities

- The existing Disability Coordination Meetings strengthened & improved
- Awareness raising and advocacy provided to the elimination of PWDs discrimination and PWDs institutions technically supported.

STO4.
04

To promote and improve the existing Policies, Laws and Guidelines for the marginalized and vulnerable groups

- The approval of the National Disability Act. Advocated and lobbied
- The National Disability Policy reviewed and updated

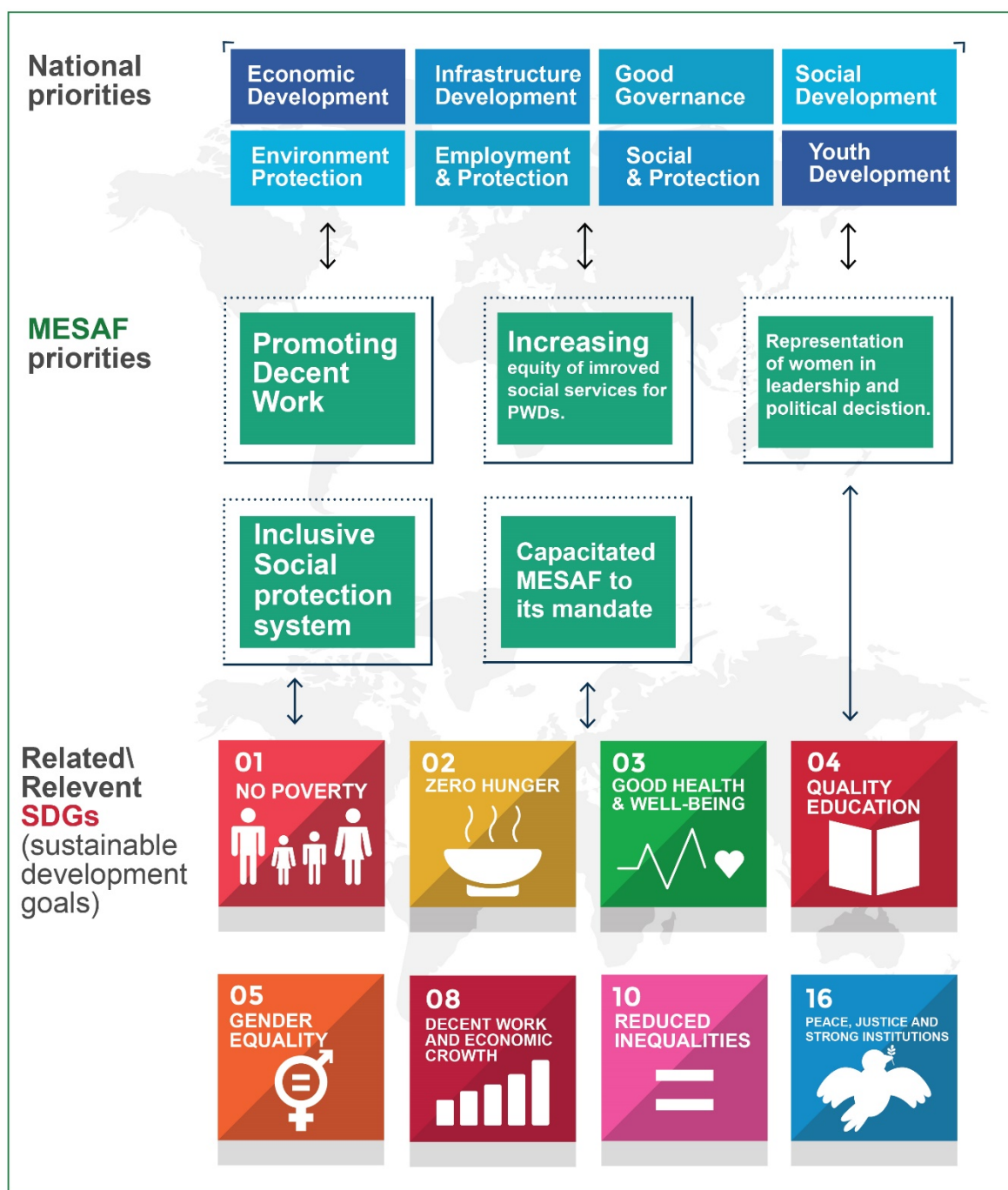
STRATEGIC GOAL 5:

Increasing the capacity of MESAF for efficient delivery of its mandate.

