


REPUBLIC OF SOMALILAND



# NDP III MID-TERM PROGRESS REPORT 2023-2025



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## Foreword



The National Development Plan III (NDP III) Midterm Review (2023–Mid 2025) provides a comprehensive assessment of Somaliland’s progress toward achieving its national development priorities as outlined in the NDP III (2023–2027). This review serves as a vital tool for reflection, accountability, and learning offering valuable insights into what has been achieved, the challenges encountered, and the adjustments required, ensuring the effective realization of national goals by 2027.

Since the launch of NDP III, the Government of Somaliland, through the Ministry of Planning and National Development (MoPND) and in close collaboration with line ministries, development partners, and stakeholders, has made notable strides in implementing strategic interventions across key sectors. The plan’s focus on inclusive growth, human capital development, institutional strengthening, and resilience has guided national efforts toward sustainable development and improved livelihoods for all citizens.

The Midterm Review highlights tangible progress in several sectors, including water, health, education, and youth empowerment, alongside steady advancement in institutional reforms and policy frameworks. It also reflects ongoing efforts to promote gender equality, social inclusion, and the protection of vulnerable populations. However, the review equally acknowledges persistent challenges such as limited financial resources, institutional capacity gaps, coordination barriers, and the impacts of recurrent droughts and global economic shifts.

As Somaliland moves into the second half of the NDP III implementation period, this review underscores the importance of evidence-based decision-making, strong inter-ministerial coordination, and enhanced resource mobilization. It calls for renewed commitment from all stakeholders’ government institutions, development partners, civil society, and the private sector to align efforts and accelerate progress toward the shared vision of sustainable development and national resilience. The Ministry of Planning and National Development extends its sincere appreciation to all ministries, departments, agencies, and partners who contributed to this review. Their collective efforts and continued collaboration remain central to the successful delivery of the NDP III and the broader national development agenda. Together, we reaffirm our commitment to building a prosperous, inclusive, and resilient Somaliland where every citizen has the opportunity to thrive.

**Hon. Kaltun Sh.Hassan Abdi Madar**

**Minister, Ministry of Planning and National Development**

**Republic of Somaliland**

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## Acknowledgements



The Ministry of Planning and National Development (MoPND) extends its profound gratitude to all government MDAs, partners, and stakeholders whose dedication and collaboration made the preparation of the NDP III Mid-Term Progress Report possible.

First and foremost, we acknowledge the leadership and guidance of His Excellency the President of the Republic of Somaliland Dr. Abdirahman Mohamed Abdillahi (Ciro) and the Cabinet Ministers, whose commitment to national development has provided the strategic direction underpinning NDP III. Their continued support and stewardship remain essential to the successful implementation of the Plan.

We express our sincere appreciation to all Ministries, Departments, and Agencies (MDAs) for their active participation in data collection, reporting, technical validation, and sector-level reviews. Their cooperation and transparency were instrumental in ensuring the accuracy and completeness of this mid-term report.

We acknowledge with deep appreciation the invaluable support from our development partners, including the United Nations agencies, bilateral and multilateral institutions, international NGOs, and technical experts. Their contributions—through capacity building,

funding support, and technical advice—played a critical role in advancing sector performance and in compiling this comprehensive review. Special thanks go to the nominated MDA's Sector Technical Working Groups, Sector leads and the NDP III Core Technical Team from the Ministry of Planning and National Development, whose professionalism, long hours of work, and rigorous analysis ensured the successful completion of this review. Their dedication to evidence-based reporting and national accountability continues to strengthen the foundations of Somaliland's development planning.

We also recognize the contributions of civil society organizations, private sector representatives, academia, youth groups, women's organizations, and community leaders. Their insights, consultations, and perspectives helped ensure that the mid-term review reflects the voices and priorities of the Somali people.

Finally, we extend appreciation to everyone who supported this process—whether through data provision, technical reviews, coordination, or field verification. The NDP III Mid-Term Progress Report is a collective achievement, made possible through the shared commitment of all stakeholders toward building an inclusive, resilient, and prosperous Somaliland.

**Hon. Mohamed Saed Mohamoud**

**Director General, Ministry of Planning  
and National Development Republic of  
Somaliland**



## Acronym

**AG** – Attorney General (Office of the Attorney General of Somaliland)

**AIDS** – Acquired Immune Deficiency Syndrome

**CEDAW** – Convention on the Elimination of All Forms of Discrimination Against Women

**COVID** – Coronavirus Disease (managed by Somaliland Ministry of Health Development)

**DAC** – Displacement-Affected Communities

**FFS** – Farmer Field School

**FGM** – Female Genital Mutilation

**GGC** – Good Governance Commission

**GIS** – Geographic Information System

**GOV** – Government

**HIV** – Human Immunodeficiency Virus

**HMIS** – Health Management Information System

**HWA** – Hargeisa Water Agency

**ICT** – Information and Communication Technology

**IT** – Information Technology

**IWRMIP** – Integrated Water Resources Management Implementation Plan

**JUD** – Judiciary

**MACO** – Multi-Agency Coordination Office

**MASCO** – Maritime Security Coordination Office)

**MDA** –

**MEAL** – Monitoring, Evaluation, Accountability, and Learning

**MESAF** – Ministry of Economy and Sustainable Affairs

**MIDAS** – Migration Data Analysis System

**MOECC** – Ministry of Environment and Climate Change



**MoPND** – Ministry of Planning and National Development

**NADFOR** – National Disaster and preparation and food

**NCHE** – National Commission for Higher Education

**NDP** – National Development Plan

**NDPII** – National Development Plan II

**NDPIII** – National Development Plan III

**PWD** – Persons with Disabilities

**RBM** – Results-Based Management

**RDA** – Road Development Authority

**SCS** – Supreme court of Somaliland

**SDGs** – Sustainable Development

**SIBC** – Somaliland Immigration and Border Control

**SPF** – Somaliland Police Force

**SYDF** – Somaliland Youth Development Fund

**TB** – Tuberculosis

**UN** – United Nations

**WASH** – Water, Sanitation, and Hygiene



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## Executive Summary

The Midterm Review of Somaliland's National Development Plan (NDP III) assesses progress from January 2023 to June 2025 across twelve sectors, highlighting notable achievements, sectoral performance trends, and the key factors that shaped midterm implementation. The assessment indicates that while several Ministries, Departments, and Agencies (MDAs) delivered a substantial portion of their planned activities, others advanced at a more gradual pace due to the scale of interventions, sequencing requirements, and resource-related considerations.

Overall, the implementation of NDP III reflects **moderate progress**, with **56% of planned activities achieved** and **44% pending** at midterm. This performance demonstrates strong institutional commitment while underscoring the need for enhanced coordination, strengthened capacities, and more targeted resource allocation to accelerate progress during the remaining implementation period.

Strong performance was observed in several key sectors, including the **Economic Sector (87%)**, **Environment (80%)**, **WASH (79%)**, and **Judiciary (75%)**, each demonstrating significant advancement toward achieving their NDP III targets. These sectors maintained consistent delivery of planned outputs and continued to progress despite differing contextual and operational conditions.

Moderate to lower levels of progress were recorded in other sectors, indicating areas where additional support and targeted interventions can further enhance implementation. Midterm performance levels include: **Social Protection (57%)**, **Energy (56%)**, **Governance (54%)**, **Infrastructure (42%)**, **Production (38%)**, **Health (36%)**, **Education (27%)**, and **Cross-Cutting Themes (44%)**. These results reflect the complexity of planned interventions, the scale of sectoral priorities, and the need for sustained institutional and operational support to accelerate delivery.

Overall, the midterm results illustrate a varied but forward-moving trajectory across NDP III. While several sectors are well positioned to meet their 2027 targets, others would benefit from focused attention, improved resource allocation, and strengthened inter-sectoral coordination. Addressing cross-cutting implementation factors in the remaining period will be essential to achieving the Plan's strategic objectives and ensuring balanced, inclusive, and sustainable development outcomes by the end of the NDP III cycle.



## Introduction

The National Development Plan III (NDP III) represents Somaliland's overarching strategic framework for national development for the period 2023–2027. It articulates the country's long-term vision 2030 for inclusive growth, improved social services, strengthened governance, and sustainable economic transformation. As Somaliland reaches the midpoint of NDP III implementation, it is essential to assess the progress achieved, evaluate emerging challenges, and recalibrate strategies to ensure the effective realization of the Plan's development objectives.

This Mid-Term Progress Report provides a comprehensive assessment of performance across all sectors and institutions responsible for delivering NDP III priorities. Drawing on evidence from sectoral monitoring tools, institutional performance reports, and aggregated progress tracking, the review offers an objective overview of the results achieved during the first two and a half years of implementation.

The overall implementation status, as illustrated in the accompanying mid-term progress graph, shows that majority of planned activities and operational benchmarks have

## Objectives

The The Mid-Term Progress Report of NDP III aims to provide a comprehensive assessment of achievements at both institutional and sectoral levels. Specifically, it evaluates the extent to which planned activities and outputs

been completed, while substantial benchmarks remain pending. This reflects encouraging progress and demonstrates strong commitment from government institutions and development partners. However, it also highlights the need for accelerated action, particularly in sectors where progress remains limited. Sectoral performance data further reveal significant variations in achievement. The progress has been recorded in the Economy, Environment, WASH, and Judiciary sectors, each demonstrating strong institutional performance and effective execution of planned initiatives. Moderate progress is observed in sectors such as Health, Production, Energy, and Social Protection, while sectors including Education and selected governance sub-sectors require intensified support to meet their planned targets.

This introduction sets the stage for a detailed analysis of implementation progress, lessons learned, and strategic priorities for the remaining period of NDP alignment as Somaliland continues its path toward sustainable development and national resilience.

have been delivered, the effectiveness of institutional performance, and the efficiency of resource utilization. The report identifies key lessons learned, highlights implementation challenges that require policy or operational attention, and presents evidence-based recommendations to enhance performance in



the remaining implementation period. Ultimately, the findings and recommendations are intended to support the successful completion of outstanding and ongoing NDP III activities during the period 2025–2027.

### Scope

The scope of the NDP III Mid-Term Progress Report encompasses the assessment of progress made in implementing the National Development Plan III during the period January 2023 to June 2025. It covers all sectors, and MDA's, non-governmental institutions responsible for delivering the policies, programmes, and operational benchmarks outlined in NDP III. The report evaluates performance against planned outputs and targets as defined in the NDP III Results-Based Management (RBM) Framework and considers both quantitative and qualitative progress.

### Methodology

This Mid-Term Progress Report assesses the implementation status of NDP III across all sectors for the period January 2023 to June 2025. It captures sectoral achievements, identifies implementation challenges, highlights lessons learned, and proposes recommendations to strengthen institutional and sector performance for the remaining period of the Plan.

The assessment followed a structured and standardized approach. Review tools were

developed by the Ministry of Planning and National Development and shared with all implementing institutions. Orientation meetings were held to guide focal persons on how to document the progress and status of each NDP III activity under their responsibility. Institutions then completed the tools, reporting the implementation status, level of progress, and evidence for each planned activity. Upon submission, the data underwent technical review, cleaning, and consolidation.

Each reported activity was assessed against its original target as defined in the NDP III Results-Based Management (RBM) Framework. Institutional performance scores were calculated by comparing the number of completed activities against the total activities planned for the mid-term period. Sector scores were then generated

by aggregating and averaging the institutional scores of all MDAs implementing activities within that sector.

For scoring purposes, activities fully completed within the reporting period were classified as *completed*. Activities that were ongoing or not yet started were categorized as *pending*. Mid-term performance percentages therefore reflect the proportion of completed activities relative to the total planned activities for the period.



### Box 0-1 : Operational Category

Each operational milestone category is assigned a scoring percentage, as follows:

- ❖ Each benchmark that is expected to be completed is assigned 100%
- ❖ Each benchmark that is expected to be in progress is assigned 25%
- ❖ Each benchmark that is expected to be pending (" - ") is assigned 0%

A different and simpler method is followed to present the completion of quantitative (numerical) benchmarks, as presented in the table below:

1. The number of units planned for each Operational benchmark are entered in first columns.
2. The number of units that are reported to be accomplished at reporting year are entered in the second columns.
3. For each Operational benchmark the performance is calculated separately, as follows: (reported amount) **DIVIDED BY** (planned amount) **TIMES** 100%.

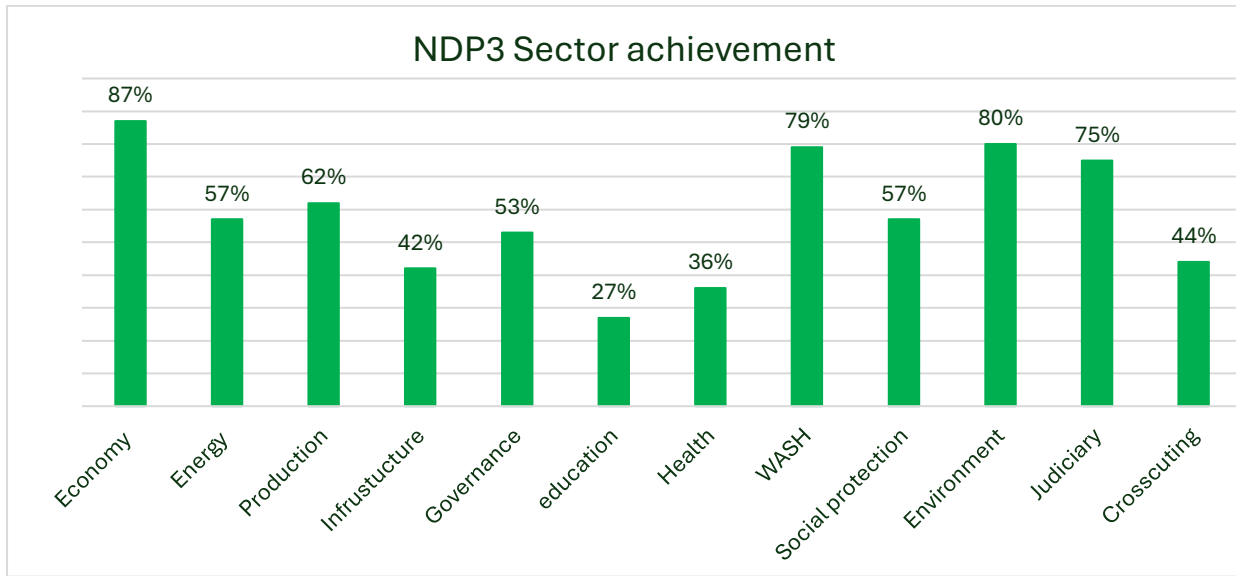
### Overall Achievements

The 61% of planned activities and operational benchmarks have been completed, while 39% benchmarks remain pending.

The figure illustrates the mid-term achievement levels of NDP III sectors, showing significant variation across sectors. The Economy sector leads with the highest achievement at 87%, followed by Environment (80%), WASH (79%), and Judiciary (75%), all demonstrating strong progress. Moderate performance is observed in Production (62%), Energy (57%), Social Protection (57%), Governance (53%), and Infrastructure (42%). Lower progress levels are recorded in Health (36%) and Education (27%), indicating the need for targeted support to improve implementation. The Cross-Cutting sector shows a mid-range performance at 44%. Overall, the chart highlights areas of strong performance as well as sectors requiring intensified efforts to meet NDP III targets.



Figure 0-1 Sector Achievement





1

ECONOMIC  
SECTOR





## 1. Economic sector

### Key Highlights

- Economic Sector achieved **87%** completion (47/54 benchmarks).
- Only **13%** of activities remain pending across the sector.
- Central Bank scored **100%**, completing all 3 benchmarks.
- Ministry of Labor scored **100%**, completing all 17 benchmarks.
- Trade & Tourism achieved **93%** (13/14 benchmarks).
- Ministry of Investment reached **86%** (6/7 benchmarks).
- Ministry of Finance scored **70%** (7/10 benchmarks).
- National Insurance Agency scored **33%**, completing only 1 of 3 benchmarks

### 1.1. Introduction

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

The anchor of the Somaliland economy used to be live-stock and livestock-related activities, but over the years this has shifted, at least in terms of market value, to the service industry. This is a common trajectory of economies in Sub-Saharan Africa - skipping growth in industrialization and instead focusing on services. In the services subsector, the dominant players are retail trade, telecoms, tourism, and financial services. Remittances play a catalytic role in the economy and are supported by the large diaspora population. Remittances and the export of livestock ensure a steady supply of much-needed foreign currency to finance the persistent account deficit.

The economy is growing as an important logistics hub for the Horn of Africa, riding on the Berbera Corridor and the peace dividend. The successful Dubai Ports World



investment in the Berbera Port and a logistic hub by trading giant Trafigura are good indications of the investment climate in the

## 1.2. Findings

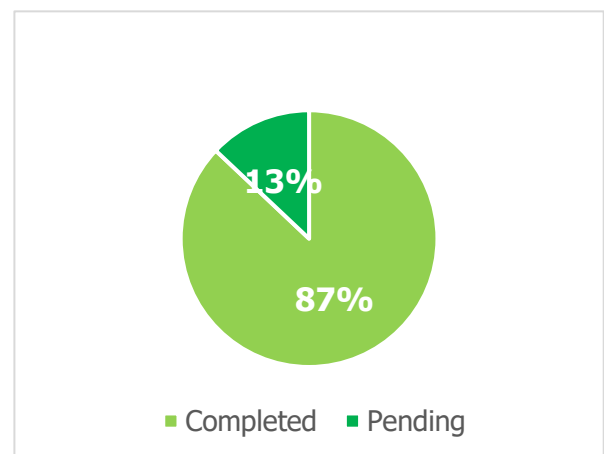
The figure above illustrates that the Economic Sector has achieved an overall completion rate of 87%, with 47 out of 54 planned operational benchmarks successfully implemented during the mid-term period. Only 13% of activities remain pending, reflecting a strong level of commitment and coordination among sector institutions. This high completion rate demonstrates substantial progress toward the sector's intended outcomes, indicating effective implementation mechanisms, improved institutional performance, and

The figure above shows at the institutional level that, the Central Bank ranked first with a perfect score of 100%, completing all three benchmarks and emphasizing its key role in financial stability and sector modernization. The Ministry of Labor, Social Affairs, and Family also scored 100%, completing all 17 planned operational benchmarks and demonstrating exceptional progress in advancing its labor and workforce development agenda, with major achievements in job creation, skills training, institutional capacity, and market facilitation. The Ministry of Investment scored 86%, completing six of seven benchmarks and making strong progress in enhancing the investment climate and facilitating economic growth. the Ministry of Finance – Development

country. Investments in fish processing from artisanal fishing can be an important source of value added in the economy.

steady advancement of the sector's contribution to NDP III priorities.

