

REPUBLIC OF SOMALILAND



## GOVERNANCE SECTOR

NDP III PRIORITIES 2025-2027



MINISTRY OF PLANNING AND NATIONAL DEVELOPMENT



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### Abbreviation

ADR	Alternative Dispute Resolution
COVID	Coronavirus Disease
CPC	Counter Piracy Coordination Office
CSC	Civil Service Commission
CSI	Civil Service Institute
GGC	Good Governance Commission
HLDCF	High-Level Development Coordination Forum
JPLG	Joint Programme on Local Governance
MDAs	Ministries, Departments and Agencies
MEAL	Monitoring, Evaluation, Accountability and Learning
MIDAS	Migration Data Analysis System
NAO	National Audit Office
NEC	National Electoral Commission
NPA	National Procurement Authority
NQCC	National Quality Control Commission
NSS	National Statistics System
NTB	National Tender Board
PFM	Public Financial Management
RBM	Results-Based Management
SDGs	Sustainable Development Goals
SIBC	Somaliland Immigration and Border Control
SLCG	Somaliland Coast Guard
SLNHRC	Somaliland National Human Rights Commission
SLPF	Somaliland Police Force
SPF	Somaliland Prison Force
UAE	United Arab Emirates
UK	United Kingdom
USA	United States of America
MoINGC	Minister of Information, National Guidance and Culture



## 1. Introduction

Good governance remains the cornerstone of Somaliland's socio-economic, political, and institutional development. It directly concerns the management of the development process and the participation of all stakeholders in shaping national priorities. Effective governance ensures transparency, accountability, and inclusivity fundamental pillars for sustainable growth and stability. Functional democracy, anchored in strong public participation and the rule of law, enables responsive policymaking and the efficient management of national resources. Accountability, in particular, strengthens public trust in institutions and guarantees the proper management of human, financial, and material resources for the collective benefit of all citizens.

A secure and stable environment is a prerequisite for sustainable development. Ensuring the safety and security of citizens, upholding the rule of law, and protecting human rights are central to the country's progress. Democratic governance not only promotes justice and equality but also sustains long-term peace and socio-economic transformation. Effective public resource management is vital in this regard, ensuring that national assets are used efficiently and equitably to drive growth and reduce poverty.

The Governance Sector in Somaliland operates within five interlinked sub-sectors Security,

Rule of Law and Human Rights, Public Resources, Decentralization and Democratization, and Foreign Affairs. Collectively, these sub-sectors provide the institutional framework for accountable governance, improved service delivery, and enhanced citizen participation. Over 30 institutions, including government entities, civil society, the private sector, and development partners, contribute to the realization of this sector's objectives.

Under the Decentralization and Democratization sub-sector, Somaliland continues to strengthen democratic institutions and local governance mechanisms. Since adopting multi-party democracy in 2002, the country has achieved significant progress, with the National Electoral Commission (NEC) successfully conducting national and local elections that reinforced public confidence and institutional legitimacy.

In the Public Resource Management sub-sector, multiple institutions are engaged in ensuring that public funds and assets are managed transparently and effectively to benefit all citizens. These interventions aim to promote equitable opportunities, sustainable economic management, and fiscal accountability. Meanwhile, the Foreign Affairs sub-sector has achieved notable diplomatic milestones, including enhanced engagement with international partners and the establishment of missions in key countries such as Ethiopia, Djibouti, Kenya, the UAE, the UK,

the USA, and Germany. These efforts have elevated Somaliland's international profile and strengthened advocacy for recognition and strategic cooperation.

The Somaliland National Development Plan III (NDP III) provides the overarching framework guiding these governance efforts. However, its implementation has encountered challenges arising from political dynamics, security concerns, and fiscal constraints. These realities necessitate a mid-term review (2025 to 2027) to re-prioritize governance interventions and align them with the evolving national context. The review focuses on directing limited financial and human resources toward the most feasible and impactful interventions, ensuring that governance reforms remain effective, realistic, and aligned with Vision 2030.