Strategic Objectives	Outputs/Results
STO5.01 To improve Coordination, Planning and policies functions of the Ministry	<ul style="list-style-type: none">• Planning and Coordination mechanisms strengthened both national and sub nation level• Efficient policies and laws, initiated, reviewed and adopted
STO5.02 To improve program quality by increasing research studies, Statistics and documentation and robust MEAL system	<ul style="list-style-type: none">• Improved MEAL adopted throughout MESAF programming at all levels• Improved human resource capacity for research and Statistical department• Developed administrative records to be gradually relied upon as a primary source of data to support the decision and policy-making processes
STO5.03 To enhance logistics, procurement, archives and administration systems	<ul style="list-style-type: none">• Improved MESAF logistics and procurement policy• MESAF archives Operationalized the.• improved MESAF data management system.
STO5.04 Increase staff performance, efficiency and effectiveness	<ul style="list-style-type: none">• Administrative e policies and procedures reviewed and adopted• MESAF staff capacity strengthened
STO5.05 To establish digitalization system and improve the communication and public relation of the ministry	<ul style="list-style-type: none">• MESAF operations digitalized.• Improved communication system and public relation of the ministry
STO5.06 To establish digitalization system and improve the communication and public relation of the ministry	<ul style="list-style-type: none">• Increased MESAF infrastructure in the regions and districts (Ne buildings and rehabilitation of existing ones)• increased regional and districts capacity to effectively deliver MESAF's mandate and committed services

4.2 Alignment of Change Goals to National Priorities and Global SDGs

MESAF Program Alignment with National priorities and Global SDGs



Chapter 5: Program Logic

5.0 Program Logic

5.1 Strategic Goals vs Strategic Objectives vs Impact oriented interventions

Strategic Goal 1: <u>STG1:</u> STRATEGIC GOAL 1: PROMOTING DECENT WORK, AND PRODUCTIVITY THROUGH CONDUCTIVE A LEGAL AND POLICIES FRAMEWORK						
Objectives		Outputs				
<u>STO1.1</u> To increase the employment rate by enhancing linkage between Labour workforce and strategic demands in the market		<ul style="list-style-type: none"> ○ The increased employment rate in the market ○ Market-oriented education system adopted ○ Created Database system containing available jobs across the country established 				
Interventions/activities		Years/Duration				
		1	2	3	4	5
1.	Conducting National Employment Conference					
2.	Seed grant 100 beneficiary from All regions of Somaliland					
3.	Organize and conduct quarterly regional and national employment forums					
4.	Develop a comprehensive implementation plan for the national employment policies					
5.	Assist MESAF in coordination of the national job fair events					
6.	Establish Employment, and labor Market information management system					
7.	Develop private sector engagement strategic plan with action plan for constructive engagement					
8.	Enhance and institutionalize youth internship and apprenticeship programs in collaborations with TVET institutions and universities					
9.	Promote job placement, volunteer schemes and internship to enable the young to acquire requested job training and hand-on experience					
10.	Build capacity of Employment partners for constructive engagement in employment opportunities					
11.	Assist university graduates in obtaining internship positions so they can gain skills, competency and experiences they require					
12.	Institute awareness rising focusing on employment and labor standards and on rights at work-place.					
13.	Conduct national research to words employment statutes of the country					
14.	Running youth job center to provide skills to unemployed youth.					
15.	Provide external linkage between youth & global education & opportunities to borrow knowledge & innovations					
16.	Facilitate private sector awareness campaigns					

Objectives	Outputs
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STO1.2 To promote responsive labor/Employment laws and policies for creating a protective environment for nationals and migrant workers		<ul style="list-style-type: none"> ○ Increased capacity of MESAF to enforce the principles of the labor code. ○ Labor laws and policies amended, reviewed and updated 				
Interventions/activities		Years/Duration				
		1	2	3	4	5
1.	Amending the Private Sector Labor Code -31/2020.					
2.	Creating Occupational Safety & Health Assurance Policy					
3.	Finalization of the Trade Unions Act.					
4.	Conducting Annual National Employer's Conference.					
5.	Establishing Regional Dispute Resolution Committees					
6.	Conducting of coordination meetings on disseminating the labor laws.					
7.	Convening consultation & validation meetings on draft of labor laws or policies.					
8.	Creating Policy on Recruitment process.					
9.	Creating Child Labor Policy					
10.	Conducting labor inspections on workplaces to increase the enforcement of labor laws					

Objectives		Outputs				
STO1.3 To Strengthen inclusive labour migration governance & advancing for regulated labour migration		<ul style="list-style-type: none"> ○ Coordinated labour migration agendas/issues. ○ Promoted Migrant worker's social integration and inclusion ○ Families reunified with children on the move. 				
Interventions/activities		Years/Duration				
		1	2	3	4	5
1.	Capacity to collect and analyze labour migration data.					
2.	Drafting Labour Migration Policy.					
3.	Conduct Labour inspection for migrant workplaces to protect their rights					
4.	Register Children on the move, conduct assessments and make referrals.					
5.	Provide psycho-social Counselling					
6.	Protect Children from Forced Labour and acts of violence.					
7.	Protect Women Migrant's rights to wards awareness raising					
8.	Provide medication children on the move and other support basic needs.					
9.	Migrating women get responses on sexually gender basic violence (Shelter, medication and legal aid)					