**Figure 1.2-1:** Economic Sector Midterm Progress Review, 2023 to 2025



labor rights enforcement, and labor market improvements—highlighting its critical role in strengthening workforce capacity and supporting Somaliland's broader economic goals.

The Ministry of Trade and Tourism followed with 93%, completing 13 of 14 benchmarks and demonstrating significant improvements in trade policies,

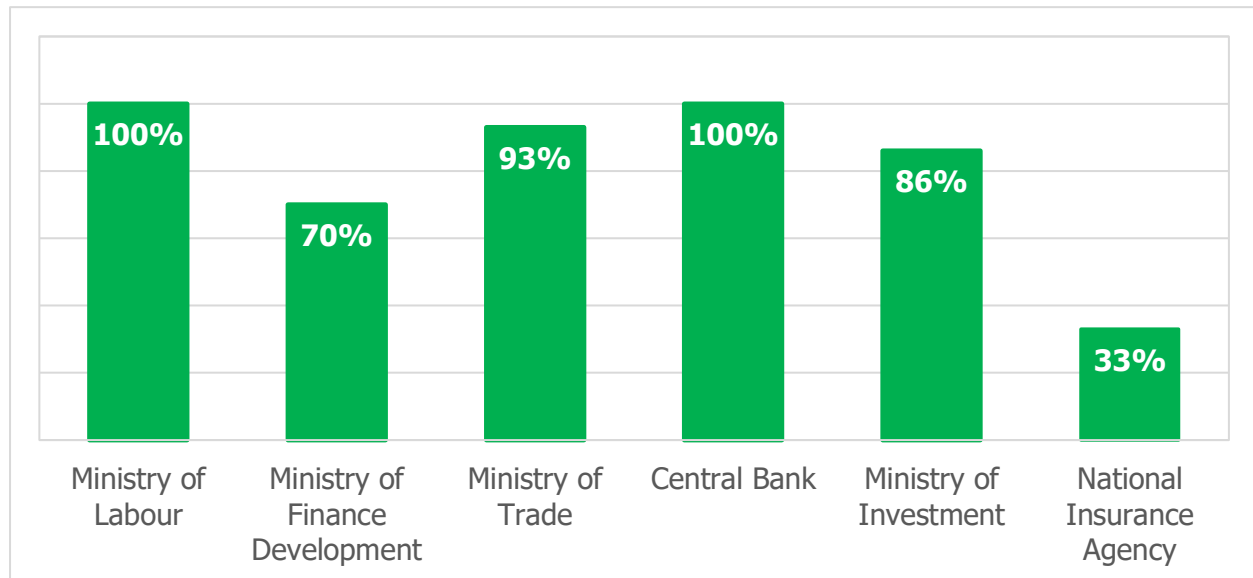
scored 70% completing seven of ten benchmarks and reflecting moderate progress with a need to accelerate financial reforms; and the National Insurance Agency ranked last with 33%, completing only one of three benchmarks and continuing to face challenges



in regulatory enforcement and market development. Overall, these results highlight notable accomplishments while identifying

areas needing continued focus to fully support Somaliland's economic and development objectives.

**Figure 1.2-2:** Economic Sector Midterm Progress Review, Per institution mid-term progress 2023-2025



### 1.3. Challenges

The economic sector continues to face several significant and interconnected challenges that impede sustainable growth and development. These are primarily centered on legislative, financial, and institutional deficiencies.

- **Legislative and Regulatory Bottlenecks:** A major impediment is the
- **Fiscal Constraints:** There is a pervasive lack of adequate budget and funding across multiple initiatives. This financial constraint prevents the full implementation of key projects such as the national internship act, a one-stop-shop investment center, and vital tourism marketing campaigns.

delay in submitting critical policies and regulations to the cabinet and parliament by the Attorney General's office. This is compounded by overlapping institutional mandates, which slow down legislative processes and create a need for legal and regulatory reform.

- **Institutional Capacity and Coordination:** Limited institutional capacity, weak regulatory enforcement, and uncoordinated oversight are prevalent issues. Furthermore, there is fragmentation among support initiatives for sectors like Micro, Small, and Medium Enterprises (MSMEs).



➤ **Data and Information Infrastructure:**

The sector suffers from a weak data infrastructure and a lack of digital systems, which makes effective data collection and progress tracking difficult. Low public awareness and misinformation also pose a challenge to policy buy-in and compliance.

#### 1.4. Recommendations

To move forward and address the identified challenges, the following recommendations are proposed:

- **Legislative and Regulatory Action:** The General Counsel should be tasked with immediately forwarding all pending policies and regulations to the cabinet. A dedicated inter-ministerial legal task force should be established to streamline the legislative process and seek support from the Solicitor General to fast-track approvals.
- **Fiscal Planning and Mobilization:** A specific and allocated budget should be

created to implement key projects like the one-stop-shop investment center. Efforts should be made to mobilize financial resources for national initiatives and to allocate specific marketing budgets for sectors like tourism.

- **Institutional Strengthening and Coordination:** Develop the institutional capacity of key ministries and agencies to improve oversight and enforcement. This includes coordinating with local government to secure land for industrial zones and partnering with NGOs and business incubators to enhance support for MSMEs.
- **Data and Communication:** Prioritize the digitization of all economic data collection systems. A nationwide public awareness campaign should be implemented to educate the public on new policies and to gain support for their enforcement.



# 2

## ENERGY AND EXTRACTIVE SECTOR





## 2. Energy and extractive sector

### Key Highlights

- Sector achieved **56%** completion (22/39 benchmarks).
- Electricity tariffs reduced to **\$0.59** in Burao, Gabiley, Borama.
- Tariffs reduced to **\$0.20 in Berbera.**

### 2.1. Introduction

The Energy and Extractives sector is a key driver of Somaliland's economic transformation and sustainable development, as outlined in Somaliland Vision 2030 and the National Development Plan III (NDP III). Energy serves as a critical enabler of industrialization, modern service delivery, and improved livelihoods, while the extractives subsector holds significant potential to diversify the economy, create jobs, and attract both domestic and foreign investment. Together, these subsectors form a vital foundation for achieving inclusive growth under Pillar II: Economic Development of NDP III.

The Ministry of Energy and Minerals (MoEM) is the lead institution responsible for guiding, regulating, and overseeing the sustainable development of the sector. MoEM plays a key role in facilitating public-private partnerships, attracting investment, and expanding energy access across both urban and rural communities.

development of Somaliland's energy and mineral resources. Its mandate spans the entire cycle of energy and mineral governance from policy formulation and strategic planning to regulation, monitoring, and coordination with national, regional, and international partners.

In the energy subsector, the Ministry works to ensure that all Somaliland citizens and institutions have access to safe, affordable, reliable, and sustainable energy. Its responsibilities include developing policies, strategies, and regulations for electricity generation, transmission, and distribution, while promoting the shift toward renewable energy sources such as solar, wind, geothermal, and biogas. MoEM also

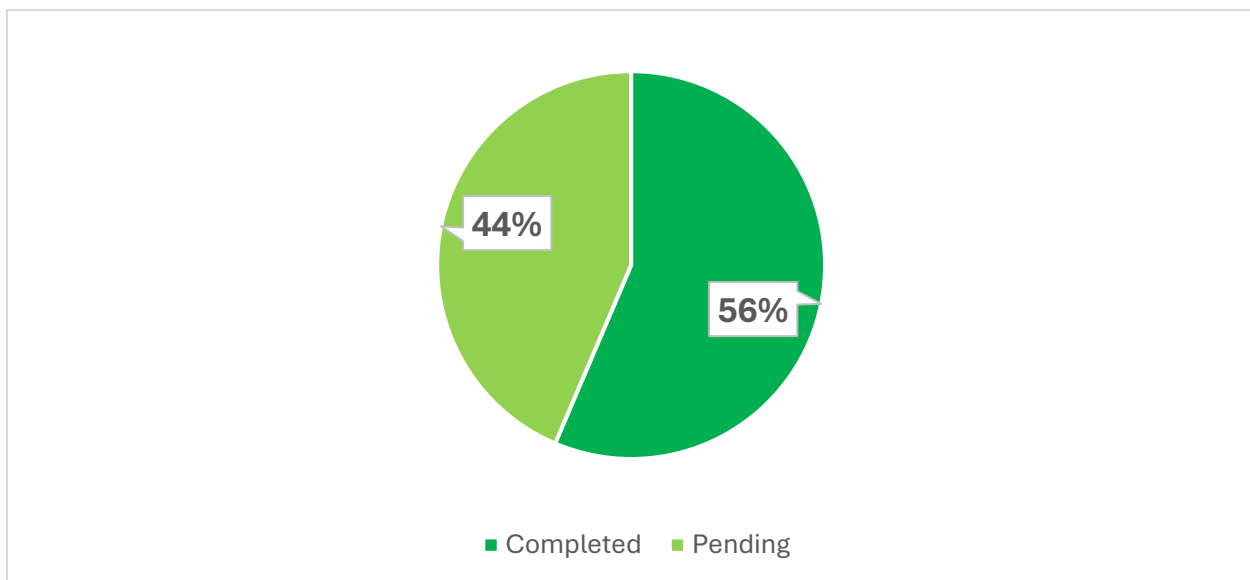


## 2.2. Findings

The figure above shows that The Energy and Extractives sector was a total of 39 operational benchmarks planned for the first two and half years. A total of 22 benchmarks were completed at 56% of the total demonstrated significant progress during the first half of NDP

III implementation, showcasing both key achievements and persistent challenges. These indicators track progress in areas such as electricity supply, customer connections, renewable energy uptake, tariff reductions, oil and gas exploration, mineral development, institutional capacity building, and investment in value-added activities

Figure 2.2-1: Energy and Extractives sector midterm-review 2023-mid2025



One of the most significant achievements of the Energy and Extractives sector during the first half of NDP III implementation is enhancing Somaliland's capability in mineral analysis and support evidence-based decision-making, a state-of-the-art national mineral laboratory is being developed with a total investment of USD 850,000 over the five-year NDP III period. This facility will enable the accurate testing and certification of mineral samples within the country, reducing reliance

on foreign laboratories, cutting costs for investors, and strengthening the credibility of Somaliland's extractives sector. The laboratory is expected to play a pivotal role in attracting mining investments and promoting value addition in the mineral industry.

Second key achievement is the landmark reduction in electricity tariffs. Recognizing the burden of high energy costs on households and businesses, the Government launched a national campaign in September 2025 to lower



the price per kilowatt-hour (kWh). As a result of coordinated efforts between the Ministry of Energy and Minerals (MoEM), electricity providers, and development partners, tariffs political will but also enhances affordability, supports private sector growth, and improves the competitiveness of Somaliland's economy.

Between 2023 and 2024, Somaliland has:

- Expanded urban electricity generation capacity and achieved a modest rise in customer connections.
- Continued initiatives to reduce electricity tariffs and improve affordability, though further efforts are needed.
- Made notable strides in oil, gas, and mineral exploration, meeting or exceeding several interim targets.
- Enhanced institutional capacity through the creation of regulatory bodies and the development of testing laboratories.
- Attracted new mining investments and taken initial steps to promote local value addition within the extractives industry.

### 2.3. Challenges

- Energy faces high costs and limited expansion due to reliance on diesel generation, absence of a national grid, and restricted financing.
- Extractives are constrained by outdated equipment, limited funding, a shortage of skilled personnel, and weak regulatory oversight.

were successfully reduced to USD 0.59 in Burao, Gabiley, and Borama, and to USD 0.20 in Berbera. This milestone not only demonstrates strong

- Both sectors struggle with policy and legal gaps, weak institutional coordination, and low investment in research and development, hindering innovation and sustainable growth.

### 2.4. Recommendation

- **Improve Coordination Mechanism:** Establish stronger inter-ministerial and partner platforms to streamline decision-making, reduce duplication, and foster more efficient planning and implementation.
- **Enhance Reporting Requirements:** Develop a centralized national data center to standardize reporting, improve transparency, and provide real-time access to energy and extractives information.
- **Mobilize Additional Financing:** Attract domestic and international investment to expand infrastructure and fund renewable energy projects, ensuring more reliable and sustainable power generation.
- **Strengthen Institutional Capacity:** Offer specialized training, research opportunities, and regional study tours to build technical expertise within government institutions and regulatory bodies.
- **Enhance Policy and Legal Frameworks:** Update existing laws and



regulations to create a clear, investor-friendly environment and strengthen oversight in both energy and extractives operations.

- **Improve Coordination and Data Systems:** Implement integrated sector-wide information systems to track

progress, monitor investments, and facilitate evidence-based decision-making.

- **Promote Community Engagement:** Increase public awareness and participation in energy and extractives projects to build trust, secure local support, and improve project sustainability



3

PRODUCTION  
SECTOR



### 3. Production Sector

#### Key Highlights

- Sector achieved 38% completion (38/100 benchmarks).
- Ministry of Livestock reached 70% completion.
- Ministry of Fishery achieved 47% completion.
- Ministry of Agriculture recorded 0% completion.
- Livestock treatment exceeded target: 3.75M → 3.83M animals treated.
- Fish processing hubs increased from 2 planned → 4 operational.

#### 3.1. Introduction

The Production Sector is a cornerstone of Somaliland's economy, comprising the agriculture, livestock, and fisheries sub-sectors, which together form the main sources of livelihoods, employment, and national income. It is structured around three key ministries—the Ministry of Agriculture Development, the Ministry of Livestock and Rural Development, and the Ministry of Fisheries Marine Resources—each responsible for implementing strategic initiatives and achieving the objectives outlined in the National Development Plan III (NDP III).

The Production Sector plays a vital role in ensuring food security. Food security is an outcome of people's ability to secure access to and utilize adequate quantities of food, either by producing it, purchasing it, or a combination of both. Similarly, at the national level, food

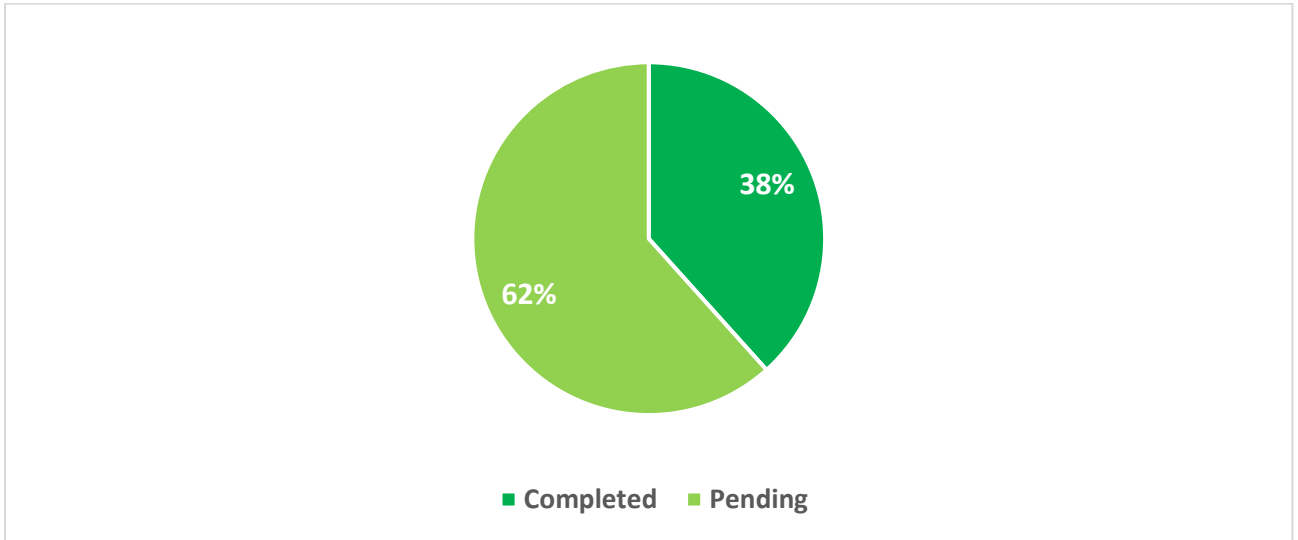
security can be achieved through a combination of self-sufficiency (growing food within the country) and self-reliance (importing food from the world market). Its activities contribute to employment creation, export promotion, and resilience against recurrent droughts and climate shocks. By integrating agriculture, livestock, and fisheries under a unified development framework, the sector is central to achieving Somaliland's broader development objectives, reducing poverty, and building a resilient and inclusive economy that benefits all communities. The Production Sector is guided by 2 strategic objectives, supported by 5 outcomes, 30 outputs, and 100 operational benchmarks. The Production Sector is guided by 2 strategic objectives, supported by 5 outcomes, 30 outputs, and 100 operational benchmarks.



### 3.2. Findings

The figures above show the overall achievement of the Production Sector from 2023 to mid-2025. At the sector level, out of 100 operational benchmarks, 38% have been fully completed, while the remaining 62% are either in progress or pending.