This sector booklet presents the governance sector's contributions to NDP III, including its alignment with national development pillars and SDGs, progress highlights, prioritization rationale, methodology, and agreed priorities for 2023–2027. It also provides an overview of sector monitoring mechanisms, coordination structures, and institutional responsibilities. By consolidating progress to date and clarifying future priorities, the booklet serves as a roadmap for policymakers, development partners, private sector actors, and civil society to jointly accelerate progress in the sector.

## 1.1. Mandate of the Sector

The Governance Sector in Somaliland is mandated to strengthen the rule of law, promote transparency, and enhance institutional effectiveness across all levels of government. It plays a central role in fostering democratic governance, improving public accountability, and ensuring that national development priorities are implemented efficiently and equitably. The sector's overall aim is to build responsive, accountable, and inclusive institutions that advance the aspirations of Vision 2030 and the National Development Plan III (NDP III).

The Governance Sector is responsible for coordinating policies, institutions, and programs that contribute to:

- ❖ Strengthening justice and rule of law to ensure equality and access to fair and efficient judicial systems.
- ❖ Promoting public sector reform and capacity-building across government institutions to improve service delivery and uphold meritocracy.
- ❖ Advancing decentralization and democratization through empowered local governments and citizen participation.
- ❖ Upholding human rights, equity, and social inclusion for all Somalilanders.
- ❖ Enhancing transparency, accountability, and anti-corruption frameworks within public finance and resource management.

- ❖ Ensuring effective foreign relations that advance Somaliland's development interests and international cooperation.

## 1.2. Governance Pillar and SDGs Alignment

The governance pillar of the National Development Plan III (NDP III) emphasizes building strong, transparent, and accountable institutions that can promote peace, justice, and effective service delivery across Somaliland. It also focuses on improving security, strengthening the rule of law, enhancing participation, and fostering partnerships at national and international levels. These goals directly contribute to several SDGs as follows:

SDG 1: End poverty in all its forms everywhere

- ❖ Strong governance institutions create the enabling environment for poverty reduction by ensuring equitable access to services (education, health, water, etc.).
- ❖ Improved coordination of local governments and decentralization ensures resources and services reach marginalized communities, reducing vulnerabilities linked to poverty.
- ❖ Security interventions (e.g., police, coast guard, fire brigade, immigration) reduce risks from conflict, crime, and disasters, which often push households into deeper poverty.

SDG 5: Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all

- ❖ Human resource strategies within governance institutions (e.g., police academies, immigration training schools, diplomatic institute) expand employment opportunities.
- ❖ Professionalization of security forces, police, and civil service creates decent work conditions and strengthens accountability.
- ❖ By reducing corruption through policies such as anti-narcotics laws, anti-money laundering frameworks, and transparent procurement, governance reforms encourage investment and sustainable economic growth.

SDG 10: Reduce inequality within and among countries

- ❖ Decentralization policies and participatory planning allow communities and vulnerable groups (women, youth, minorities) to have a voice in governance and service delivery.
- ❖ Strengthening rule of law institutions ensures equal access to justice and protection, helping to reduce inequalities in rights, services, and opportunities.
- ❖ Through international engagement (e.g., bilateral agreements and participation in regional security forums), Somaliland works to narrow its structural and political inequalities globally.

SDG 16: Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels

- ❖ This is the most directly relevant SDG for the governance pillar.
- Enhancing police, coast guard, and fire brigade services ensures safety, peace, and security.
- Institutional reforms such as the Police Force Act amendments, Anti-Piracy Law, and Coast Guard Act strengthen law enforcement.
- Establishing the Maritime Security Coordination structure and the Diplomatic Institute enhances institutional accountability and inclusiveness.
- Efforts to resolve inter-clan conflicts (e.g., Cel-Afwayn and Fadhi Gab) highlight inclusive approaches to peacebuilding and justice.

SDG 17: Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development

- ❖ The governance sector plays a critical role in mobilizing resources through donor partnerships and bilateral agreements, particularly in areas like maritime security and the rule of law.
- ❖ Engagement of the Counter Piracy Coordination Office (CPC) in international forums demonstrates Somaliland's commitment to global and regional cooperation.