Objectives		Outputs				
STO1.4 To Create/promote competitive, productive labour force that are connected to the changing global technology		<ul style="list-style-type: none"> • Competitive & tech driven workforce development. • Promote Universities & TVET institutions to produce skilled and relevant workforce to the market 				
Interventions/activities		Years/Duration				
		1	2	3	4	5
1.	Develop capacity building strategy for national human resources skills development					
2.	Establish sustainable TVET/Training institutions to sustain & over innovative & emerging skills					
3.	Employers' companies engagement by developing engagement policies and strategies					
4.	Employers' companies engagement by developing engagement policies and strategies					

5.	Information management system for Employment and labor were enhancing					
6.	Technical and vocational training (TVET) programmes in Somaliland are Characterized by little standardization.					
7.	Capacity building for universities and TVET institutions to establish research, innovation and technology centers for supporting entrepreneurship development					
8.	Supporting MSMEs to adopt research-based innovation and technology for facilitating business creation, expansion and diversification					
9.	Improving labor information data system for Employment and labor department and enhancing the capacity for LIMS					
10.	Creating enabling environment for transforming informal sector through facilitating access to license, space & subsidy grant & access to finance.					
11.	Conduct research based sectorial innovation & technology development by identifying gaps & opportunities for effective employment creation					
12.	Establishing government led Innovation Centre to produce youth innovators					
13.	Equitable participation in skills trainings, internships, & employment creation opportunities					
14.	Enabling environment for people with special needs at workplaces.					
15.	Create Software database for an active workforce					
16.	Roll out Capacity building programs to all sectors					

Strategic Goal 2: STG2:

INCREASING EQUITY OF IMPROVED SOCIAL SERVICES AND PROTECTING RIGHTS OF THE VULNERABLE PEOPLE

Objectives		Outputs/Results					
SO2.1 To increase access to social services and develop/strengthen service delivery mechanisms for vulnerable people		<ul style="list-style-type: none"> Developed Rights based protective legislations and policies frame works Enhanced capacity of the service providers and improved service delivery mechanisms in all main districts in Somaliland Increased access to Protection services for Human rights survivors/victims (Health, PSS, legal, FTR and etc) Harmonized and standardized Case management guidelines 					
Interventions/Activities		Years/Duration					
		1	2	3	4	5	
1.	Formulate and implement lobbying and Advocacy plans for the enactment of the national Child Right Act and revised Sexual Offence Bill(SOB) from Houses of the parliament						
2.	develop implementation plan and review child protection and alternative care policies						
3.	Finalize and disseminate National standard operating procedure for child protection and GBV case management and Develop data protection and information sharing protocols for case management practitioners.						
4.	Mapp out and assess the capacity of CP and GBV service provider, support and strengthen their capacity of service delivery and develop and disseminate service directory (Once Year at least)						
5.	Setting up a psycho-social professional pool for Somaliland and develop guidelines and procedures of psycho-social service deliveries.						
6.	Scale up the use of the digital case management system CPIMS+/primero and develop and disseminate user's guideline of the Primero package and facilitate the review CPIMS+ package regular bases						
7.	Finalize and Validate Somaliland FGM policy from the cabinet of the ministries and houses of the parliament.						

8.	Undertake awareness raising of the approved child protection and GBV related laws and policies and train to the stakeholders including law enforcement institution, service providers and other mandated institutions/ structures.					
9.	Establish M & E and learning mechanisms for the implementation of the approved laws and policies related to women and children in Somaliland.					
10.	Mapp and coordinate for all stakeholders' programs, priorities and coordinate their interventions to avoid duplication and improve cooperation among stakeholders' Re-structure and make functional formal and informal CP/GBV structures					
11.	Enhance the Clinical management of Rape (CMR) services delivery for GBV survivors					
12.	Facilitate with the support of social workers Community and GBV Initiatives					
13.	Strengthen family and community protection nets to contribute protective environment					
1.	Provide structured and sustained psychosocial support (PSS) programmes for children and caregivers in accordance with Inter Agency Standing Committee (IASC) guideline					
2.	Support and facilitate establishment of quality response/assistance coordinated system to child victims/survivors for their full physical and psychological recovery, development and social reintegration (Integrate PSS and PFA other Services).					
3.	To map out and harmonize child protection strategies/interventions to jointly addressing CP and GBV issues in Somaliland.					
4.	Support and facilitate of quality response/assistance coordinated system to child victims/survivors for their full physical and psychological recovery, development and social reintegration.					