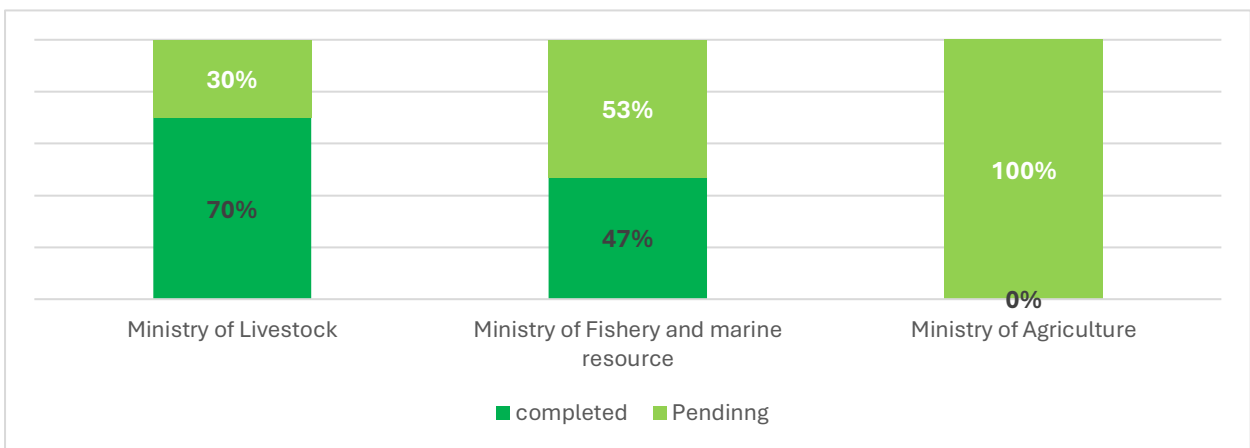
Figure 3.2-1 Production sector mid-term progress review 2023-mid2025



This indicates that more than half of the sector’s planned outputs are still being worked on and need continued follow-up and support. Although notable progress has been made in agriculture, livestock, and fisheries, 62% of the

unfinished work underscores the need for improved coordination, resource mobilization, and faster implementation during the remaining NDP III period to ensure the sector meets its strategic goals.

Figure 3.2-2: Per institution mid-term progress 2023-mid2025





The figure above shows At the institutional level, the Ministry of Livestock's performance over the review period, showing 70% of planned activities are completed and 30% still pending or in progress. This reflects strong institutional commitment and effective implementation capacity, particularly in livestock health campaigns, export certification, and rangeland management initiatives. While notable progress has been achieved, continued effort is required to address the remaining 30% to fully meet NDP III targets.

The Ministry of Fishery and Marine Resources has achieved 47% completion of its planned interventions, while the remaining 53% reflects activities that are still in progress or pending. This performance demonstrates steady advancement in strengthening fisheries infrastructure, supporting artisanal fishers, and expanding cold-chain capacity. However, more than half of the planned outputs still require focused implementation efforts to ensure the ministry fully meets its targets within the NDP III timeframe.

The Ministry of Agriculture recorded the lowest an overall achievement at 0%, indicating that **none** of its planned activities have been completed during the 2.5 years. This reflects significant delays in implementation, with all benchmark activities at 100% are still pending or in progress. The absence of completed outputs suggests that the ministry may be facing substantial constraints related to resources, coordination, or operational

capacity. Focused support and accelerated action are needed to initiate progress toward planned objectives.

Several benchmarks originally planned for 2024 to be completed have not yet commenced. These include PRO-AG 1.5.a, the initial workshop with all stakeholders to discuss the need for closer coordination, and PRO-AG 1.5.b, the development of a roadmap with clear milestones for improved coordination, including "quick-win" pilot examples in the field.

At the same time, certain benchmarks have exceeded their planned targets. The livestock treatment campaigns (PRO-LI 1.1.f), which targeted 3,750,000 animals, successfully treated 3,825,460 animals. Similarly, the number of operational modern fish processing hubs (PRO-FI 5.4.b) increased from the planned two to four hubs.

These results demonstrate a mixed performance across the sector. While some outputs and operational benchmarks have been successfully achieved or even surpassed, a large proportion remain pending. This underscores the need for strengthened coordination, enhanced institutional capacity, and proactive monitoring to ensure that all outputs and benchmarks are delivered as planned. Doing so will enable the sector to fully meet its strategic objectives, contributing effectively to national economic growth, food security, and sustainable resource management.

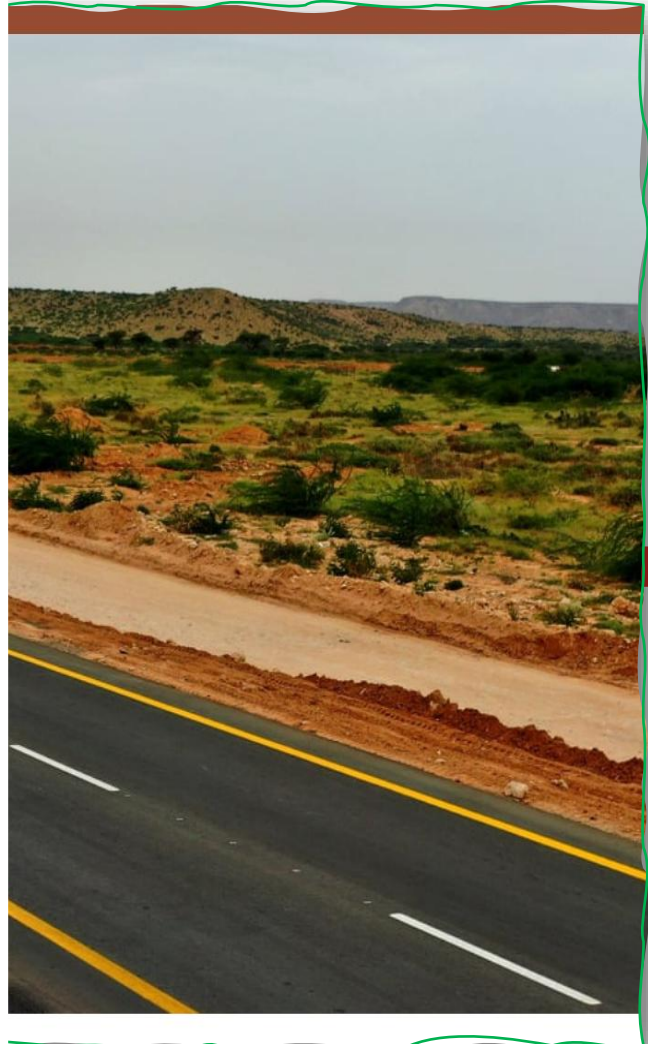


### 3.3. Challenges

- Limited financial resources for core programs and stakeholder workshops.
- Weak coordination mechanisms and follow-up across institutions.
- Low technical expertise in agriculture, fisheries, and livestock sectors.
- Inadequate infrastructure (cold storage, slaughterhouses, water harvesting, markets).
- Insufficient veterinary staff, extension agents, and poor transport facilities.
- Weak community awareness and low adoption of sustainable practices.
- Limited research capacity and lack of centralized knowledge-sharing systems.
- Absence of robust M&E frameworks for Farmer Field Schools (FFS) and weak market information systems.
- Climate change impacts, soil erosion, and weak regulation enforcement.
- Lack of international certification for livestock exports.
- Poor sanitation and hygiene in slaughterhouses and markets.
- Limited agro processing technologies and low digital adoption in rural areas.
- Policy gaps, weak regulatory frameworks, and unclear mandates.
- Political tensions affecting institutional effectiveness.
- Vandalism of community structures and exclusion of smallholder farmers.

### 3.4. Recommendations

- Mobilize resources from government, partners, and PPPs.
- Establish coordination units and hold quarterly multi-stakeholder forums.
- Strengthen technical skills through training, ToT models, and university partnerships.
- Invest in modern infrastructure and rural market facilities.
- Recruit/train veterinary staff and equip extension services with transport and ICT tools.
- Conduct awareness campaigns, FFS programs, and climate-smart training.
- Establish research units, improve data systems, and publish findings.
- Develop M&E frameworks for FFS and strengthen market information systems.
- Promote conservation agriculture, gully control, and climate-smart technologies.
- Upgrade livestock export facilities to meet international standards.
- Improve sanitation and enforce hygiene in slaughterhouses and markets.
- Expand agro-processing technologies and digital literacy in rural areas.
- Review and update policies/regulations through inclusive engagement.
- Facilitate political dialogue to clarify institutional mandates.
- Strengthen community ownership, grievance mechanisms, and inclusive project design.





## 4. Infrastructure Sector

### Key Highlights

- Sector achieved 42% completion of planned activities.
- MoICT recorded the highest performance with 75% completion.
- RDA achieved 33% of its planned activities.
- MoPWL&H completed 23% of planned benchmarks.
- MoTRD scored the lowest with 20% completion.

### 4.1. Introduction

Infrastructure is key to facilitating and accelerating socio-economic development as envisaged in Somaliland Vision 2030. The country aims to be a nation with an advanced infrastructure network that enables economic and social development. Therefore, improved infrastructure is critical to Somaliland's competitiveness to facilitate local, regional, and global trade.

The priority has always been an internal road network that connects the different parts of the

country, which will also indirectly support economic activities such as being a transit trade hub, access to health facilities, and linking production to potential markets. It was in pursuit of the above objectives that, in addition to the Berbera-Wajaale road, the Hargeisa bypass was conceived, together with partners. Other strategic road networks include connections between Erigavo, Burao, and Las Anod. This will then establish good, paved road links between all the regional capitals and major cities.

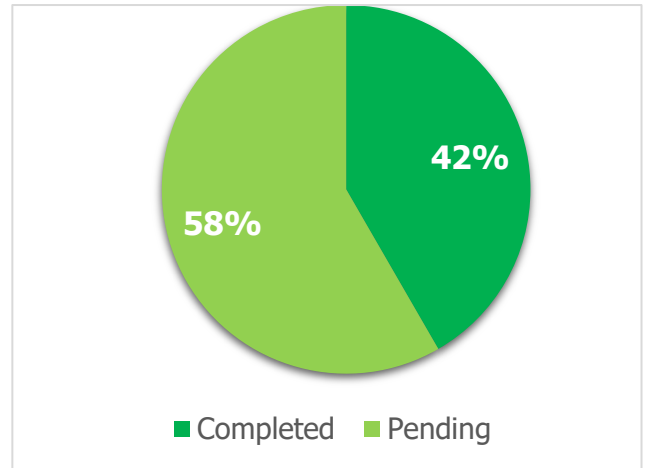


4.2. Findings

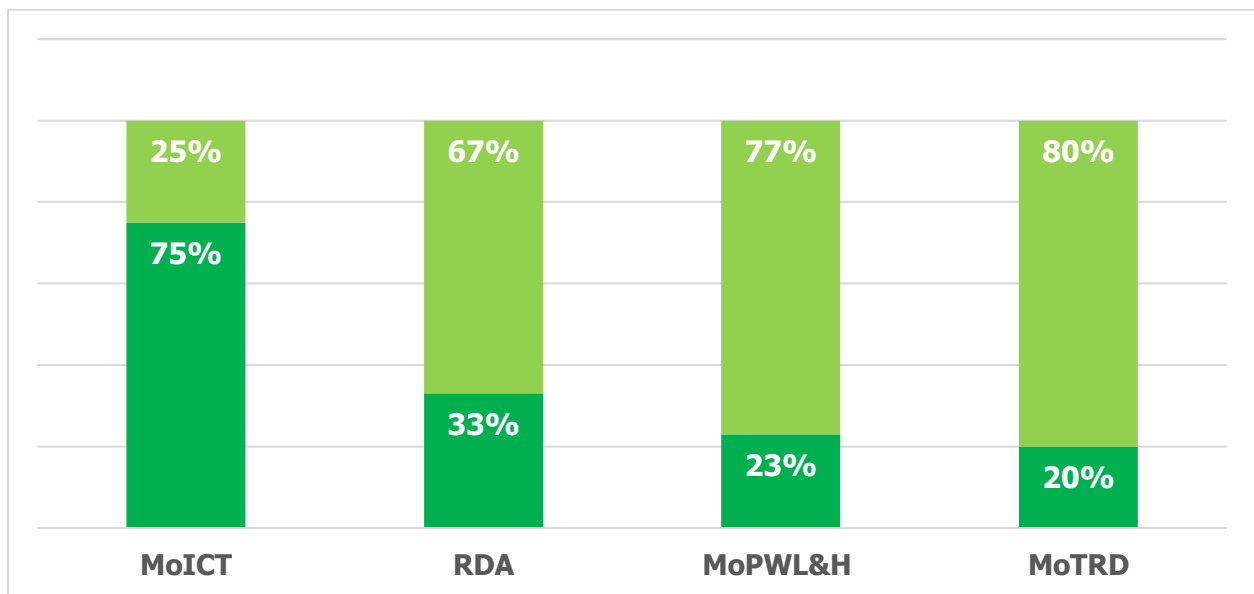
The figure above shows at the sector level has completed 42% of its planned activities, while the remaining 58% are pending or InProgress. This indicates that while some progress has been made toward sector goals, a majority of activities require continued attention and follow-up. The pending activities highlight areas where implementation is lagging, showing uneven performance across institutions.

At the institutional level, The Ministry of Information and Communication Technology (MoICT) has the highest overall achievement at 75% of completed its planned activities, while 25% remaining are pending or in

Figure 4.2-1: Per institution mid-term progress 2023-mid2025



progress. Followed The Roads Development Agency (RDA) Completed 33% of its planned activities, while 67% remain are pending or in progress.



The Ministry of Public Works, Land and Housing (MoPWL&H) Completed 23% of its planned activities, while 77% remaining are pending or in progress. reflecting low overall performance and substantial gaps in implementation and measurable outcomes.

The Ministry of Transport and Roads Development (MoTRD) has the lowest overall achievement Completed at only 20% of its planned activities, while the remaining 80% are a combination of activities that are still in progress or pending.



### 4.3. Challenges

#### 1. Budgetary Constraints

- Persistent lack of budget allocations across institutions.
- Delays in disbursement of funds.
- The donor funding with complex compliance and reporting requirements.

#### 2. Technical and Human Capacity Limitations

- Shortage of technical experts to support implementation.
- Limited contractor capacity and quality assurance issues.

#### 3. Geographical and Environmental Constraints

- Rocky terrain, mountain passes, and seasonal rains disrupting progress.
- Short construction seasons due to weather conditions.

#### 4. Institutional and Operational Challenges

- Procurement delays and prolonged feasibility studies.
- Weak public awareness of achievements.
- Limited regional reach in project implementation.

#### 5. Security and Conflict Issues

- Security concerns in Buhodle and conflict in Sool region.
- Nomadic grazing route conflicts affecting project sites.

#### 6. Funding Gaps

- Inadequate funding to sustain planned interventions

#### 1. Conflict-Sensitive Programming

- Security risks and local conflicts (e.g., in Sool and Buhodle) must be assessed early, with strategies to engage communities and mitigate disruptions.

#### 2. Streamline Procurement and Donor Processes

- Simplifying procurement and harmonizing donor reporting can reduce delays and improve efficiency

### 4.4. Recommendations

#### 1. Secure Adequate Budget

- Ensure enough budget is allocated to infrastructure projects through the **national budget** and support from development partners.
- Create a **dedicated budget line** for infrastructure, ICT, and related sectors.
- **Improve** follow-up and timely release of funds.

#### 2. Strengthen Technical and Institutional Capacity

- Hire more **technical experts** and **procurement specialists** to speed up project implementation.
- **Engage independent quality assurance consultants** for better oversight.
- Improve contractor supervision and introduce performance-based contracts.



### 3. Improve Project Implementation

- Use modern methods like **design-build approach** to save time.
- Approve and implement key policies (e.g., **National Broadband Strategy 2026–2027**).

### 4. Increase Public Awareness and Engagement

### 5. Improve Security and Risk Management

- Strengthen security in sensitive areas to allow safe project implementation.
- Plan early for environmental clearances and conflict-sensitive approaches



# 5

## GOVERNANCE SECTOR





## 5. Governance Sector

### 5.1. Introduction

Good governance is critical for economic, political, environmental, and social development. It directly concerns management of the development process, involving all stakeholders. Functional democracy, with strong public participation, is a crucial element in governance as it promotes sustainable development policies and programmes. Accountability is a fundamental pillar in a democratic institution. For this reason, public resource governance is the broad objective when pursuing proper management of the human, financial, and material resources of a country. A secure environment is a pre-condition for sustainable socioeconomic development. This involves ensuring the safety and security of citizens and property. Effective rule of law ensures that the justice system is resolving disputes in an appropriate manner, protecting citizens' rights, and ensuring equal access to public services and due process. Democratic governance is based on the rule of law and respect for human rights, and contributes to long-term, sustainable economic and social development. Diplomatic and international cooperation and engagement are extremely difficult for an

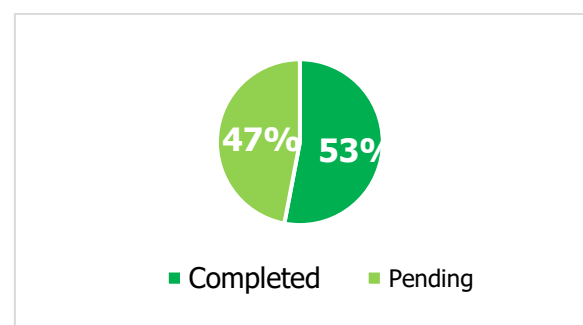
**Figure 5.2-2:** Sub-sector Performance Highlights per Institution

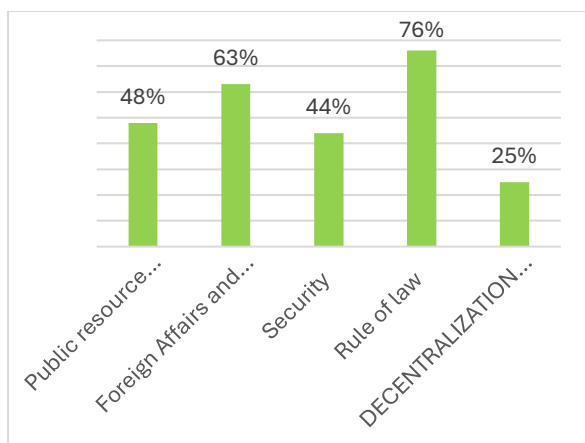
unrecognized polity. Achieving de jure recognition remains the ultimate goal for Somaliland, so that Somaliland becomes a fully-fledged member of the international community.