- ❖ Strengthening statistical systems, monitoring, and evaluation mechanisms ensures evidence-based policymaking and accountability, which are central to partnerships and implementation of the SDGs.

### 1.3. Historic Achievements

Over the years, Somaliland's Governance Sector has made remarkable progress across its key sub-sectors, contributing significantly to stability, institutional development, and democratic consolidation. In the Security Sub-Sector, the Ministry of Interior (MoI) has spearheaded legal and policy modernization efforts through the development and revision of crucial frameworks such as the Decentralization Policy and Expansion Strategy, the Money Laundering Prevention Act (Law No. 87/2019), and updates to the Citizenship and Urban Land Management laws, thereby strengthening institutional clarity and legal compliance. It has continued the rollout of an enhanced national small-arms registration system aimed at curbing the proliferation of illicit weapons. During the 2021 parliamentary and local council elections, the Ministry played a central role in coordinating security operations, conducting nationwide risk assessments, and ensuring inter-agency collaboration that maintained peace and public order. The Ministry also demonstrated strong leadership in conflict resolution, mediating and resolving inter-clan conflicts such as those in

Ceel Afweyn and Fadhi-Gab, while implementing the Police Reform Policy to enhance professionalism, accountability, and public trust in law enforcement.

The Somaliland Police Force (SLPF) has undergone significant transformation through professionalization and expansion. The establishment of the Police Academy in 2020 and the enhancement of the Mandheera Training School have increased capacity in community policing, criminal investigation, and modern communication techniques. More than 10,000 officers were deployed during the 2021 elections, ensuring peaceful and credible polling processes across the country. Additionally, over 30 police stations were constructed and equipped, improving public safety and responsiveness.

The Somaliland Coast Guard (SLCG) has improved maritime domain control through upgraded coastal surveillance systems across Berbera, Maydh, Zeila, and Laas-Qoray, and the establishment of advanced command and control networks, including the AXIOM international database. These advancements have strengthened law enforcement against illegal fishing, piracy, and smuggling while expanding coastal infrastructure and training new recruits.

The Somaliland Immigration and Border Control Department (SIBC) has enhanced national security through the establishment of an integrated information management system connecting all major entry points, installation of solar power systems at border posts, and

the creation of the Haleeya Immigration Training Academy. The department also played a crucial role in enforcing COVID-19 border health protocols. Meanwhile, the National Fire Brigade has institutionalized emergency response services, rescued hundreds of people and protected millions of dollars' worth of property, livestock, and vehicles.

The Ministry of Defence (MoD) has introduced critical institutional reforms through the establishment of new departments for Policy and Planning, Mine Action, Public Communication, and Pensions and Welfare. It has advanced nationwide mine action programs, enhanced the inclusion of female officers, and introduced the Military Pension Law of 2019 to improve welfare and morale within the armed forces.

In the Rule of Law and Human Rights Sub-Sector, the Ministry of Justice (MoJ) has made significant progress in legal reform, justice expansion, and corrections management. It has revised key codes and policies while expanding the presence of courts and correctional facilities. The Ministry also established Alternative Dispute Resolution (ADR) Centres in Marodijeh, Sool, Sanaag, and Togdheer, which bridge formal and customary justice systems to improve access for rural communities. Rehabilitation programs have been strengthened through educational and vocational training initiatives for inmates, including a women's rehabilitation program at Gabiley Prison and the training of over 80 female custodial officers. Several correctional

facilities including Baki, Oodweyne, Burco, Borama, and Hargeisa have been constructed or rehabilitated to meet modern standards.

The Somaliland National Human Rights Commission (SLNHRC), established under Law No. 39/2010, continues to champion the protection and promotion of human rights through facility inspections, mediation, and awareness campaigns. It has trained hundreds of law enforcement officers on human rights principles and successfully mediated the release of unlawfully detained individuals. Regional offices have been opened nationwide, and annual human rights reports have been consistently published since 2017.