Objectives		Outputs					
SO2.2 To provide adequate support and response to children and women with protection concerns through proper case management process		<ul style="list-style-type: none"> Engaged professional social workers in the field to women and children with protection concerns Developed and disseminated data protection and information protocols for case management partners (Objective 1) Strengthened coordination and collaboration among the protection partners (objective 1) Strengthened referral pathways and improved information sharing Established/Strengthened the preventive and response service for separated/unaccompanied and children without proper parental care 					
Interventions/activities		Years/Duration					
		1	2	3	4	5	
5.	Standardization the Child Protection and SGB core response service centers and practice of SOPs, mapping, registrations data, case referral and accountability						
6.	Improving Case Management Systems in Somaliland by shifting from traditional case management to digital and undertake regular monitoring and review for GBV and CP case management practice						
7.	Professionalization of Social workforce in Somaliland						
8.	Provide structured and sustained psychosocial support (PSS, PFA programs for children and caregivers in accordance with interagency Standing Committee (IASC) guideline and mental health (Capacity gap for mental health)						
9.	Strengthen the IDTR for UASC specifically in the main border's towns transit location and Rehabilitation centers						

10.	Conduct targeted assessments/researches on CP and GBV to find out root causes of children's right violation, preventive and response structures, available services and other protection related mechanism in Somaliland and promote positive traditional norms and community practices					
11.	Establish/strengthen child Friendly Referral pathways to promote children's access to all developmental and protective services to the child and women victims/survivors.					

Objectives		Outputs					
SO2.3 To increase community, awareness knowledge and skills to combat harmful social norms and traditional practices		<ul style="list-style-type: none"> Organized and capacitate CP and GBV community-based mechanisms to undertake preventive and response activities on social norms Promoted regular community mobilization and awareness raising sessions in all targeted districts Produced and disseminated through appropriate channels Mass media Awareness raising programs and short films/stories on women and children's rights 					
Interventions/activities		Years/Duration					
		1	2	3	4	5	
1.	Assess and map out existing Community Based CP/GBV structures and restructure/re-establish and convene regular mobilization and sensitization sessions of the community structures to play their critical role the CP and GBV interventions in their respective locations						
2.	Develop and disseminate harmonized Awareness raising messages on CP an GBV through different communication channels						
3.	Undertake targeted awareness raising campaigns and social dialogue programs addressing negative attitudes, social norms and practices challenging children's participation and carry out women and child rights monitoring and reporting.						
4.	Initiate mass media/IEC and communication awareness raising programs and develop promotional materials to advance women and children's rights in Somaliland						
5.	facilitate and promote community open discussions and voice out on child protection and GBV issues to break the silence and allegiances negative attitudes, perception and believes.						
6.	Scale up and replicate the piloted Community Cares model to promote social change rolled out in the targeted districts (Training, community dialogue & Innovative school based prevention program for adolescents).						
7.	Mentor CP/GBV committees and support implementation plans of the to conduct community mobilization, awareness and dialogue on GBV including FGM/C , child marriages and other harmful practices (Dialogue, IEC , media)						
8.	Engage and empower child right forums to hear their voice and enable them to challenge the harmful norms and community practices against their rights and wellbeing						

Objectives		Outputs					
SO2.4 To Increase capacity of the protection stakeholders		<ul style="list-style-type: none"> Developed and harmonized standardized training curriculum for short trainings of the protection partners including service providers based on the identified training needs and emerging issues 					
Interventions/activities		Years/Duration					
		1	2	3	4	5	

1.	Establish/strengthen and support coordination systems with both government and non-governmental cluster to respond to CP /GBV issues					
2.	Conduct comprehensive capacity and training needs assessment for different CP and GBV local stakeholders					
3.	Develop training, education and capacity building package for all CP and GBV actors based on the outcomes from the capacity and trainings needs assessment					
4.	Enhance capacity of children's forums/ groups and promote peer to peer learning to encourage them to speak out on issues, expose abuse and exploitation, make complaints					
5.	Facilitate experience learning and exposure visits for key CP and GBV partners within and to the neighboring countries					
6.	Support Capacity Building programs of the CP/GB partners					
7.	Organize open-source training models					
8.	Organize and establish Child forums					
9.	Produce women and child friendly rights education programs					