### 5.2. Findings

The Governance Sector achieved an overall mid-term performance score of 54%, reflecting moderate progress in advancing key governance functions such as rule of law, accountability, public resource management, and security. With 47% of planned activities still pending, the sector demonstrates both notable achievements and critical gaps that must be addressed to sustain democratic governance, strengthen institutional effectiveness, and support Somaliland's broader aspirations for stability, inclusive development, and international engagement.

**Figure 5.2-1:** Overall mid-term performance





The chart illustrates varying levels of progress across the Governance Sector's core sub-sectors. Foreign Affairs and International Relations scored 63%, reflecting steady advancement in diplomatic outreach and international cooperation despite the inherent challenges of pursuing global engagement as an unrecognized polity. Decentralization and Democracy recorded the lowest performance at 25%, signalling limited progress in strengthening local governance structures and deepening democratic participation. Rule of Law stands out as the strongest area with a 76% achievement rate, demonstrating significant improvements in judicial processes, legal integrity, and the enforcement of laws. Security registered a moderate score of 56%, indicating ongoing efforts to enhance stability and safety, though further strengthening of coordination and resource allocation is required. Public Resource Management, at 48%, highlights continuing weaknesses in budgeting, transparency, and the efficient use of public resources, an area that requires

urgent institutional focus to uphold good governance standards.

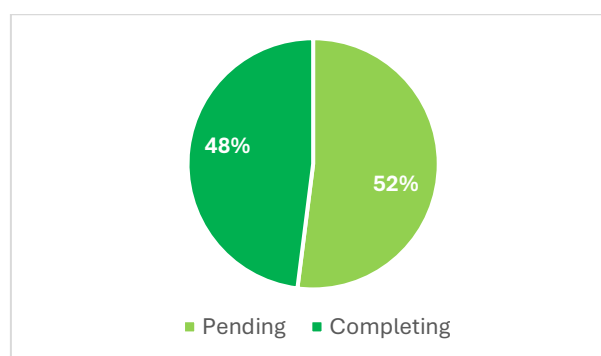
## 5.3. Findings per sub-sector

### 5.3.1. Public Resource Management Sub-Sector

#### 5.3.1.1. Summary of Findings

The Public Resource Management sub-sector registered an overall mid-term performance score of **48%**, with **52% of planned activities still pending**, signalling a critical underperformance halfway through the NDP III implementation period.

**Figure 5.3.1.1-1:** Overall mid-term performance score

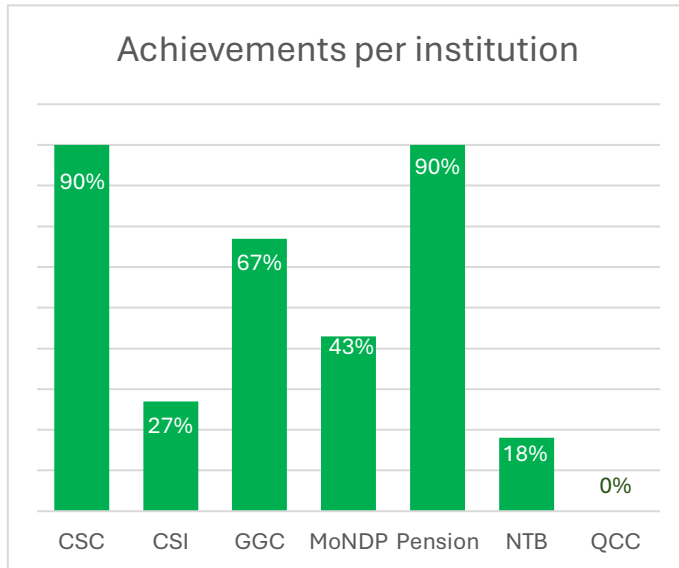


While a few institutions, most notably the Civil Service Commission and the Pensions Department, demonstrated commendable progress, their achievements are outweighed by substantial gaps across the majority of entities. The findings highlight systemic weaknesses in financial management, institutional capacity, and accountability mechanisms. This sub-sector requires urgent, coordinated interventions to strengthen



resource governance, improve execution capacity, and ensure the effective and transparent management of public assets and finances for the remainder of the plan period.

Figure 5.3.1.1-2: Achievement per sector



### 5.3.2. Foreign Relations And International Cooperation Sub-Sector

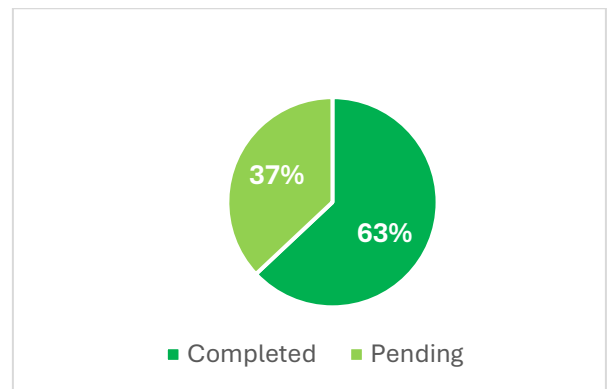
#### 5.3.2.1. Introduction

On the diplomatic front, Somaliland organized missions to the UK and US to promote the strategic position of Somaliland and its quest for international recognition. Some outcomes include; winning the support of some UK MPs, which led to the UK Parliament debating the case of recognition of Somaliland on 18 January 2022. Cultivating support in the US Congress that led to the visit of some US Congressional delegations to Somaliland to increase US engagement directly with Somaliland. The US Congress-Somaliland Partnership Act to counter Chinese influence in the region. Engaging with the international

community - Somaliland has mission offices in Ethiopia, Djibouti, Kenya, the UAE, Yemen, the UK, USA, and Germany, among other.

#### 5.3.2.2. Findings

Figure 5.3.2.2-1: Foreign Affairs and International Cooperation Sub-Sector

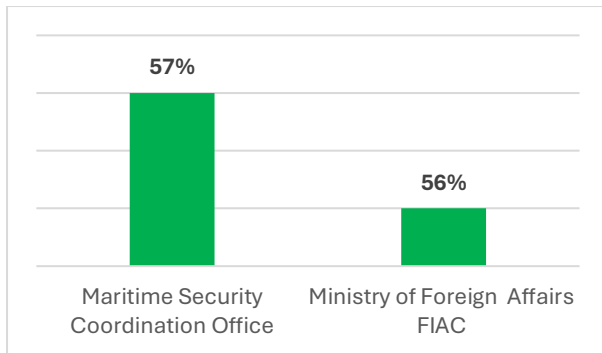


At midterm, the Foreign Affairs and International Cooperation sub-sector has achieved an overall performance score of **63%**, with **37% of planned activities still pending**. This reflects moderate progress in advancing Somaliland’s diplomatic engagement, international cooperation, and global representation. While key milestones have been successfully implemented, challenges remain in expanding the country’s diplomatic footprint, enhancing international partnerships, and strengthening institutional capacity to fully realize strategic foreign policy objectives. Targeted interventions and



continued focus are required to accelerate progress in the remaining period and ensure the sub-sector meets its overarching goals

**Figure 5.3.2.2-2:** Foreign Affairs and Maritime Security Sector Achievement



### The Ministry of Foreign Affairs and International Cooperation

The Ministry of Foreign Affairs and International Cooperation has achieved 57% of its NDP III targets, making significant progress in strengthening Somaliland's diplomatic presence and international engagement. MoFAIC successfully achieved 4 out of the 9

### Institutional Performance – Foreign Affairs and International Cooperation Sub-Sector

Within the Foreign Affairs and International Cooperation sub-sector, the **Ministry of Foreign Affairs** achieved a performance score of **57%**, while the **Maritime Security Coordination Office** recorded **56%**. These scores reflect moderate progress in implementing planned activities, highlighting strengths in certain operational areas while underscoring the need for continued capacity building, enhanced coordination, and targeted

interventions to accelerate performance in the remaining period of NDP III implementation. Maritime Security Coordination Office (MASCO)

### 5.3.2.3. Challenges

- **Lack of Dedicated Budget Allocation:** The Ministry of Foreign Affairs headquarters and the Diplomatic Institute have experienced delays due to the absence of a dedicated government budget.
- **Delayed Project Implementation:** Financial gaps have hindered the timely initiation and completion of these critical infrastructure projects.
- **Structural Resource Allocation Issues:** Competing national priorities often overshadow long-term institutional development, limiting consistent funding for strategic institutions.
- **Reliance on Ad-Hoc or Donor Funding:** Dependence on external or sporadic funding has created uncertainty, reducing the Ministry's ability to plan and execute effectively.
- **Lesson Learned:** Strategic national institutions require consistent government investment to ensure sustainability, ownership, and effective long-term planning, rather than relying solely on external partners.



#### 5.3.2.4. Recommendation

1. **Government Commitment:** Allocate a specific and sustained budget line for the construction of the MoFA Headquarters and the Diplomatic Institute in the next fiscal year. This commitment will send a strong signal of the government's prioritization of diplomacy as a national pillar.
2. **Donor and Partner Engagement:** While government funding is critical, actively engage international partners, diaspora communities, and friendly states to mobilize additional resources. Co-financing models could be explored.

### 5.3.3. Security Sub sector progress report

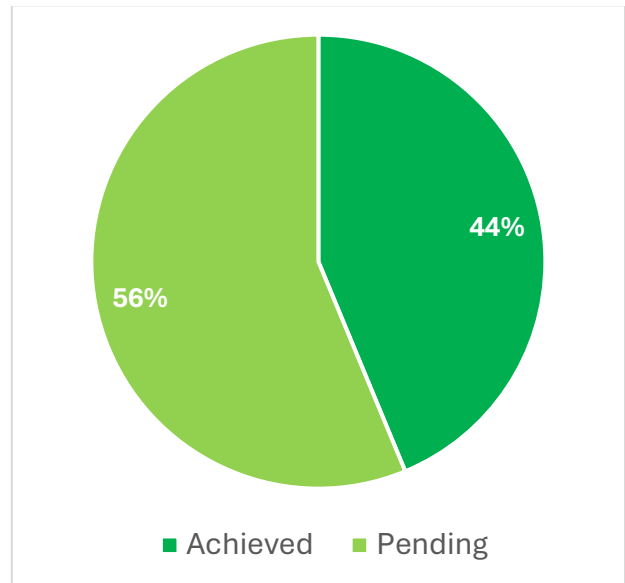
#### 5.3.3.1. Introduction

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

A secure environment is a pre-condition for sustainable socioeconomic development. This involves ensuring the safety and security of citizens and property. Effective rule of law

ensures that the justice system is resolving

Figure 5.3.3.1-1: Security Sub-Sector



disputes in an appropriate manner, protecting citizens' rights, and ensuring equal access to public services and due process. Democratic governance is based on the rule of law and respect for human rights, and contributes to long-term, sustainable economic and social development. Diplomatic and international cooperation and engagement are extremely difficult for an unrecognized polity. Achieving *de jure* recognition remains the ultimate goal for Somaliland, so that Somaliland becomes a fully-fledged member of the international community. Various security entities are involved in this sector. Their working relationship, the level of their coordination, and the synergy of their activities are key for sustainable security. **Key findings**

At midterm, the Security Sub-Sector achieved an overall performance score of **44%**, with **56% of planned activities still pending**. This reflects moderate progress across key



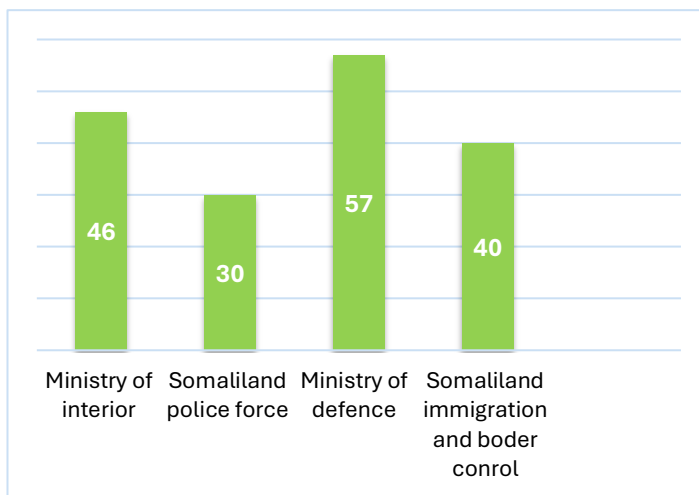
institutions, indicating that while some operational objectives have been met, significant gaps remain in areas such as resource allocation,

The sub-sector's performance highlights the need for targeted capacity-building measures, strengthened oversight, and improved strategic planning to ensure timely completion of pending activities and enhance overall security management across the country.

### 5.3.3.2. Ministry of Interior

The Ministry of Interior (MoI) has implemented 46% of its Governance Sector targets under NDP III, demonstrating steady progress across several priority areas.

Figure 5.3.3.2-1: Governance Institutional



Scores

The Ministry has achieved 6 out of 13 operational benchmarks, reflecting meaningful advancement in institutional strengthening and sector coordination. Notably, MoI made significant strides in capacity building by developing and approving a comprehensive in-

service training plan for staff, producing essential training materials, and initiating targeted training sessions for security-related personnel. These achievements highlight MoI's efforts to enhance workforce skills, improve service delivery, and strengthen operational readiness within the internal security framework.

On data management and community coordination, the MoI made notable achievements by designing a data recording and management system for traditional elders, establishing routine data collection procedures, and ensuring that up-to-date data is continuously gathered. Furthermore, a coordination mechanism with traditional elders at the community level was put in place, reinforcing collaboration and community engagement. Alongside this, the Ministry developed a strategy for communication and collaboration with partners and stakeholders, particularly in the area of pre-conflict management, which will enhance resilience and stability at the local level.

The Ministry also advanced infrastructure development by formulating, costing, and securing approval for an infrastructural improvement plan. Technical drawings were prepared and the initial phases of implementation began, setting the foundation for improved facilities and service delivery.

In the area of rule of law infrastructure, the MoI completed a comprehensive needs assessment study that identified priorities for short-, medium-, and long-term investments,



providing clear ambitions and boundaries for development. Additionally, a short-term three-year investment plan was developed and approved to guide urgent infrastructure projects for stakeholder institutions working within the rule of law framework.

#### 5.3.3.3. Somaliland Police Force

The Somaliland Police Force has achieved 30% of its targets under the Governance Sector of NDP III, focusing on both capacity building and operational effectiveness. The Somaliland Police Force (SPF) recorded a completion of 3 out of the 10 operational benchmarks.

A key milestone was the development of **training modules in community policing**, designed to equip police officers with the necessary skills and knowledge using an approved curriculum. This initiative has strengthened the professionalism of the force and aligned policing practices with community-centered approaches. In addition, a significant number of **newly recruited police officers** were trained in community policing through this standardized curriculum. This has improved their capacity to work collaboratively with communities in preventing and addressing crime, thereby enhancing trust between the police and citizens.

The Police Force also expanded its operational capacity by establishing **mobile border police units**, specifically tasked with countering terrorism, cross-border threats, and drug trafficking. These units play a crucial role in safeguarding national security, maintaining

stability, and strengthening Somaliland's resilience against transnational crimes. Through these achievements, the Somaliland Police Force has made measurable progress toward its NDP III commitments, demonstrating its dedication to both institutional reform and frontline security operations.

#### 5.3.3.4. Ministry of Defense

The Ministry of Defense (MoD) demonstrated a performance at 57%, successfully meeting 8 out of 13 operational benchmarks of its NDP III targets, with progress largely focused on strengthening the professional capacity of senior officers. A number of **army senior officers were sent for advanced education at military academies abroad**, equipping them with specialized knowledge and skills to improve military leadership and strategy.

In addition, both army senior officers and MoD officers benefited from **training programs aimed at enhancing their management and leadership competencies**. These trainings are critical in building a stronger and more effective defense institution capable of responding to security challenges while also ensuring improved coordination and leadership across the military hierarchy. On the other hand, the Ministry managed to develop and update the army pension registration system.



#### 5.3.3.5. Somaliland Immigration and Border Control

The Somaliland Immigration and Border Control (SIBC) reported a 40% completion rate, having achieved 2 out of 5 benchmarks under the Governance Sector of NDP III. A major achievement has been the **design and establishment of the Migration Data Analysis System (MIDAS)**, including the necessary IT software adjustments and infrastructure upgrades. This development has made it feasible to connect all border posts, significantly improving the institution's capacity to monitor and manage cross-border movements with greater accuracy and efficiency.

In addition to infrastructure improvements, the SIBC has also prioritized human capital development. A number of staff members have been **trained to operate the MIDAS system**, ensuring that the technology is fully functional and sustainable. This training has equipped staff with the technical skills needed to effectively manage migration data, detect irregular movements, and strengthen border security.

Through these initiatives, SIBC has demonstrated its commitment to enhancing border management, improving migration governance, and contributing to national security objectives, marking an important milestone in the implementation of NDP III.