The Ministry of Parliamentary Relations and Constitutional Affairs (MoPCA) has furthered constitutional governance through comprehensive legal research, reviewing penal and civil laws. These are to ensure compliance with constitutional provisions, while conducting widespread civic education that reached over 60,000 citizens and trained more than 3,000 youth on constitutional rights and responsibilities.

The Democratization and Decentralization Sub-Sector has strengthened Somaliland's democratic system through institutional and legal reforms. The National Electoral Commission (NEC) successfully conducted the 2021 parliamentary and local council elections recognized as among the most credible in the region while demonstrating increasing fiscal self-reliance, with over 70 percent of election costs financed domestically. The enactment of

the General National Elections and Voter Registration Law (No. 19/2020) unified and streamlined electoral legislation.

On decentralization, the Ministry of Interior has introduced Public Financial Management (PFM) systems which was developed by Ministry of finance and Economic Development, in multiple districts to enhance transparency, while over ten districts developed consultative five-year District Development Frameworks (DDFs) to promote participatory local planning. Under the Joint Programme on Local Governance (JPLG), pilot districts have successfully taken on limited education and health service delivery responsibilities. The establishment of the Local Government Institute in 2018 has provided structured training for civil servants and councilors, strengthening institutional capacity across districts. Public awareness campaigns on decentralization and boundary reforms have further improved citizen engagement in governance processes.

In the Public Resource Management and Good Governance Sub-Sector, key reforms have been advanced by the Ministry of Finance Development (MoFD), the National Tender Board (NTB), and the National Audit Office (NAO). The second phase of the Public Financial Management (PFM) Reform Program has deepened fiscal discipline through better budget alignment with national priorities, improved financial reporting, and enhanced oversight by the Budget Policy Committee chaired by the Ministry of Planning and

National Development (MoPND). The adoption of COFOG classification has enhanced transparency and comparability of public expenditures. Procurement systems have been strengthened through the National Tender Board Act and the development of a comprehensive procurement strategy, setting the foundation for an eventual transition to e-procurement. The NAO has strengthened the independence and quality of external audits, expanding its focus to value-for-money assessments.

Civil service reform efforts led by the Civil Service Commission (CSC) and Civil Service Institute (CSI) have modernized human resource systems, standardized pay structures, and improved recruitment practices based on merit. The National Quality Control Commission (NQCC) has enhanced the country's regulatory environment by establishing laboratories, drafting 24 national standards, and initiating metrology services. The revitalized National Printing Agency (NPA) now handles sensitive government printing in-house, enhancing security and accountability. The Good Governance Commission (GGC) has spearheaded national anti-corruption awareness campaigns and improved coordination among oversight institutions to minimize duplication and enhance integrity across the public sector.

The Foreign Affairs and International Cooperation Sub-Sector has significantly elevated Somaliland's diplomatic profile. The Ministry of Foreign Affairs and International

Cooperation has conducted high-level missions to the United Kingdom and the United States, which resulted in a parliamentary debate in the UK on Somaliland's recognition in January 2022 and stronger U.S. Congressional engagement through the Somaliland Partnership Act. Somaliland has also expanded its diplomatic representation in Ethiopia, Djibouti, Kenya, the UAE, Yemen, the UK, the USA, and Germany, fostering greater political, economic, and security cooperation. Through the Counter-Piracy Coordination Office, Somaliland has maintained active participation in maritime and regional security dialogues across the Western Indian Ocean, Gulf of Aden, and Red Sea regions.

Cross-cutting governance achievements include strengthening the High-Level Development Coordination Forum (HLDCF), improving budget plan alignment between the Ministry of Planning and the Ministry of Finance, advancing National Statistic System (NSS), and preparing for major national surveys.

Collectively, these achievements reflect Somaliland's commitment to building an accountable, effective, and transparent governance framework. The sector has improved public safety, expanded access to justice, strengthened public financial management, advanced decentralization and local development, and elevated the country's diplomatic presence on the global stage. These achievements have also deepened citizen trust in public institutions and laid a strong

foundation for sustainable governance and socio-economic progress aligned with the aspirations of the National Development Plan III (NDP III) and Vision 2030.