Objectives		Outputs					
SO2.5 To regulate and support child caring centers		<ul style="list-style-type: none"> Assessed and certified functioning centers with alignment national policies/guideline Convened regular monitoring and supervision for caring and rehabilitation of the vulnerable groups and improved identified gaps Maintained regular reporting and record keeping of the centers through agreed reporting guideline 					
Interventions/activities		Years/Duration					
		1	2	3	4	5	
1.	Disseminate and enforce national guideline for alternative care centers						
2.	Assess and certify all caring centers in Somaliland with the consideration the minimum requirements listed in the minimum standard for alternative care centers Guideline						
3.	Undertake regular monitoring, supervision and auditing (once in every year at least) for caring centers and document exam the outcomes						
4.	Promote preventive response system for the children in alternative care centers in Somaliland						
5.	Establish immediate response system for unaccompanied and separated children in Somaliland to facilitate quick family reunification and community reintegration's.						
6.	Exam and support available service in the alternative care centers						
7.	Evaluate and evaluate the implementation of the minimum standard of alternative care centers in the centers once in every two years						

STRATEGIC GOAL 3: ENSURE FULL PARTICIPATION AND EFFECTIVE REPRESENTATION OF WOMEN IN LEADERSHIP AND POLITICAL DECISION-MAKING PROCESS AT ALL LEVELS FOR SUSTAINABLE AND EQUITABLE DEVELOPMENT

FIRST-LEVEL DECISION MAKING: POLICY/PROGRAM LEVEL FOR SUSTAINABLE AND EQUABLE DEVELOPMENT		
Objectives	Outputs	
SO3.1: To enhance and empower women in decision-making processes at the local and national levels.	<ul style="list-style-type: none">Advanced women's participation in leadership and politics through legislations and policiesMainstreamed gender issues in political, social, and economic development processes at different levelsEnhance women political participation through economic empowerment	
Interventions/activities		Years/Duration

		1	2	3	4	5
1.	Consultations and discussions on Quota and affirmative action on women's political participation initiated					
2.	The capacity of gender mainstreaming knowledge of gender concerned ministries and other stakeholders, agencies, partners and donors.....are developed through gender cluster meetings and capacity building trainings					
3.	Quota and affirmative action of women's political participation developed for equitable leadership, and produced guidance					
4.	Gender and women studies institute established					
5.	High ranks of women in political party leadership and top managements are increased					
6.	A platform for women's political participation established and functioned for gender-equality advancement					
7.	Knowledge, skills and competency of gender equality involving institutions and individuals promoted through trainings, studies and awareness.					
8.	Leadership capacity of women in political parties, negative attitude of leadership towards women leadership and general					
9.	Public changed significantly through media campaign and awareness education.					
10.	Increased 30% of women's participation and representation in elected offices through implementation of policies and legislations					
11.	Number of studies and surveys on gender equality and social economic study for women political participation conducted					

Objectives		Outputs				
SO3.2: To empower women economically for supporting micro-finance institutions of women for equitable participation in leadership and politics		<ul style="list-style-type: none"> Empowered women economically in supporting micro-finance institutions of (for) women for better participation. Targeted Economic recovery program designed and implemented for supporting the small-scale women businesses affected by the WAAHEEN Market fire tragedy. 				
Interventions/activities		Years/Duration				
		1	2	3	4	5
1.	Consultation meetings and studies of women property rights initiated					
2.	Establish and functioned Advocacy and lobby forum for women's economic empowerment and support financial institution of women."					
3.	Pool funds for women's economic empowerment created					
4.	Financial systems and programs for women economic empowerment for political participation developed					
5.	supportive and friendly policies "Women economic empowerment policy" formulated for women's political representation in economic wise					
6.	Studies of women's economic empowerment conducted for gender equality advancement					
7.	Targeted socio-economic assessment of the fire tragedy impact to the WAAHEEN Market.					
8.	Law of women's property rights approved					
9.	Financial sectors for women's economic development supported and promoted nationally					
10.	Leadership trends of the country changed through building economic and political systems for equitable and sustainable development					

STRATEGIC GOAL 4: Empowering marginalized and vulnerable groups economically through the provision of quality skills, financial schemes and inclusive Social Protection System"						
Objectives			Outputs			
SO4.1: To promote accessible inclusive social transfers and equitable livelihood opportunities for vulnerable families			<ul style="list-style-type: none"> Designed, facilitated, and established access to financial schemes for vulnerable poor families Inclusive social transfer schemes are designed and implemented for poor families Strengthened community's resilience and reduced their vulnerability to covariate shocks through shock responsive social protection 			
Interventions/activities					Years/Duration	
					1	2
1.	Strengthen departmental capacity to design and implement social transfers					
2.	Participate, organize and arrange Effective coordination's such as Social Protection working groups, Project Steering Committee meetings and National Disability Forums.					
3.	provide social transfers to improve access to food for 2000 Households					
4.	Supervise and monitor the social and cash transfer programs implemented in the country					