#### 5.3.3.6. Challenges

- The security subsector has encountered persistent and multifaceted challenges that have significantly slowed progress under the NDP III framework. The most pressing issue is chronic funding shortages, which have repeatedly limited the scope and continuity of interventions. Even where funding was available, there has been a lack of sustainable financing mechanisms, leaving initiatives vulnerable to abrupt interruptions once external support ended.
- Another key challenge is delays in validation and approval processes, which have created bureaucratic bottlenecks and slowed the pace of program implementation. Compounding this problem is a limited level of awareness and engagement among stakeholders, particularly within communities and traditional leadership structures, resulting in weak ownership and inconsistent participation.
- Institutional weaknesses are also evident in the absence of robust monitoring and evaluation systems, which hinders timely progress tracking and makes it difficult to identify and address gaps effectively. In addition, poor coordination among security agencies and partner institutions has led to duplication of efforts, misaligned priorities, and fragmented delivery of services. These systemic weaknesses, when combined with repeated funding constraints, highlight deep structural issues that continue to



undermine the subsector's ability to deliver on its objectives.

#### 5.3.3.7. Recommendations

- **Secure Sustainable Funding:** Develop long-term financing strategies, including increased government allocations and stronger partnerships with donors, to reduce reliance on short-term or ad-hoc funding streams.
- **Enhance Monitoring and Evaluation:** Institutionalize comprehensive M&E frameworks with clear indicators, regular reporting, and feedback loops to improve accountability and decision-making.
- **Improve Stakeholder Coordination:** Establish a formal coordination platform that brings together all relevant ministries, agencies, and community actors to enhance synergy, reduce duplication, and streamline implementation.

### 5.3.4. Rule Of Law Sub-Sector Progress Report (2023 – 2025)

#### 5.3.4.1. Introduction

The Rule of Law sub-sector is one of the foundational pillars of Somaliland's National Development Plan III (NDP III), tasked with ensuring justice, legal protection, human rights enforcement, and institutional accountability. A strong rule of law framework is essential for peacebuilding, economic development, and safeguarding citizen rights. The sub-sector encompasses institutions mandated with

justice delivery, human rights promotion, constitutional coordination, and legal reforms. Key institutions include the Somaliland Human Rights Commission (SLHRC), the Ministry of Parliamentary Coordination and Constitutional Affairs (MoPCA), and the Ministry of Justice (MoJ). These institutions collectively work toward strengthening legal systems, improving access to justice, enhancing human rights monitoring, and promoting constitutional governance.

#### 5.3.4.2. Key Findings

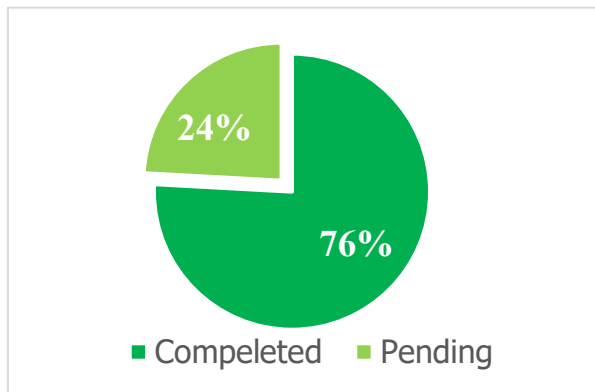
The Rule of Law Sub-Sector has achieved a strong midterm performance score of **76%**, with **24% of planned activities still pending**. This high level of achievement reflects significant progress in strengthening judicial independence, legal frameworks, and enforcement mechanisms. Key institutions within the sub-sector have demonstrated effective implementation of planned activities, contributing to improved access to justice, protection of citizens' rights, and the overall integrity of the legal system. While the majority of targets have been met, continued focus is required to complete pending activities and sustain momentum toward fully achieving the sub-sector's objectives.

#### **Rule of Law Midterm Progress Review, 2023 to 2025**

The Rule of Law Sub-Sector has demonstrated strong overall progress during the midterm period, achieving 76% of planned activities, with 24% still pending.



Figure 5.3.4.2-1: Overall performance Score



However, institutional performance within the sub-sector varies significantly, reflecting both exemplary achievements and critical gaps that require attention.

- Somaliland Human Rights Commission (SLHRC):** 100% – SLHRC successfully completed all planned operational benchmarks, showcasing robust capacity in human rights monitoring, reporting, advocacy, and institutional management. Its performance has strengthened accountability mechanisms and promoted public awareness on human rights issues, contributing to the overall integrity of the legal system.
- Ministry of Parliamentary Coordination and Constitutional Affairs (MoPCA):** 100% – MoPCA achieved full implementation of its benchmarks, reflecting effective legislative coordination, enhanced constitutional engagement, and strong collaboration with other government entities. This highlights disciplined organizational processes and

successful execution of its coordination mandate.

- Ministry of Justice (MoJ):** 0% – MoJ recorded no progress in achieving its planned benchmarks, indicating major operational and resource challenges, delays in implementation, and limited institutional capacity. This underscores an urgent need for targeted interventions, strengthened planning, and enhanced support to enable MoJ to fulfill its critical role in justice delivery and legal reforms.

Overall, while certain institutions have excelled, the sub-sector's uneven performance signals the necessity for tailored support, capacity strengthening, and improved coordination. Addressing these disparities will be critical to sustaining momentum, completing pending activities, and ensuring comprehensive enforcement of the rule of law across Somaliland.

### 5.3.4.3. Challenges

The Rule of Law sub-sector faces several interconnected challenges that hinder progress and reduce institutional effectiveness:

- Limited Institutional Capacity:** Some institutions face shortages in trained staff, technical expertise, and operational tools, especially in the justice sector.
- Insufficient Resource Allocation:** Budget constraints limit the ability of institutions like MoJ to implement reforms, enhance service delivery, and strengthen administrative systems.



- **Delays in Legal and Policy Implementation:** Slow legislative processes and gaps in legal frameworks hinder progress in justice and governance reforms.
- **Weak Coordination Mechanisms:** Limited coordination among justice-related institutions creates duplication, inefficiencies, and slow progress in joint initiatives.
- **Data and Information Gaps:** Inadequate reporting systems, limited digitalization, and inconsistent data collection make it difficult to track performance and make timely decisions.

### 5.3.5. Decentralization And Democracy Sub Sector

#### 5.3.5.1. Introduction

This midterm progress review assesses the implementation of the Third National Development Plan (NDP III) in the Governance sector, with a specific focus on the Decentralization and Democracy sub-sector. This sub-sector was responsible for implementing three ministries' planned benchmarks covering the period from January 2023 to June 2025. The review highlights key achievements, challenges, and lessons learned, and provides strategic recommendations to enhance performance in the remaining implementation period.

The Governance sector plays a foundational role in strengthening institutional accountability, citizen participation, and service

delivery. Within this sector, the Decentralization and Democracy sub-sector is tasked with deepening democratic governance, promoting inclusive decision-making, and enhancing the functionality of local governments. Its contribution to national development is guided by 20 planned operational benchmarks under the NDP III Results-Based Management (RBM) framework. Of these, 13 benchmarks have been actively implemented and achieved their respective targets, while the remaining 7 are pending execution. The targets were milestone-based and cumulatively tracked to reflect progress toward sectoral transformation.

To ensure a structured and evidence-based review, a technical team was formally nominated to lead the development of standardized tools and methodologies. This team worked closely with institutional planning departments to design and deploy reporting instruments that capture progress against agreed benchmarks. The collaborative approach ensured consistency, accuracy, and relevance in the data collected across institutions.

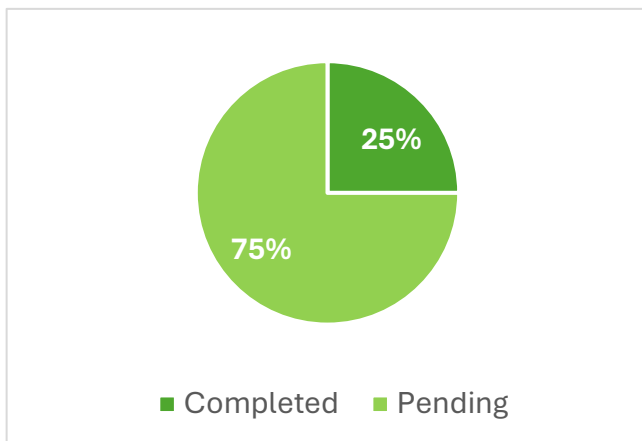
#### 5.3.5.2. Key findings

At midterm, the Decentralization and Democracy sub-sector has achieved an overall progress score of **25%**, with **75% of planned activities still pending**. This performance is based on a comparison of completed operational benchmarks against the total planned benchmarks: out of **20 planned**



**operational benchmarks** across the three responsible ministries, only **5 benchmarks were fully completed**, while **15 remain incomplete**.

Figure 5.3.5.2-1: Overall progress score

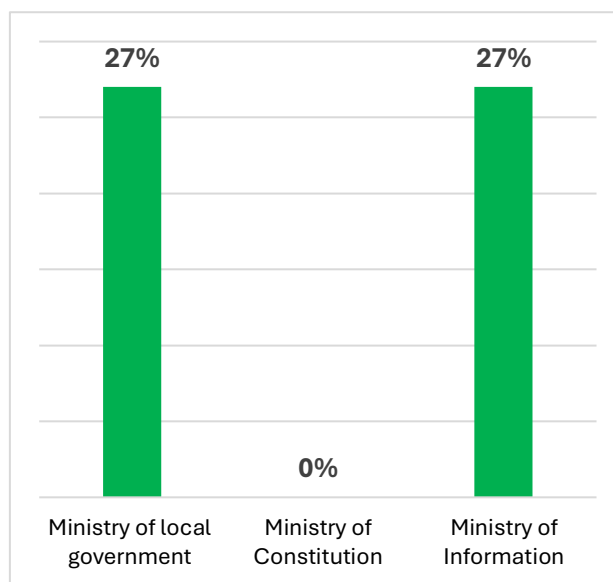


The low completion rate highlights significant gaps in implementation, indicating the need for strengthened institutional capacity, enhanced coordination among ministries, and targeted interventions to accelerate progress. Addressing these challenges is critical to ensuring effective decentralization, strengthening democratic governance, and empowering local authorities in the remaining period of NDP III implementation.

**Ministry of Local Governments and Urban Development (MoLGUD): 27%**

The Ministry of Local Governments and Urban Development completed 2 out of 7 planned operational benchmarks, reflecting a midterm performance score of 27%.

Figure 5.3.5.2-2: Sub-sector's overall performance



**performance**

The ministry demonstrated consistent alignment between its planned and completed activities, contributing meaningfully to the sub-sector's overall performance. These achievements indicate progress in advancing local governance, urban development, and decentralization objectives, albeit at a modest pace. The pending activities highlight areas requiring targeted interventions, capacity building, and improved coordination to ensure that local authorities are effectively empowered and service delivery at regional and municipal levels is strengthened.

▪ **Ministry of Constitution and Parliamentary Affairs (MoCPA): 0%**

The Ministry of Constitution and Parliamentary Affairs did not complete any of its 2 planned operational benchmarks, resulting in a midterm progress score of **0%**. This underscores significant implementation challenges within the



ministry, including potential gaps in institutional capacity, prioritization, or resource allocation. The lack of completed benchmarks indicates that critical functions related to legislative coordination, constitutional oversight, and democratic governance have not advanced as planned. Addressing these gaps will require focused technical support, strengthened planning, and strategic interventions to ensure that the ministry can fulfill its essential role in promoting democratic governance and effective parliamentary processes.

▪ **Ministry of Information, National Guidance, and Culture (MoINGC):**  
37.5%

The Ministry of Information, National Guidance, and Culture completed 3 out of 11 planned operational benchmarks, achieving a midterm performance score of 37.5%. Of these, 2 benchmarks were milestone-based, reflecting progress on strategic policy or programmatic objectives, and 1 was a quantitative benchmark, demonstrating measurable output. While these achievements show partial success in advancing the ministry's mandates, 8 operational benchmarks remain pending, highlighting critical gaps in information dissemination, cultural development, and national guidance programs. Enhanced monitoring, targeted capacity-building initiatives, and stronger coordination with other ministries will be essential to accelerate progress and

achieve the remaining operational objectives.

- **Sub-Sector Overall Performance:** Collectively, these three institutions have contributed to a 25% midterm achievement of the Decentralization and Democracy sub-sector's 20 planned operational benchmarks, leaving 75% pending. This uneven performance underscores the need for cross-institutional support, strategic prioritization, and reinforced implementation mechanisms to strengthen decentralization, democratic governance, and local authority empowerment across Somaliland during the remaining period of NDP III implementation.

#### 5.3.5.3. Challenges

- Weak collaboration between awareness stakeholders and MoIC&NG
- Budget constraints lead to underfunding of priority programs when the TV intends to record and film outside the capital city, Hargeisa.
- lack of allocated budget
- Limited number of FM transmitters and relay stations outside major urban centers.
- Inadequate maintenance and upgrading of existing broadcasting infrastructure.



- Short-wave radio is considered outdated technology, offering inferior sound quality and user experience compared to FM and digital platforms.
- Lack of broadcasting towers, relay stations, and transmission equipment in regions outside Hargeisa.
- Cultural heritage is often considered a “soft” development sector, resulting in limited budget allocations compared to infrastructure, health, and education.
- Historical records, photographs, and audio-visual materials are not digitized, making them vulnerable to loss and inaccessibility.
- the budget become constraint the ministry since separated by ministry of interior
- shortage of budget,

#### 5.3.5.4. Recommendations

- Established National Awareness-raising Department. The department outlined new methods for spots which also developed awareness-raising programs on all gov't organs.
- Educational programs and informational spots have been developed and disseminated via radio, SLNTV, and social media platforms.
- The Ministry has proposed a budget for the town hall meetings, but it has not been approved yet.
- Eight FM radios were installed, but unforeseen obstacles have emerged. As a

result, most regions are now planned for reinstallation.

- The old radio was reinstalled and repaired; however, the engines could not be procured due to insufficient funding.
- The extension of National TV broadcasting beyond Hargeisa has been planned, but this activity has not been implemented due to a lack of budget.
- The cultural heritage plan and corresponding budget were developed aspart of UNESCO to digitise the Radio Hargeisa cultural archives. And also, The President of Somaliland launched a two-day cultural conference focused on promoting and preserving Somaliland’s cultural heritage and intellectual property rights, contributing to the NDPIII objective of strengthening national identity and social cohesion.
- The government has established archives and made them publicly accessible. While this responsibility officially falls under the Ministry's mandate, the implementation was carried out by the Presidential Office.
- Ministry of Information: Improve milestone execution and ensure awareness programs are implemented.
- Local Governments: Maintain milestone alignment and prioritize district-level implementation.
- Constitution & Parliament Affairs: Introduce quantitative benchmarks for a more complete performance review.



6

EDUCATION  
SECTOR





## 6. Education Sector

### Key Highlights

- Sector achieved **42%** completion of planned activities.
- Sector achieved **57%** of planned activities over the 2.5-year review period.
- MoES recorded the highest performance with **83%** completion.
- MoEIA achieved **53%** of its targeted interventions.
- NCHE completed **36%** of planned goals, showing major implementation delays.

#### 6.1. Introduction

The right to education, as enshrined in Article 21 of the UN Charter on Human Rights, affirms the ultimate obligation of all states to provide education to its citizens as a fundamental human right, especially free education in the elementary and fundamental stages. Somaliland's Vision 2030 envisages that education will be among the fundamental pillars on which the modern knowledge society will be built. The government reaffirms its commitment in always providing accessible and quality education. Education and training provide equality of opportunities for individuals to participate in local and national development. The overall education strategy is to improve access to quality education and training within a holistic approach. There are policies, acts, and

related regulations which guide the sector towards achieving these objectives, yet the policy and legal frameworks at times still

need strengthening. There are also many non-government providers of education and training at all levels, such as non-governmental organizations (NGOs), charity-based organizations (ChBOs), and community-based organizations (CBOs). The contribution of these partners in the sector has been immense. Quranic schools, under the Ministry of Endowment and Religious Affairs, are an important pillar of religious education in Somaliland.

#### 6.2. Findings

These findings highlight the achievements of MoES, MoEIA, and NCHE in implementing the intended NDP-3 education sector outcomes over the past 2.5 years.

This figure shows that 57% of planned activities have been achieved. This indicates that over half of the sector-level interventions under NDP-3 have been completed, suggesting moderate achievement but highlighting that significant work is still required to meet all targets.

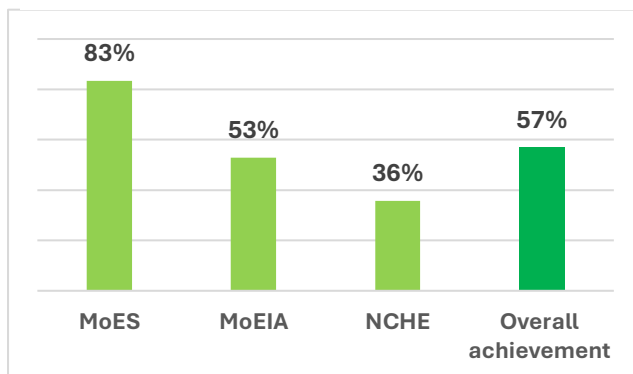
The Ministry of Education and Science (MoES) has achieved 83% of its target interventions.



this reflects strong achievement in implementing planned activities, indicating that MoES is largely on track toward reaching its NDP-3 targets, though some gaps remain.

The Ministry of Endowment and Islamic Affairs (MoEIA) shows 53% achievement against its NDP-3 target objectives. This represents moderate achievement, suggesting that MoEIA is supposed to take corrective action to complete the remaining objectives.

**Figure 6.2-1:** Education Sector Midterm Progress Review, 2023 to 2025



The National Commission for Higher Education (NCHE) has achieved 36% of its planned goals. This indicates significant delays or gaps in implementation, showing that NCHE is far behind in meeting its objectives and needs targeted interventions to accelerate progress.