## 2. NDPIII Progress Highlights (2022 to 2025)

The overall average performance of the government sector stands at **54%**, reflecting higher level of effectiveness across key sub-sectors.

### Sub-sector Performance Highlights

#### Foreign Affairs and International Relations:

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 7 operational benchmarks.

#### Decentralization and Democracy:

This progress analysis compares the planned operational benchmarks with those completed within the Decentralization and Democracy subsector, which comprises three ministries. Out of a total of 20 planned operational benchmarks, only 5 were completed, while the remaining 15 remain incomplete. Overall, the subsector achieved 5 out of 20 benchmarks, representing an overall progress rate of 25%.

**Rule of Law:** The Rule of Law sub-sector shows varying performance across institutions, with significant disparities in the level of progress achieved. Two institutions SLHRC and MoPCA reported full completion of their planned operational benchmarks, while the Ministry of Justice recorded no progress.

The Somaliland Human Rights Commission (SLHRC) achieved a 100% completion score, indicating that all planned activities for the review period were fully executed. This performance underscores its strong operational capacity in human rights monitoring, reporting, advocacy, and institutional management. SLHRC has effectively contributed to strengthening accountability and promoting public awareness on human rights issues.

**Security:** The Maritime Security Coordination Office (MASCO) has successfully delivered on 56% of its NDP III targets, demonstrating important progress in strengthening maritime governance and security. MASCO successfully achieved 5 out of 9 operational benchmarks.

The performance of the institutions within the Security Sub-Sector shows varying degrees of progress toward achieving their NDP III governance objectives.

The Ministry of Interior (MoI) recorded a completion rate of 46%, successfully meeting 6 out of 13 operational benchmarks.

The Somaliland Police Force (SPF) achieved 30%, corresponding to 3 out of 10 benchmarks completed.

The Somaliland Immigration and Border Control (SIBC) reported a 40% completion rate, having achieved 2 out of 5 benchmarks.

The Ministry of Défense (MoD) demonstrated a completion rate of 57%, meeting 8 out of 13 benchmarks.

Overall, the Security Sub-Sector registered a combined performance level of 44%, reflecting moderate progress across the institutions.

**The Public Resource Management** sub-sector has achieved an overall performance score of 48%, indicating that:

- The sub sector is significantly underperforming at mid-term of two and half years
- Strong achievements in certain institutions (mainly CSC & Pension) are overshadowed by widespread high progress
- The sub-sector requires coordinated interventions to enhance capacity, accountability, and resource Management

### ***Displacement Affected Communities (DAC)***

Activities aimed at assisting displaced and affected populations have shown moderate success. Out of 15 planned activities, 9 have been completed, achieving a 60% performance rate. While a majority of activities have been

executed, 6 remain pending, highlighting the need for sustained efforts to fully meet the sector's objectives.

### ***Youth Crosscutting Theme***

The initiatives under the Measure of Youth (MoY) aim to empower young people. Of the six planned activities, only 1 has been completed, resulting in a low performance rate of 17%. This suggests that more effective strategies and support mechanisms are needed to engage youth and ensure the successful implementation of planned initiatives.

## **3. Prioritization Rationale**

The Somaliland National Development Plan III (NDP-III) was officially launched in March 2023 to serve as the country's guiding framework for sustainable development. However, the implementation of the plan has faced significant setbacks due to unforeseen national and global events. Delayed elections and armed conflicts in the eastern Sool region diverted national attention and resources away from planned development initiatives. At the same time, the global economic crisis and subsequent reduction in international aid further constrained fiscal space, limiting the government's ability to deliver on its development commitments.

These challenges have forced the government to reallocate portions of the development budget toward urgent security and election-related expenditures, leaving critical

development priorities underfunded or delayed. The combination of political, security, and financial pressures has disrupted the pace and balance of NDPIII implementation, reducing the plan's ability to deliver results as originally envisioned.