Objectives			Outputs			
SO4.2: To promote and advocate quality and marketable skills for the marginalized and vulnerable groups			<ul style="list-style-type: none"> Non-formal education opportunities and skills availed for marginalized and vulnerable groups 			
Interventions/activities					Years/Duration	
					1	2
1.	To promote and advocate that PWD, women, children and minorities have equal rights with special inclusive TVET educational skill system					
2.	Ensure that women, youth, minorities and PWD are integrated into regular school system and have inclusive facilities.					
3.	MESAF to provide research and survey in order to know the level of education for children, youth, minorities and PWD in need.					
4.	Undertake monitoring activities to determine whether children with disabilities have been integrated into the regular schooling system, whether they have been provided with proper facilities and special teachers and whether education and TVET centers are accessible to be PWDs					

Objectives			Outputs			
SO4.3: To promote PWD, s RIGHTS TO SOCIAL SERVICES INCLUDING social protection and enhance their mobility			<ul style="list-style-type: none"> The existing Disability Coordination Meetings strengthened and improved Awareness raising and advocacy provided to the elimination of PWDs discrimination PWDs institutions technically supported. Income security for food for PWDs improved 			

Interventions/activities		Years/Duration				
		1	2	3	4	5
1.	To put in place a National Disability Information Management System.					
2.	Visitation and verification of offices of PWD organizations and umbrellas to verify their effectiveness.					
3.	Hold the National Disability Day Event.					
4.	Distribute wheel chairs and disability related materials to PWDs					
5.	Design and implement social protection schemes for PWDs.					
6.	National Disability Census for the country for knowing the exact figure of PWD and Analysis the National Census of the PWD					

Objectives		Outputs					
SO4.4: To develop/improve the policies, laws and guidelines of the marginalized and vulnerable groups		<ul style="list-style-type: none">• The approval and finalization of the existing laws and policies• Establishment and development of new policies and laws• Advocate and lobby for the policies and laws approval and implementation					
Interventions/activities		Years/Duration					
		1	2	3	4	5	
1.	Advocate and finalize for the approval of the existing for the concerned stakeholders						
2.	Amendment and review the national disability policy, advocate for the approval of the National Disability Act and develop the national strategy plan for the Disability Bill.						
3.	Develop and implement strategy plan of the existing and new policies, laws, and guidelines.						
4.	Have an effective Social Protection Policy in Place with effective Implementation strategy with inclusive disability program						
5.	Undertake awareness activities concerning the National social protection policy						

Objectives		Outputs				
SO 5.6: To increase Regional Capacity to deliver MESAF mandate effectively		<ul style="list-style-type: none">Increased MESAF infrastructure in the regions and districts (construction New buildings and rehabilitation of existing ones)Effective decentralization MESAF plans in place at regional and districtincreased staff capacity at regional and districts.				
Interventions/activities		Years/Duration				
		1	2	3	4	5
1.	Establish robust coordination mechanisms at regional level					
2.	Core MESAF service decentralized including family dispute resolution , labour dispute resolution and social protection services					
3.	Provide capacity buling training to MESAF staff at regional level					
4.	Provide equipment and furniture to MESAF existng regional office					
5.	Establish new functional districts and regional					
6.	Decentralize and empower MESAF structures at regional and district level					
7.	Increase regional representation of national ongoing projects					
8.	Organize commemoration events at regional and district level					
9.	Create knowledge sharing platform between HQ , regions and districts					
10.	Coordinate social protection and livelihood programs at regional and district level					
11.	Conduct national employment job fairs at regional and district level					
12.	Establish job center five regions					

Strategic Goal 5: STG5: Increasing the capacity of MESAF for efficient delivery of its mandate.

Objectives		Outputs				
SO5.1: To improve Coordination, Planning and policies functions of the Ministry		<ul style="list-style-type: none"> Planning and Coordination mechanisms strengthened both national and sub nation level Efficient policies and laws, initiated, reviewed and adopted 				
	Interventions/activities	Years/Duration				
		1	2	3	4	5
1.	Provide capacity building training for MESAF regional staff to conduct coordination meetings effectively					
2.	Organize and coordinate timely the GBV WG, NEF, CPWG, include meetings at national and sub national level					
3.	Organize other important ministry meetings including conferences in partnership with concerned department					
4.	Put in place a robust coordination platform between MESAF and Islamic organizations					
5.	Organizational national employment conference					
6.	Organize nation employment Job fair					
7.	Create a coordination meeting with UPSHIFT project					
8.	Finalize National social protection Policy					
9.	Submit policy to Somaliland Cabinet for their approval					
10.	Advocacy and lobby for SP policy approval					
11.	FM/C Policy advocacy and lobbying					
12.	Conduct consultative session of SOB					
13.	Finalize trade union act					
14.	Participate and contribute inputs consultative on MESAF budget plan					
15.	Develop labour migration policy					
16.	Regularly review and follow up MESAF department plans and produce quarterly reports					
17.	Develop and disseminate each year MESAF achievements documentary film					
18.	Develop MESAF NDP-III Social protection sector coordination platform					
19.	Provide capacity building training for MESAF regional staff to conduct coordination meetings effectively					
20.	Organize other important ministry meetings including conferences in partnership with concerned department					
21.	Develop comprehensive MESAF annual work plans and documented, disseminated MESAF achievements					
22.	Conduct review and amendment sessions of SOB bill					
23.	Organize MESAF Annual retreat Meetings					
24.	Engage effectively local governments to participate MESAF coordination meetings					
25.	Review and update national Employment Policy					
26.	Review and update national internship policy					
27.	Develop comprehensive gender action plan					