### 6.3. Challenges

- Several challenges were encountered during the implementation of NDP-3 interventions. The planned activities and operational benchmarks were carried out by different departments within the ministry, making it difficult to collect consistent data.

- the costs or expenses associated with these activities were often hard to track.
- lack of recognition for team efforts and the high workload, which affected overall efficiency.
- Departments sometimes perceived requests for cost information on completed milestones or activities as audits, further complicating data collection.

### 6.4. Recommendations

- To accelerate progress and ensure the full achievement of NDP-3 education sector goals, several actions are required.
- NCHE must be prioritized for targeted institutional support through capacity strengthening, improved coordination, and the establishment of clear timelines for pending activities.
- MoEIA should adopt corrective measures to close performance gaps,
- MoES should consolidate its gains and address outstanding challenges to sustain momentum.
- It is essential to strengthen monitoring and accountability mechanisms by integrating all strategic outcomes into the RBM framework. This will enable systematic progress tracking, timely reporting, and the adoption of corrective actions where necessary. At



the same time, data collection and financial monitoring systems should be standardized across institutions to ensure transparency, accountability, and effective resource utilization.

- Human resource support should be enhanced by introducing recognition schemes, managing workloads more effectively, and providing appropriate incentives. These measures will improve motivation, efficiency, and

retention of skilled personnel across the sector.

- greater coordination and collaboration among MoES, MoEIA, NCHE, and other key stakeholders, including development partners and communities, will ensure better alignment of activities, reduce duplication of efforts, and maximize the impact of available resources.



7

HEALTH  
SECTOR





## 7. Health Sector

### Key Highlights

- Sector completed **21 of 59** benchmarks, achieving **36%** progress.
- A total of **64%** of benchmarks remain pending or in progress.

#### 7.1. Introduction

A healthy nation is a wealthy nation. To improve the overall outcomes of wellbeing and economic development, Somaliland Vision 2030 aspires for a nation whose citizens have equitable access to quality healthcare. This is paramount as the nation, then and now, continues to grapple with health challenges in terms of relatively high child and maternal mortality, high mortality rates from preventable diseases such as TB, as well as non-communicable diseases. To achieve the objective of quality healthcare, a combination of community health services and well-regulated private healthcare, supported by a well-trained health workforce, will be delivered to the citizens of Somaliland.

Despite continuous challenges, access to healthcare has increased substantially over the years, largely thanks to the collaboration between the government and its partners and the invaluable role played by private healthcare providers. The latter are especially more active in the urban areas.

#### 7.2. Findings

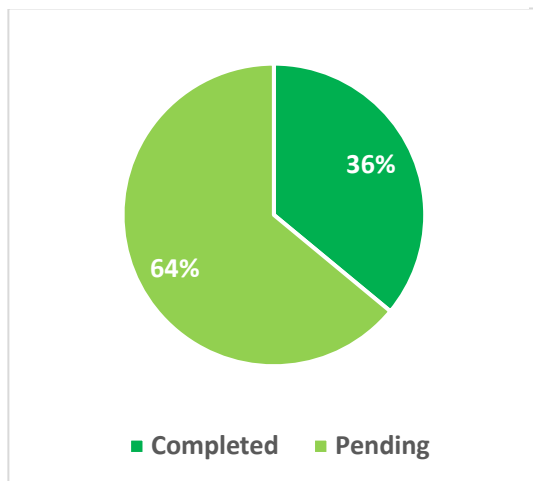
As illustrated in the figure above. During the first two and a half years of NDP III

implementation, the health sector planned 59 operational benchmarks and only 21 benchmarks have been successfully completed, This represents 36% completion, while the remaining 64% of benchmarks are still pending or in progress.

Although the progress made reflects notable efforts by the sector, the substantial share of unachieved benchmarks highlights critical implementation gaps that require immediate attention. The high proportion of pending outputs underscores the need to strengthen implementation capacity, enhance resource allocation, and intensify monitoring and follow-up mechanisms to ensure timely achievement of the remaining targets. Strengthening these areas will be essential for advancing the health sector's contribution to the overall goals of NDP III.



Figure 7.2-1: Health sector mid-term progress review in 2023-mid2025.



### 7.3. Challenges

- Private Sector Data Exclusion Despite the private sector's growing role in service delivery, its data is largely absent from the national HMIS
- Although Substantial progress made on integration of sector data into unified national data ware house, fragmented Vertical Databases Many donor-funded programs operate standalone, project-based databases that are not interoperable with DHIS2
- Lack of Standardized Routine Data Quality Assurance While reporting rates have improved, routine data quality audits remain inconsistent across regions and facility levels
- Although the formation of the DHIS2 core team is underway, key recommended staff positions remain unfilled, particularly in areas critical to system sustainability and scale-up and allocated fund for capacity development. This limits the sector's ability to interact with growing digital landscape
- Limited government expenditure on healthcare (around 5.4 percent of the national budget).
- Heavy reliance on external aid with fundamental challenges including limited funding for the health sector, misalignment with national health priorities, and excessive administrative overhead costs due to multiple partners involved in fund management.
- Absence of pooled financing mechanisms, leading to inefficiencies and duplication
- The emergency preparedness and response section is inadequately established due to the absence of basics like insufficient emergency supplies for prepositioning as part of preparedness, absence of emergency fund allocation.
- The national public health laboratory is not equipped yet, impacting the ability to lab confirmation, outbreak declaration and support respond effectively to health emergencies.

### 7.4. Recommendation

It's highly recommended that, strengthened and superior allocation of health financing from the national budget will enhance the health service deliver at national, regional and district level. Build harmonizing effective coordination architecture among government, non-



governmental and private sector health service providers.

- Formulate and implement clear strategies and protocols for maintaining service quality and ensuring patient safety.
- Enhance skills and training of healthcare providers in adhering to service quality and patient safety standards
- Promote the use of data for evidence-based decision making and resource allocation.
- Strengthen district information systems by providing necessary training and resources.
- Ensure a consistent supply of HMIS tools and develop data quality guidelines and tools.
- Establish standardized routine data quality assurance exercises.



WASH  
SECTOR





## 8. Wash Sector

### Key Highlights

- Sector achieved **79%** completion (56/99 activities).
- MoHD recorded **86%** completion, with **14%** pending.
- MoWRD achieved **78%** completion, with 23 activities still pending.
- Hargeisa Water Agency completed **67%**, with **33%** pending.

### 8.1. Introduction

Water, sanitation, and hygiene (WASH) are essential for human health. In recognition of this, as well as the adverse water situation in the country, the Somaliland Vision 2030 prioritizes waterworks and distribution systems, as well as solid and liquid waste disposal systems for households and all establishments. The National Water Policy and National Water Act guide the government and partners in addressing the acute water situation in the country, especially in the eastern regions where communities are more affected by droughts.

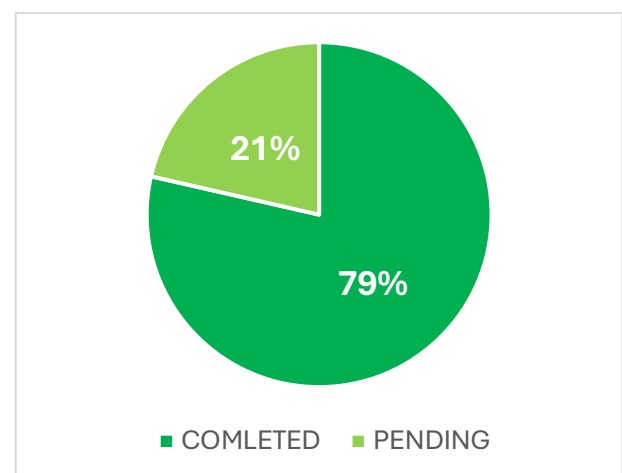
Sanitary facilities remain a challenge in rural areas, as well as in expanding urban areas. Urbanization has also exerted more pressure on existing infrastructure. The government and its partners continue to invest in the WASH sector, guided by the Integrated Water Resources Management and Investment Plan (IWRMIP) 2020-2050, which systematically sets out to improve the overall water supply in the country. As a country in a semi-arid region

with frequent droughts, the importance of the IWRMIP cannot be overemphasized, as underground water remains the main source of drinking water in Somaliland.

### 8.2. Findings

The figure above shows that the WASH sector has demonstrated substantial progress toward its planned objectives, achieving a 79% completion rate, with 56 out of 99 activities successfully implemented. This reflects strong advancement in improving access to water, sanitation, and hygiene services, and

**Figure 8.2-1:** WASH sector mid-term progress review 2023-mid 2025





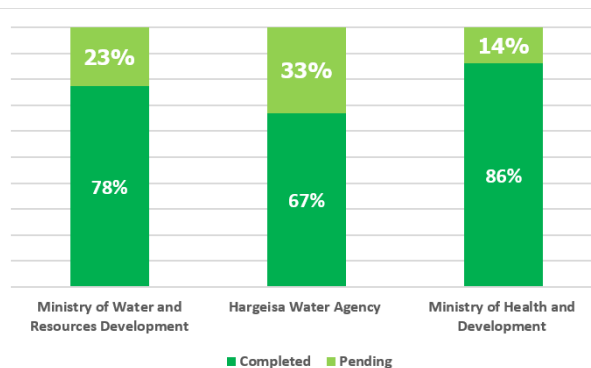
highlights the sector's commitment to enhancing community health and well-being.

At the institutional level, The Ministry of Health and Development (MoHD) achieved an impressive 86% completion of its planned activities, with only 14% pending or in progress as shown the below figure.

*Per institution mid-term progress review 2023-mid 2025*

The figure above shows at the institutional level....

**Figure 8.2-2:** Per institution mid-term progress review 2023-mid 2025



This indicates strong implementation performance, showing that most planned outputs have been delivered. However, the remaining pending and ongoing activities highlight the need for continued follow-up, timely resource allocation, and strengthened coordination to ensure full completion within the reporting period. Followed the Ministry of Water and Resources Development achieved (MoWRD) at 78% midterm performance score, representing a notable accomplishment, with 23 activities still pending. However, several critical long-term development objectives—

such as water governance frameworks, infrastructure expansion, and resource management strategies—remain delayed or incomplete. And The Hargeisa Water Agency (HWA) recorded a lowest performance, with 67% of activities completed and 33% pending. This reflects effective progress in institutional and operational reforms, demonstrating improvements in water management systems, organizational processes, and key service delivery functions. The Agency is making commendable strides in implementing essential structural and managerial enhancements.

### 8.3. Challenges

- Limited funding and delayed fund allocation affecting implementation of key activities.
- Weak coordination between government institutions, WASH partners, and stakeholders.
- Inadequate community engagement and low participation in project design and implementation.
- Insufficient financial resources for infrastructure development, including major projects like the Butochi Dam.
- Poor inter-ministerial collaboration and weak policy coordination on drought mitigation.
- Rising population and climate change increasing pressure on existing water and health systems.



- Low literacy levels, weak infrastructure, and restrictive cultural beliefs limiting behavioral change efforts.

#### 8.4. Recommendations

- Regularly update and digitalize O&M manuals to align with best practices and improve usability.
- Provide continuous staff training on operations and maintenance procedures.
- Strengthen coordination and collaboration between government institutions, WASH partners, and stakeholders.
- Secure adequate and timely funding for infrastructure projects and institutional activities.
- Allocate specific budgets for training, dissemination, and monitoring activities.
- Accelerate the connection of boreholes and development of large dams to meet increasing water demand.
- Expand rural and peri-urban water supply systems to promote equitable access.
- Promote climate-resilient water infrastructure such as solar-powered systems and rainwater harvesting.
- Conduct regular inspections and follow-up studies to ensure sustainability of projects.
- Establish digital innovations for WASH data management and planning.
- Strengthen community engagement and participation in project design and implementation.
- Develop culturally sensitive approaches to improve behavioral change and community ownership.
- Improve inter-ministerial coordination to enhance policy implementation and resource sharing.
- Ensure sustainable national budget allocation to reduce dependence on donors.



9

SOCIAL  
PROTECTION  
SECTOR





## 9. Social Protection Sector

### Key Highlights

- Sector achieved **57%** completion (8 of 14 benchmarks).
- **43%** of benchmarks remain pending.
- Midterm review covers a total of **21 operational benchmarks** linked to the sector.

### 9.1. Introduction

The social protection sector in Somaliland is anchored in Article 19 of the Constitution, which obliges the state to care for mothers, children, persons with disabilities, and mentally impaired individuals without family support. This commitment is reinforced by Somaliland Vision 2030, which aims to establish a resilient and socially cohesive society where all citizens can access minimum protection to maintain and improve their living standards throughout life. Most families in Somaliland live on low incomes and face frequent shocks, including recurrent droughts, epidemics, and economic disruptions such as those caused by COVID-19, underscoring the need for a sustainable social protection system.

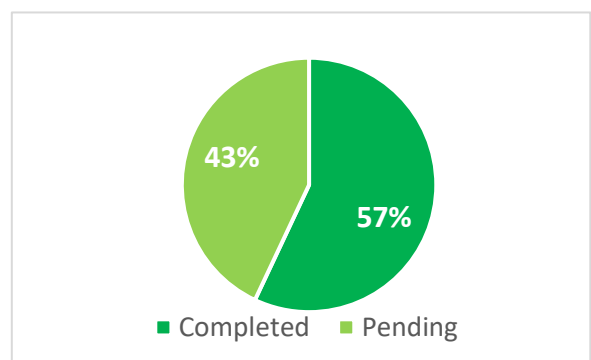
The legal and policy framework guiding social protection includes the Constitution, draft Social Protection Policy, National Gender Policy, child protection laws, disability rights legislation, and pension and employment laws. These instruments provide rights and protections to vulnerable groups, particularly women, children, older persons, and persons with disabilities. Social protection mechanisms serve three key functions: supporting those

unable to provide for themselves, preventing households from falling into crisis, and enabling families to escape poverty and improve their livelihoods.

### 9.2. Findings

The Social Protection sector has achieved an overall midterm performance score of 57%, completing 8 out of 14 operational benchmarks planned for implementation between 2023 and 2025 under NDP III. This demonstrates strong

**Figure 9.2-1:** Social protection sector mid-term review 2023-mid2025



implementation capacity and notable progress toward the sector's objectives.

Of the 21 operational benchmarks associated with the sector, 19 are directly reported to the Social Protection sector and implemented by the Ministry of Labour, Social Affairs, and Family (MoLSAF), previously known as the



Ministry of Employment, Social Affairs, and Family (MESAF). The remaining 1 benchmark contributes to the Social Protection sector but is reported under the Public Resource Management sub-sector within the Governance sector. For additional details on these benchmarks, refer to GOV-PR-8.9.c and GOV-PR-8.9.d under the leadership of the Civil Service Commission.

While the sector has achieved substantial results in delivering social protection services and supporting vulnerable populations, 6 operational benchmarks (43%) remain pending. This signals the need for strengthened implementation, enhanced resource allocation, and improved coordination mechanisms to ensure the full realization of NDP III goals. Overall, the sector's midterm performance highlights its capacity to deliver targeted interventions, strengthen social support systems, and contribute meaningfully to inclusive development across Somaliland.

### 9.3. Challenges

- Absence of a Child Disability Act and policy, limiting the legal and institutional framework for protecting vulnerable children.
- Postponement of the planned universal disability conference, reducing opportunities for advocacy, coordination, and stakeholder engagement.
- Institutional capacity limitations and underutilization of technical teams within

the Ministry, which weakened program planning and delivery.

- Conflicts among MDAs over mandates, leading to duplication of efforts and poor coordination across institutions.
- Limited capacity-building opportunities for staff, hindering effective implementation and monitoring.
- Reporting challenges and inadequate data management systems affecting transparency and performance tracking.
- Financial constraints for coordination activities, conferences, and operational functions, restricting the Ministry's ability to implement planned initiatives.
- Funding gaps within both government allocations to MoLSAF and support from partners, reducing sustainability of social protection programs.
- Policy and legal barriers that delayed the adoption of key frameworks and slowed program execution.
- Persistent cultural attitudes that undermined awareness and acceptance of programs, particularly those focused on disability inclusion and child protection.

### 9.4. Recommendations

- Approve and implement the Child Disability Act to strengthen the legal and policy framework for child protection and disability inclusion.
- Organize and invest in the Universal Disability Conference to enhance advocacy,

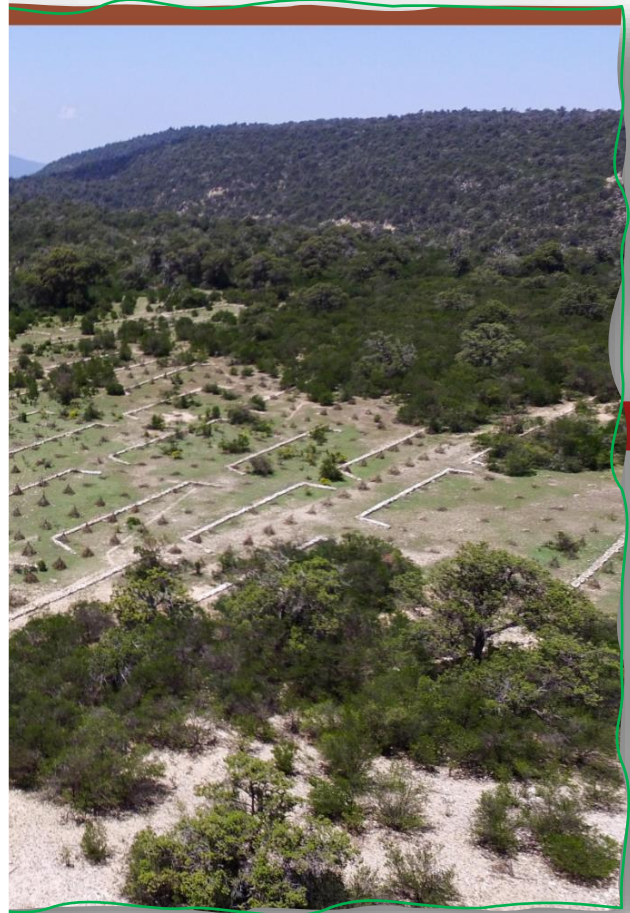


- coordination, and stakeholder engagement on disability issues.
- Strengthen monitoring, coordination, and reporting mechanisms, with the Ministry of Planning and National Development (MoPND) playing a leading role in harmonizing sectoral and cross-cutting programs.
  - Encourage development partners to harmonize reporting requirements to reduce duplication and improve efficiency.
  - Enhance institutional capacity within MoLSAF through staff training, technical support, and equitable allocation of financial and human resources.
  - Ensure transparent and fair distribution of financial and technical resources across social protection programs.
  - Reinforce cross-cutting efforts to align social protection interventions with national development priorities.
  - Promote inclusive and sustainable financing mechanisms to ensure the long-term viability of social protection programs.
  - Strengthen collaboration among government institutions, development partners, and communities to improve coordination and implementation.
  - Integrate social protection within broader national development frameworks to advance inclusion, equity, and resilience.



10

ENVIRONMENT  
SECTOR





## 10.Environment Sector

### Key Highlights

- Sector achieved **57%** completion (8 of 14 benchmarks).
- **43%** of benchmarks remain pending.
- Midterm review covers a total of **21 operational benchmarks** linked to the sector.

### 10.1.Introduction

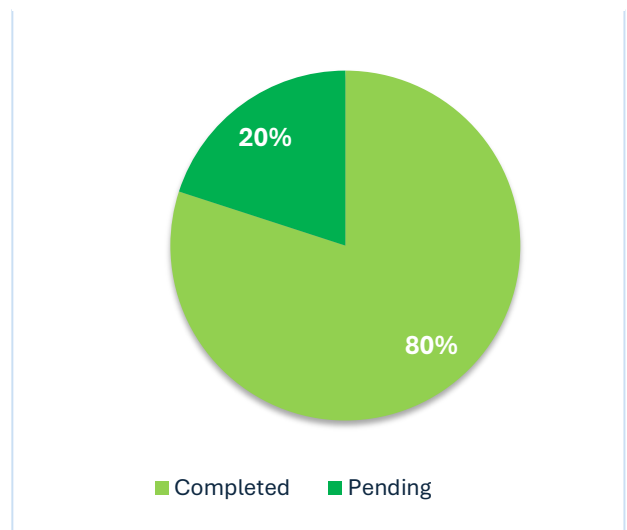
The overall goal of the sector is anchored in the Somaliland Constitution and Vision 2030, which call for the need for natural conservation. Subsidiary legislation such as the Forest and Wildlife Act (2015) and the National Environment Protection Act (2018) reinforce proper management of flora and fauna to support sustainable livelihoods. As populations grow, economic activities to support livelihoods often exert pressure on the environment. For instance, livestock rearing is a mainstay in the economy, as it is one of the main foreign exchange earners for the country and a major source of income and employment, especially for the rural population. Livestock rearing depends largely on forest cover for grazing and sustainable management of water. The sustainable management of grazing land is thus needed for continuous support to the sub-sector.

### 10.2.Findings

The figure above shown that the Environment Sector has solid progress at the midpoint of the 2023–2025 period. Out of the 64 activities planned, 51 were completed while 13 remain pending, giving the sector an overall completion rate is 80 percent.

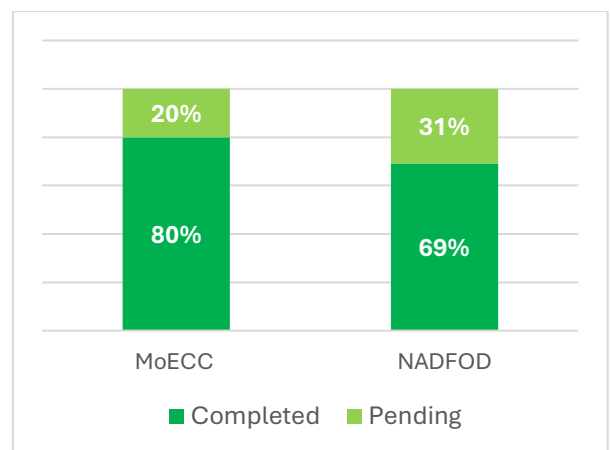
The pending activities represent those that did

**Figure 10.2-1:** The Environment Sector midterm progress review 2023-mid2025



not fully meet their midterm targets, whether they were partially implemented, delayed, or yet to begin.

**Figure 10.2-2:** Per institution mid-term progress 2023-mid 2025





The figure above shows at the institutional level that the Ministry of Environment and Climate Change completed at 83% of its planned activities, reflecting strong institutional capacity, steady technical delivery, and good utilization of available resources. Only eight activities remain pending, indicating a manageable set of tasks that require renewed focus in the second half of the period. While NADFOD completed 69% of its planned activities. These pending tasks largely relate to interventions that require broad coordination, higher operational lead time, or additional resourcing, which affected their progress during the midterm. Despite this, NADFOD has demonstrated meaningful progress in key areas of disaster preparedness and response. Overall, the sector's midterm performance is encouraging. Most planned activities were completed on time, and the remaining pending activities provide a clear roadmap for where additional effort is needed. With targeted attention and strengthened coordination, the sector is well positioned to achieve its full set of commitments by the end of the 2023–2025 cycle.

### 10.3.Challenges

The midterm review reveals that the Environment Sector faces multi-dimensional challenges that constrain delivery under the NDP III.

#### **Financial and Resource Constraints:**

Chronic budget shortages, donor hesitance, and recurrent droughts undermine

implementation, divert resources to emergency response, and limit investment in research and equipment.

**Technical and Capacity Gaps:** Shortages of skilled experts, staff turnover, limited training institutions, and weak monitoring systems reduce effectiveness and continuity.

**Institutional and Coordination Issues:** Mandate conflicts, poor inter-agency collaboration, and system integration challenges weaken efficiency and create duplication of efforts.

**Governance and Policy Delays:** Slow policy reviews, legislative bottlenecks, and weak governance models discourage donor confidence and delay implementation.

**Community Engagement Deficits:** Low public awareness, limited participation, and community data gaps hinder local ownership and sustainability of initiatives.

**Logistical and Infrastructure Barriers:** Construction delays, land acquisition issues, and staffing difficulties restrict program reach, especially in rural and drought-prone areas.

### 10.4.Recommendations

#### **Strengthen Resource Mobilization and Financing**

The sector should diversify its funding sources through climate finance, donor partnerships, and private sector engagement, while establishing contingency funds to address recurrent droughts and other climate shocks, ensuring financial resilience and continuity of interventions.

**Invest in Technical and Human Capacity**

Expanding sector-specific training and professional development programs, improving staff retention, and strengthening monitoring and evaluation systems will enhance institutional capacity and support evidence-based decision-making, enabling more effective and sustainable program delivery.

**Enhance Institutional Coordination and Governance**

Clarifying institutional mandates, establishing robust inter-agency coordination platforms with clear accountability mechanisms, and accelerating policy review and legislative processes will reduce duplication, improve responsiveness, and strengthen overall governance in the sector.

**Promote Community Engagement and Awareness**

Scaling up public awareness campaigns, improving access to community-level data, and leveraging local leadership structures will foster community ownership, enhance program relevance, and ensure the sustainability of environmental and social interventions.

**Address Logistical and Infrastructure Gaps**

Early planning, stakeholder consultation, and timely resolution of construction and land acquisition challenges, along with strengthened staffing at regional offices, will improve operational efficiency and ensure effective presence and service delivery at the local level.



11

JUDICIARY  
SECTOR

MAXKAMADDA GOBOLKA  
MUDHOODI-JEEX





## 11. Judiciary Sector

### Key Highlights

- Sector achieved **75%** completion of planned activities.
- **25%** of activities (3 tasks) remain pending or delayed.

#### 11.1. Introduction

Somaliland judiciary is established under chapter four of the constitution (Articles 97-98). The judiciary consists of the courts and the procuracy. The judges and members of the procuracy are independent when exercising their judicial functions and are guided by the law as stipulated by Articles 97.2 and 99.2 of the constitution. According to article 97.2, “the judiciary shall be independent of other branches of the government.”

The constitution provides for the establishment of a Supreme Court (which also serves as the Constitutional Court), courts of appeals (regional level), regional courts, district courts, and the Courts of the Armed Forces (which are to be governed by a separate act of parliament). This is in line with the principle of separation of powers stipulated in Article 37.3 of the constitution. Furthermore, to ensure the independence of the judiciary, the constitution placed the judiciary under the administrative authority of the High Judicial Commission.

There are also several other constitutional provisions of the judiciary that act as guiding principles. One of those is Article 10.2 of the

constitution in which the Republic of Somaliland commits itself to respect and abide by international law, including international conventions on civil and political rights, the Universal Declaration of Human rights (Article 10), the United Nations Basic Principles on the Independence of the Judiciary, and a number of other international agreements, such as on children’s rights and the Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW). Moreover, chapter three of the constitution enshrines the fundamental rights and freedoms of citizens, with the courts serving as the custodian of these rights and freedoms (Article 21.1). Without the protection of the judiciary, these rights and freedoms could be infringed upon or eroded, either by acts of parliament or by actions and policies of the executive branch.



For that reason and importance, Somaliland's National Development Planning III (NDP-3) with its Monitoring, Evaluation, Accountability and Learning (MEAL) Supplement gives attention to make an evaluation assessing the level of the NDP-3 Progress, gaps, actionable correction mechanisms over the NDP-3 outcomes, indicators, interventions, including the **judiciary** indicators, outcomes and critical outputs.

### 11.2. Findings

The figure above shows that The Judiciary Sector has completed 75% of its planned activities in the mid-year review of the NDP III period, underscoring solid progress and consistent delivery against its planned commitments. The remaining 25 percent of activities, equivalent to three pending tasks, did not reach their expected mid-year milestones. These pending activities are whether partially delivered or delayed, represent the critical focus areas for the next phase of implementation. Their early identification allows the sector to prioritize resources, strengthen coordination, and ensure that outstanding commitments are addressed within the remaining NDP III timeline.

Overall, the Judiciary Sector's mid-year performance shows a clear upward trajectory. Achieving 75 percent completion at this stage provides a strong platform for accelerating progress on the remaining 25 percent,

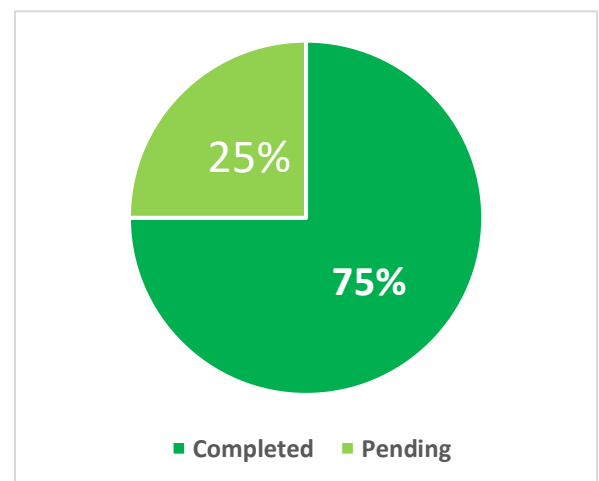
reinforcing institutional momentum and positioning the sector to fully meet its priority objectives by the end of the 2023–2025 period.

### 11.3. Challenges

The remarkable challenges those are observed through this review, and ones publicly seen, include:

- Judiciary sector is the newly born sector; it

**Figure 11.1-1:** Judiciary Sector mid-term progress review 2023-mid 2025



first term which have been m

- Since the sector newly incorporated to the NDP-3, Baseline information is getting challenging due to the technicality and mandatory wise
- Budget constraint; National budget is not sufficient to the wide range duty in the judiciary sector
- Centralization;
- Department of planning and statistics; The planning office exist as a section instead of full department



- The Space of the court offices seem be unfriendly and congested;
- Lack of sector coordination meetings
- The court offices need to be improved and enjoyable office spaces
- Coordination meetings highly recommended where information and knowledge sharing are usually required

#### 11.4. Recommendations

- Establishment of a planning and department
- Further evaluation to identify the effectiveness and efficiency of the data collected
- The principle of the judiciary sector is constitutional; it should be functionally and financially independent





## 12. Cross-cutting Theme

### Key Highlights

- Sector completed **24 of 55** planned activities (**44%**), while **56%** remain pending or in progress.
- **Gender:** Achieved **67%** completion (2 of 3 activities), with 1 activity pending.
- **Children's Rights:** Achieved **50%** completion (3 of 6 activities), with 3 activities pending.
- **PwDs:** Achieved **0%** completion (0 of 1 activity), showing a significant implementation gap.
- **DAC:** Achieved **60%** completion (9 of 15 activities), while 6 activities remain pending.
- **Youth (MoYS):** Achieved **17%** completion (1 of 6 activities), with 5 activities pending.
- **HIV/AIDS:** Achieved **31%** completion (5 of 16 activities), with major delays.
- **Rural Development:** Achieved **33%** completion (2 of 6 activities), with 4 still pending
- **25%** of activities (3 tasks) remain pending or delayed.

### 12.1. Introduction

This chapter presents the progress made under the crosscutting themes of gender, persons with disabilities (PWDs), displacement-affected communities (DACs), children's rights, youth, HIV/AIDS, and rural development. These themes are integral to the design, implementation, monitoring, and evaluation of the National Development Plan III (NDPIII), as they ensure that development interventions are inclusive, equitable, and responsive to the needs of vulnerable and marginalized groups. Mainstreaming these themes across all sectors is essential for achieving the national development priorities set out in the Somaliland Vision 2030 and for meeting the Sustainable Development Goals (SDGs). The approach requires assessing the implications of laws, policies, and programmes on these

groups at every stage, ensuring that no one is left behind.

Somaliland's context underscores the importance of addressing these themes. Women continue to face systemic barriers rooted in patriarchal norms, leading to inequalities in employment, education, health, and representation. Youth, who make up the majority of the population, experience high unemployment and limited participation in decision-making, while persons with disabilities continue to be excluded from education, employment, and access to basic services due to structural and social barriers. Displacement-affected communities remain vulnerable to drought, conflict, and migration pressures, often living in precarious conditions with limited access to services. Children face multiple deprivations, including child labour,



early marriage, and widespread exposure to violence, while HIV/AIDS, though relatively low in prevalence, still poses social and economic challenges due to stigma and limited-service coverage. Rural communities, who form the backbone of Somaliland's economy, struggle with poor access to education, healthcare, and water, and are highly vulnerable to climate change impacts.

Together, these crosscutting issues define the broader inclusivity and resilience of Somaliland's development trajectory. Progress under NDPIII has included advances in legal and policy frameworks, service provision, awareness-raising, and institutional coordination, but significant gaps remain. The continued mainstreaming of these themes across all sectors is therefore critical to ensuring that development outcomes are sustainable, equitable, and capable of addressing the structural barriers facing Somaliland's most vulnerable groups.

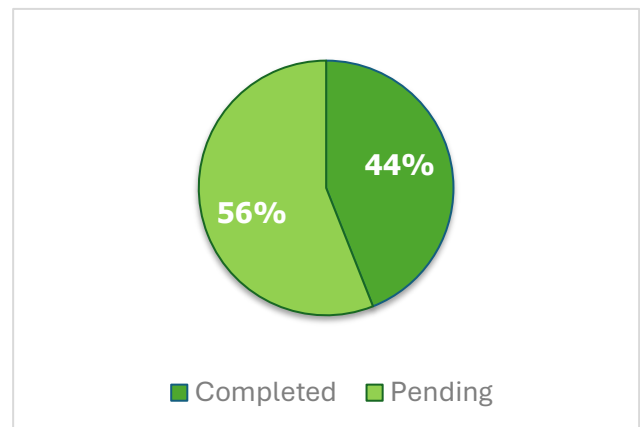
## 12.2. Findings

The figure above shows that at the cross-cutting sector has completed 24 out of 55 well-positioned to complete the remaining activities and achieve its midterm objectives, ensuring that all planned outputs contribute effectively to the overall goals outlined in the NDP III framework.

planned activities, achieving a 44% completion rate, this demonstrates that nearly half of the sector's planned initiatives have been implemented, and the rest of 56% of activities are pending or still in progress. These pending activities represent targets that have yet to fully materialize and will be the primary focus of the sector for the remainder of the implementation period.