28.	Participate and contribute inputs consultative on MESAF budget plan					X
29.	Organize quarterly meetings on MESAF on staffs					X
30.	Prepare MESAF narrative reports quarterly and annually					X
31.	Regularly review and follow up MESAF department plans and reports					X
32.	Review and update national family law					
33.	Conduct consultative meetings of national Family law					
34.	Review and update child protection policy					
35.	Review and update child alternative care policy					
36.	Develop comprehensive action plan of child protection and child alternative care policy					
37.	Prepare budget plan for the implementation of MESAF strategy					
38.	Participate annual national budgeting meetings to present MESAF priorities					

Objectives		Outputs				
	SOB5.2. To improve program quality by increasing research studies, Statistics and documentation and Robust MEAL	<ul style="list-style-type: none"> Improved MEAL adopted throughout MESAF programming at all levels Improved human resource capacity for research and Statistical department Developed administrative records to be gradually relied upon as a primary source of data to support the decision and policy-making processes 				
Interventions/activities		Years/Duration				
		1	2	3	4	5
1.	Conduct consultative meeting of MESAF M&E Policy					
2.	Provide in house capacity building for MESAF M&E section					
3.	Regularly monitor department planned activities progress					
4.	Develop quarterly and annual M&E reporting					
5.	Participate internal and external project designing sessions to integrate M&E activities					
6.	Conduct quarterly review meetings on MESAF progress					
7.	Training regional staff on M&E					
8.	Developing and implementing a capacity-building program and specific training courses on research methods for the MESAF staff.					
9.	Conduct Child Protection and GBV Rapid Assessment related to drought					
10.	Conduct Survey for: Causes of Family Conflict and Its Effect on the Development of Children					
11.	Prevalence of FGM in Somaliland survey					
12.	Support MESAF departments for data collection templates and analysis such as the child protection data, GBV data, employment creation data Labour dispute data and social protection data.					
13.	Develop Employment Intervention statistics					
14.	Somaliland National Disability Survey					
15.	Preparing research and statistics policies and procedures manual for the MESAF					
16.	Conduct Somaliland Labor Force Survey					
17.	To mainstream work plan for the ministry such as documentation, research, statistics) and robust meal in all activities against the purposed ministry work plan					

Objectives		Outputs					
SO 5.3: To enhance MESAF logistics, procurement, and archives		<ul style="list-style-type: none"> Improved MESAF logistics and procurement policy improved MESAF data management system of hardware and software. 					
Interventions/activities		Years/Duration					
		1	2	3	4	5	
1.	Preparation of financial report by Quarterly, bi-annually and annually.						
2.	Employee payroll management						
3.	Prepare ministry meetings including conferences in partnership with implementing departments and department staff meetings.						
4.	Prepare Intentional commemoration event including 16 days, FGM day, Labour day, women day, African child day, mother's days, inter-national- child day						
5.	Re-arrange and enhance archives services						
6.	Develop MESAF logistics and procurement policy in line with national policy.						
7.	Enhance ministry security system both national and sub national level						
8.							

Objectives		Outputs					
SO5.4. Increase staff performance, efficiency and effectiveness		<ul style="list-style-type: none"> administrative e policies and procedures reviewed and adopted MESAF staff capacity strengthened (Strengthened the capacity of MESAF interms of Hr policies, procedures and others 					
Interventions/activities		Years/Duration					
		1	2	3	4	5	
1.	Disseminate and implementing National HR Policies and laws						
2.	Organizing and conduct staff internal meetings						
3.	Disseminating TORS and well equipped MESAF Staffs national and regional level						
4.	Organizing and conduct yearly employee award event						
5.	Conduct Monthly meeting MESAF Staff						
6.	Conduct on Job and off job training recruitments new staffs and other staffs						
7.	Review and Document performance appraisal set by MESAF staff in line with policies and guidelines						
8.	Conduct yearly monitoring and evaluation on progress MESAF staff national and regional						
9.	Disseminate and implementing National HR Policies and laws						