The current progress reflects both the sector's capacity to deliver on its commitments and the areas requiring reinforced attention and resources. If maintained and accelerated, the

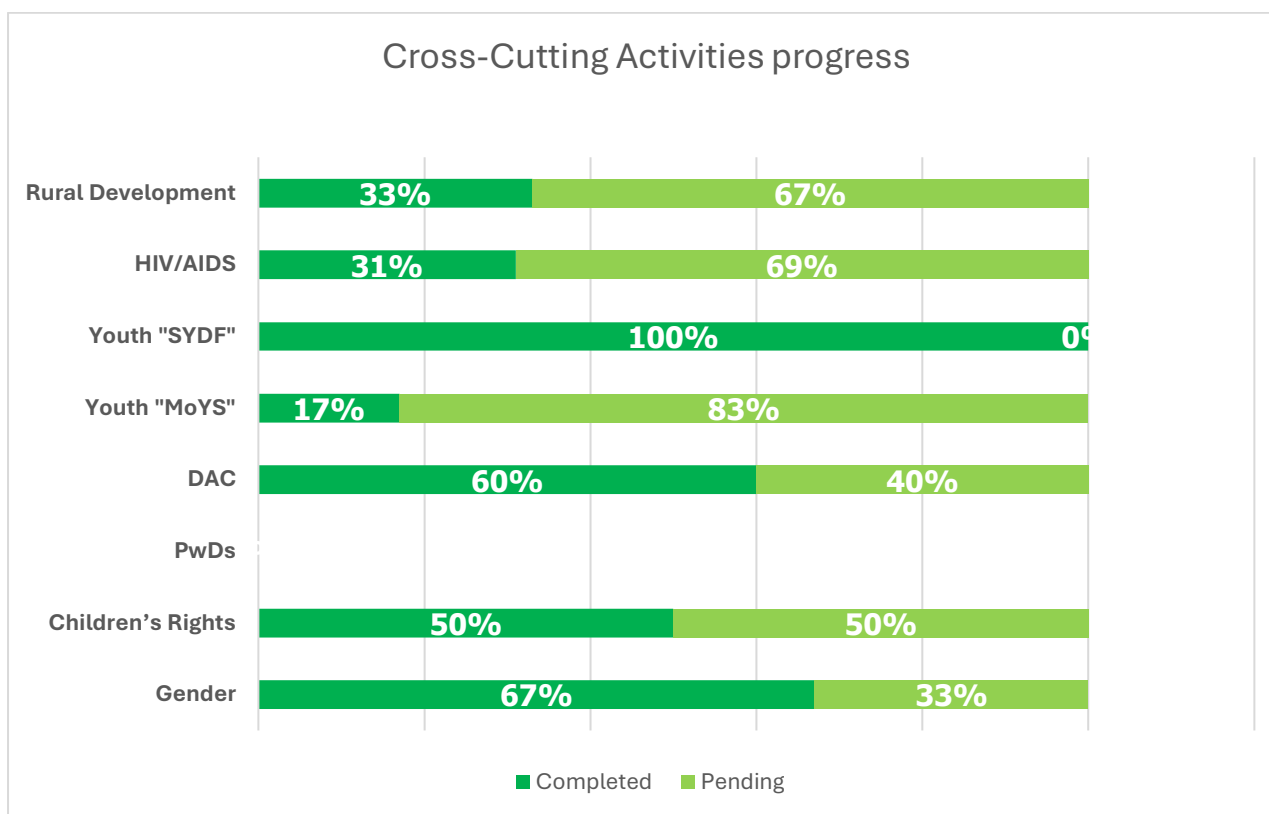
**Figure 12.1-1:** Crosscutting mid-term progress review 2023-mid2025



sector is



Figure 12.2-1: Cross-Cutting Activities progress



### 12.3. Gender

The Ministry of Labour, Social Affairs, and Family (MoLSAF) leads the Gender cross-cutting theme. At midterm, 2 out of 3 planned activities have been completed, resulting in a 67% achievement rate, while 1 activity remains pending. This performance reflects steady progress in advancing gender equality and women's empowerment, though additional effort is needed to finalize the remaining intervention.

The sector lead's analysis remains valid: milestone completion in earlier years showed strong intent, but scaling implementation has faced challenges. Beyond NDP III priorities, the sector achieved notable policy and advocacy milestones, including approval of the

National Anti-FGM Policy, drafting the FGM Bill and Family Law, and conducting annual women's conferences. Continued action against gender-based violence, through mobile units, hotlines, legal reforms, and case management—remains an essential strength.

### 12.4. Children's Rights

MoLSAF is also responsible for the Children's Rights cross-cutting theme. Midterm progress shows that 3 out of 6 planned activities have been completed, yielding a 50% achievement rate, with 3 activities still pending. This reflects moderate progress, with improvements concentrated in system strengthening.

Consistent with the original narrative, major achievements include the development of the



National Gatekeeping Guideline, establishment of a child protection case management database, and creation of a register for children in care centers. These efforts significantly reinforced national child protection systems.

### 12.5. Persons with Disabilities (PwDs)

Under MoLSAF, only 1 activity was planned, and none has been completed, giving a 0% achievement rate at midterm. This indicates a critical implementation gap, consistent with the sector lead's original thematic concerns.

Qualitative progress beyond the NDP III priorities remains important: drafting and validating the National Disability Bill, updating the Disability Policy, improving disability legislation mapping, regular coordination forums, referral linkages with GBV services, and livelihood and mobility support. However, these achievements exist alongside the fact that the core planned milestone remains incomplete.

### 12.6. Displacement-Affected Communities (DAC)

The Ministry of Resettlement and Humanitarian Affairs (MoRHA) leads the DAC cross-cutting theme. Midterm data indicates 9 out of 15 planned activities completed, resulting in a 60% achievement rate, while 6 activities remain pending. This shows steady progress and makes DAC one of the stronger-performing cross-cutting areas.

The sector lead's detailed quantitative narrative, which highlighted early over-performance in grant disbursements and education access, remains consistent with this moderate but positive achievement. Relocation activities, humanitarian response coordination, free legal services, and seasonal support programs further strengthened outcomes for displacement-affected communities.

### 12.7. Youth (MoYS)

The Ministry of Youth and Sports (MoYS) delivered 1 of 6 planned activities, resulting in a 17% achievement rate. Five activities remain pending, reflecting limited progress and a need for stronger implementation support.

Despite low completion of planned milestones, MoYS made meaningful progress outside NDP III priorities, including drafting key youth and sports policies, conducting institutional assessments, strengthening sports competitions, and enhancing transparency in federations. These institutional investments provide a foundation for better performance moving forward.

### 12.8. Youth (SYDF)

Under the Somaliland Youth Development Fund (SYDF), both planned activities were completed, giving a 100% achievement rate. This represents the strongest performance within the Youth cross-cutting theme.



Consistent with the original analysis, SYDF continued to deliver high-impact initiatives, including entrepreneurship training, direct investments, and digital equipment support for youth with disabilities, contributing to youth economic empowerment and inclusion.

### 12.9. HIV/AIDS

The Somaliland National AIDS Commission (SOLNAC) is responsible for HIV/AIDS milestones. Midterm performance stands at 31%, with 5 out of 16 activities completed. This demonstrates modest progress and highlights ongoing gaps in service delivery, outcome measurement, and system-wide monitoring.

The sector lead's narrative remains relevant: despite consistent awareness and prevention campaigns, persistent delays in milestone completion and numerous pending activities point to challenges in maintaining momentum and expanding service coverage.

### 12.10. Rural Development

Responsibility for Rural Development transitioned from MoRD to MoLRD following restructuring. Midterm results show 2 out of 6 planned activities completed, achieving a 33% performance rate, while 4 activities remain pending. This indicates limited progress toward transforming rural livelihoods and addressing rural–urban disparities.

The original narrative emphasizing strong early actions but declining follow-through aligns with the updated score. Important achievements outside NDP III priorities include drought awareness campaigns, Radio Hargeisa messaging on livestock health, community sensitization, safeguards compliance, and rural staff training, all contributing to resilience, advocacy, and food security.

### 12.11. Challenges

Across the crosscutting themes, several Challenges constrained progress:

- **Gender:** Benchmarks were not prioritized, financial resources were limited, and institutional capacity gaps affected planning, implementation, and reporting. Coordination between agencies was weak, and policy and legal barriers hindered effective execution.
- **Children's Rights:** Election transitions disrupted program continuity, while limited access to essential services and rising child vulnerabilities were exacerbated by emergencies and climate-related risks. Institutional and funding limitations further impeded implementation.
- **Persons with Disabilities (PwDs):** Operational benchmarks faced delays due to limited financial resources, lack of prioritization, and incomplete



mapping exercises, restricting targeted interventions.

- **Displacement-Affected Communities (DACs):** Severe funding constraints limited infrastructure, service provision, and humanitarian response. Weak institutional capacity, insufficient staff, and poor coordination among government, UN agencies, and NGOs hampered delivery. Data gaps undermined planning and monitoring, while outdated or fragmented legal frameworks slowed implementation.
- **Youth:** Poorly located or reassigned youth centers, weak policy and legal frameworks, underdeveloped organizational structures, and inadequate coordination and data systems hindered progress. Funding shortages restricted entrepreneurship, skills development, and sports initiatives.
- **HIV/AIDS:** Chronic underfunding, overreliance on donors, and lack of long-term financing plans constrained program reach. Limited human resources and technical capacity affected monitoring and outreach, while stigma, discrimination, and weak coordination reduced intervention effectiveness.
- **Rural Development:** Frequent institutional changes, limited budgets, and insufficient technical staff slowed program continuity. Weak public awareness, poor infrastructure, limited use of technology, and inadequate regulatory frameworks affected service delivery.

- **Crosscutting Integration:** A major overarching challenge was the limited integration of crosscutting themes across sectors. Many sectors treated these themes as standalone issues rather than embedded priorities, largely because NDP III presented them in a separate chapter. This structural separation weakened ownership, reduced accountability, and hindered translation of crosscutting commitments into sector-level actions.

## 12.12. Recommendations

- **Resource Mobilization:** Strengthen efforts to secure sustainable funding from both domestic and international sources to support implementation of crosscutting themes.
- **Institutional Capacity:** Enhance institutional capacity through targeted training, human resource development, and decentralized coordination structures to improve service delivery and accountability.
- **Coordination and Data Management:** Improve coordination and data-sharing mechanisms through harmonized reporting, real-time monitoring systems, and joint planning among Ministries, Departments, and Agencies (MDAs).
  - **Integration into Sector Strategies:** Fully embed crosscutting themes within sector strategies and targets rather than treating them as a separate



chapter to strengthen ownership and accountability.

- **Monitoring and Evaluation:** Establish robust monitoring and evaluation systems to track progress, capture lessons, and support adaptive programming.
- **Gender:** Form cross-ministerial working groups and harmonize reporting requirements to improve coordination and mainstream gender equality in all sectors.
- **Children's Rights:** Expand access to essential services, integrate child protection into emergency responses, and strengthen institutional capacity for implementation and monitoring.
- **Persons with Disabilities (PwDs):** Establish dedicated budget lines, complete mapping exercises, and improve data systems to guide targeted and inclusive interventions.
- **Displacement-Affected Communities (DACs):** Ensure

sustained funding for grants, infrastructure, and durable solutions, while enhancing data collection, coordination, and collaboration between government, UN agencies, and NGOs.

- **Youth:** Prioritize accessible youth centers, strengthen policy and legal frameworks, build the capacity of the Somaliland Youth Development Fund (SYDF), and expand entrepreneurship and skills development programs.
- **HIV/AIDS:** Increase funding, establish a management information system, integrate HIV/AIDS interventions across sectors, and address stigma, discrimination, and social protection gaps.
- **Rural Development:** Allocate adequate budgets, strengthen technical staff and infrastructure, promote the use of technology, and improve coordination and reporting among relevant ministries.





## 13. Lesson Learnt

### 13.1. Mid-term review lessons learn

The NDP III mid-term progress report highlights key lessons learned in the midterm 2023-2025 and through this review process. These are general lessons which are important to guide for improved implementation during the remaining period of the plan:

- Strong institutional leadership is a key driver of performance.
- Institutions that demonstrated clear leadership, accountability, and active oversight achieved better progress in meeting their NDP III targets. Effective leadership accelerates decision-making, mobilizes stakeholders, and maintains momentum on operational activities.
- Adequate and timely budget allocation is essential for delivering planned outputs.
- Many activities progressed when sufficient financial resources were available. Conversely, underfunding or delayed disbursement slowed implementation.
- Technical capacity of staff directly influences progress toward targets.
- Improved skills and competencies of technical personnel within MDAs contributed significantly to better planning, data management, and execution of NDP III activities. Continuous capacity-building remains vital for sustaining quality performance.
- High staff and management turnover undermines institutional continuity.
- Frequent changes in key personnel interrupted progress, weakened institutional memory, and delayed implementation. Stable staffing and succession planning are necessary to maintain momentum and consistency.
- Institutional and Coordination Issues: Mandate conflicts, poor inter-agency collaboration, and system integration challenges weaken efficiency and create duplication of efforts. Therefore, progress is where coordination between ministries, ESPs, private and development partners was strong.
- Reliable data systems enable better monitoring and decision-making.
- Institutions with stronger reporting systems and data management practices were able to track progress more accurately and respond to challenges quickly. Strengthening the national data ecosystem is crucial for evidence-based planning.



## 13.2. Conclusion

The two-and-a-half-year Mid-Term Progress Report of the National Development Plan III (NDP III) demonstrates that Somaliland has achieved meaningful progress across key development pillars despite persistent financial, institutional, and technical challenges. The report highlights strong achievements in governance, social protection, WASH, energy, extractives, and several institutional reforms, reflecting growing national capacity and improved coordination in select sectors. At the same time, achievements across other sectors—such as health, production, higher education, and infrastructure—remains moderate or uneven, largely due to resource constraints, limited technical capacity, fragmented data systems, and delays in policy implementation.

The Mid-Term findings show that Somaliland continues to advance toward the NDP III goals of inclusive growth, resilient service delivery, and strengthened state institutions. However, the pace of progress varies significantly across institutions, with some exceeding targets while others struggle to meet planned benchmarks. This variance underscores the need for improved planning, stronger accountability, enhanced coordination, and a more balanced allocation of national and external resources.

As the country enters the second half of the NDP III implementation period, the report emphasizes the importance of accelerating reforms, enhancing domestic revenue mobilization, strengthening M&E systems, and integrating crosscutting themes—such as gender, youth, disability inclusion, rural development, and climate resilience—across all sectors. Greater investment in data systems, digital governance, human capital, and strategic infrastructure will also be essential to sustain progress and improve service delivery.

In conclusion, the Mid-Term Progress Report reaffirms that while Somaliland is on a positive trajectory, achieving the full conception of NDP III by 2027 will require renewed political commitment, stronger institutional collaboration, predictable financing, and evidence-based decision-making. With these efforts, Somaliland can consolidate the gains made so far and ensure that development outcomes are inclusive, sustainable, and aligned with the aspirations of all citizens.



Annexes

Annex I: NDP III MEAL Calendar (2025–2027)

Type of report	"Year N "(This is the Implementation year)												" Year N+1"						By	
	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J		J
Quarterly Operational Progress Report	<i>Submission to DG</i>	31			30		31			31										All PSDs of all MDAs
	<i>MDA internal validation</i>		15			15			15			15								
	<i>Sharing with SCF-chairs</i>		20			20			20			20								
	<i>Compilation for the whole year</i>												28							
Sector Outcome Progress Report	<i>Data collection Outcome targets</i>											28								PSDs of sector lead
	<i>Submission to DG</i>												15							
	<i>Analysis and validation w/SCF</i>												31							
	<i>Sharing with MoPND/CSD</i>												5							
Annual Operational Progress Report	<i>Compilation of Annual Report</i>													10						PSDs of sector lead MDAs
	<i>Submission to DG</i>													15						
	<i>MDA internal validation</i>													30						
	<i>Sharing with MoPND/M&amp;E</i>														15					
	<i>Sharing with MoPND/CSD</i>														15					
<i>Sharing with relevant SCF chair</i>														15						
National Progress Report	<i>Compilation of all MDA reports</i>																15			MoPND (M&E dept. and
	<i>Outcome data check by CSD</i>																30			
	<i>Submission to DG of MoPND</i>																	10		
	<i>Analysis and validation NPC</i>																	25		
	<i>Report dissemination</i>																	31		



## Annex II: NDP III National Technical Team

S/N	Names	Sector contributions
1	Mohamed Ismail Muhumed	Technical Lead, contributed to multiple stages
2	Muna Abdi Ahmed	Contributed to multiple stages
3	Ahmed Iman Du'ale	WASH
4	Farhan Abdi Maygag	Health and editing
5	Ahmed Ibrahim Ahmed	Economic Sector
6	Abdikarim Mohamoud Omer	Judiciary
7	Nimo Ahmed Ismail	Social Protection and Cross-cutting themes
8	Abdirashid Abdi Gedi	Environment, review and editing
9	Fozia Omer Mohamed	Infrastructure
10	Abdilahi Ahmed Hirsi	Governance
11	Warsame Mohamed Muhumed	Energy and Extractives
12	Mohamed Yousuf Habane	Governance
13	Hassan Hussein Ahmed	Governance and editing
14	Khadar Mohamed Gahayr	Editing Chapters
15	Muhyadin Adan Abdilahi	Education
16	Naima Hassan Abdilahi	Production and editing
17	Ahmed Ibrahim Muhumed	Governance
18	Mohamoud Mohamed Shirwac	Editing
19	Abdishakur Beddel Yousuf	Document Layout and Design
20	Ahmed-nasir Abdi Mohamoud	Document Layout and Design
21	Hussein Mohamed Abdilahi	Document Layout and Design



## Annex III: List of MDAs

S.no	MDAs
1	Central Bank
2	Civil Service Commission
3	Coastal Guard
4	Counterpiracy Coordination Office (Cpc)
5	Fire Brigade
6	Free Zone
7	Ministry Health Development
8	Ministry of Agriculture Development
9	Ministry of Defense
10	Ministry of Education and Science
11	Ministry of Employment
12	Ministry of Endowment and Islamic Affairs
13	Ministry of Energy and Extractives
14	Ministry of Environment and Climate Change
15	Ministry of Finance Development
16	Ministry of Fishery and Marine Resources
17	Ministry of Interior Affairs
18	Ministry of Investment and Industry
19	Ministry of Labour, Social Affairs, and Family (MoLSAF)
20	Ministry of Livestock and Rural Development
21	Ministry of Rehabilitation and Humanitarian Affairs
22	Ministry of Resettlement and Humanitarian Affairs (MoRHA)
23	Ministry of Trade and Tourism
24	Ministry of Youth and Sport (MOYS)
25	National Commission for Higher Education
26	National Disaster Preparedness and Food Reserve Authority (NADFOR)
27	Somaliland Immigration and Border Control (SIBC)
28	Somaliland National Insurance Agency
29	Somaliland National HIV/AIDs Commission (SOLNAC)
30	Somaliland Police Force
31	Ministry of Public Works, land and Housing
32	Roads Development Authority (RDA)