Objectives		Outputs					
SO5.5: To establish digitalization system and improve the communication and pubic relation of the ministry		<ul style="list-style-type: none"> MESAF operations digitalized and documented Improved communication system and public relation of the ministry. Digitalize MESAF operational systems 					
Interventions/activities		Years/Duration					
		1	2	3	4	5	

1.	Installing antivirus software to MESAF Computers					
2.	Create and update ministry communication channels					
3.	Create and expand CCTV camera, IMS, E-financial and archive data					
4.	Establishing ministry landline communication system					
5.	Prepare ministry yearly achievements digitally					
6.	Developing ministry awareness raising programs					
7.	Develop MESAF newsletter in a quarterly basis to all ministry digital platforms					
8.	Providing in house capacity building training on ICT including trouble shooting, repairing, maintaining and Etc.					
9.	Develop, disseminate MESAF ICT policy and guidelines in line with national ICT policy					
10.	Establish E-learning system capacity buildings under MESAF website for both ministry staff and community as well					
11.	Expanding MESAF call center at regional level					
12.	Manage all MESAF data bases					

Objectives		Outputs				
SO 5.6: To increase Regional Capacity to deliver MESAF mandate effectively		<ul style="list-style-type: none"> Increased MESAF infrastructure in the regions and districts (construction New buildings and rehabilitation of existing ones) Effective decentralization MESAF plans in place at regional and district increased staff capacity at regional and districts. 				
Interventions/activities		Years/Duration				
		1	2	3	4	5
1.	Installing antivirus software to MESAF Computers					
2.	Create and update ministry communication channels					
3.	Create and expand CCTV camera, IMS, E-financial and archive data					
4.	Establishing ministry landline communication system					
5.	Prepare ministry yearly achievements digitally					
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8.	Providing in house capacity building training on ICT including trouble shooting, repairing, maintaining and Etc.					
9.	Develop, disseminate MESAF ICT policy and guidelines in line with national ICT policy					
10.	Establish E-learning system capacity buildings under MESAF website for both ministry staff and community as well					
11.	Expanding MESAF call center at regional level					
12.	To manage all MESAF data bases					

5.2 Managing the Risks

MESAF, being aware on the above contextual challenges that may directly or indirect affect MESAF programs, would be practicing the following approaches and tactics to manage such risks.	
1)	Contextual Challenges: The MESAF leadership and program teams are aware 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. 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
2)	Engagement of International Community: 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, Somaliland has its own of national strategy of engaging international community and exchange their business (politically and economically), therefore such a conflict will have no effect at all in implementing the objectives of this strategy.
3)	The sustainable peace: 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.
4)	The impact of COVID – 19: The Global Crisis Caused by the Pandemic of COVID – 19 affected the main economic sources of the MESAF TGS and the national revenue as well and so MESAF will be focusing improving the economy of the people high vulnerability to impact caused by the COVID – 19
5)	Impacts of Climate Change: The causes of vulnerability in Somaliland are interconnected. Some of those causes rest upon direct impacts of climate change (recurrent droughts) and inadequacy of effective coping strategies including human capital of the local communities and at national level to deal with these calamities as this will increase susceptibility to disasters. Furthermore, the trend of diminishing Humanitarian Aid in recent years in particular even increasing in rural areas was apparent, despite the increasing. On this aspect, MESAF will focus also on that Emergency Preparedness and Response Plan in place, including close coordination with the agency for Disasters Prepared and Food Reserves - NADFOR and NDRA. In addition to that 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 t deliver this strategy
6)	Women in Decision making: It is a challenge for women to be part of national and even local leadership because leadership in Somaliland is based on a patriarchal lead clan system and is not a practice that clans seldomly nominate women to represent their clans in the national decision-making structures. Therefore, MESAF will be pursuing relevant gravities and will be working with women groups/organizations and platforms to scale up women's participation in decision making in Somaliland.
7)	Youth unemployment: There is high rate of youth unemployment in the country, this has a negative impact on Somaliland economic growth. Therefore, MESAF will focus to drive increasing the employability capacity of the labor force by introducing and scaling a competitive skillsets in the market and improving labor regulatory frameworks
8)	Social Protection: Limited equity in accessing social services (legal & health, financial) and protected rights of vulnerable groups of the Society (women, youth, IDPs, refugees and minorities) were among the challenges reflected in the strategic analysis MESAF will be dealing these problems by increasing access to social protection services, including National Transfers, Social Insurances and Social Care Services.
9)	Delivering the strategy: As the threshold of expectations is very high the leadership will ensure that MESAF, as an institution, has adequate capacity to deliver these commitments by increasing its staff capacity, improves delivery tactics and avail sufficient budget. MESAF will 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