Given these realities, a mid-term review was deemed essential to recalibrate NDPIII for the remaining implementation period (2025–2027). The review provides an opportunity to re-prioritize interventions, ensuring that scarce resources are directed toward the most pressing and feasible development needs. It also strengthens the alignment of ongoing initiatives with the country's long-term Vision 2030 while responding to current contextual challenges.

Specifically, the objectives of the mid-term review are to: (i) prioritize outcomes and critical outputs; (ii) refine indicators to allow for more accurate monitoring of progress; (iii) adjust cost estimates to reflect present realities; (iv) reassess potential budget and financing sources; and (v) address emerging implementation challenges. These adjustments will enhance accountability, efficiency, and impact in the delivery of NDPIII.

In summary, the mid-term review is both a corrective and strategic exercise. It acknowledges the unforeseen disruptions that have constrained progress while providing a clear roadmap for improved implementation. By focusing on realistic priorities, recalibrated costs, and credible financing strategies, the government aims to safeguard the relevance of

NDPIII and ensure its continued contribution to Somaliland's socio-economic transformation.

#### 4. Prioritization Methodology and Process

The prioritization methodology was designed to be evidence-based, participatory, and results-oriented, ensuring both technical rigor and broad ownership. The process began with a comprehensive stocktaking of the first 2.5 years of NDPIII implementation. This review identified what had been achieved, what remained incomplete, and where significant gaps persisted. Interventions already delivered were set aside, while unfinished and high-impact priorities became the focus of the review.

Using standardized tools and agreed criteria, interventions were then scored and ranked against dimensions such as strategic alignment with NDPIII and SDGs, urgency, feasibility, cost-effectiveness, and equity. This process was supported by extensive consultations including 48 meetings with Ministries, Departments, and Agencies (MDAs), as well as sector-level discussions with development partners to validate evidence and secure consensus. Once priorities were identified, cost estimates were recalculated, financing options were reassessed, and the results were consolidated into sector-specific booklets. These booklets will serve as the national framework for guiding investment,

coordination, and monitoring of NDPIII for the period 2025 to 2027.

## 5. Governance Sector priorities

The governance sector's priority is to build a stronger institutional foundation that champions inclusive governance, accountability, and public transparency. This will be achieved by cultivating a more efficient and effective workforce within government institutions, supported by improved physical infrastructure and enhanced information management systems. Concurrently, a strengthened justice system with greater guarantees for human rights protection will be developed, while increased national and international cooperation will further bolster institutional performance. Through these efforts, alongside improved public awareness and a refined policy and legal framework, the sector aims to create a safer and more secure environment, ultimately ensuring that government institutions can better execute their mandates for the people of Somaliland.

The Governance Sector tables are shown in two main formats. The first is the **NDP Outcome table**, which has five columns: *NDP Outcome, Indicator, Unit, Baseline (2021), and Target (2027)*. This table shows the main goals and targets for each level of the sector. The second is the **Critical Output table**, which has ten columns: *Critical Output, Operational Benchmark, Type of Target, Priority, Cost Estimates, the years 2025, 2026, 2027, and the Responsible Institution (MDA)*.



## Governance Sector

**Note:** "The following table categorizes the operational benchmarks by priority level, which is defined by our current resource capacity. **High priority** operational benchmarks are those we can achieve with our available resources. **Medium priority** indicates that only some of the operational benchmarks in this category can be accomplished with our present means. Finally, **low priority** operational benchmarks are those we cannot currently achieve given our resource and technical constraints. This classification ensures our efforts are focused on what is immediately actionable."

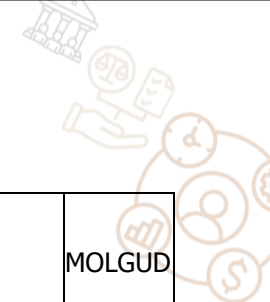
**Strategic Objective GOV - SO-1:** Improved institutional performance in pursuit of better national security, democratization, decentralization, justice for all, human rights protection, transparent management of public resources, and international cooperation.

NDP Outcome	NDP Outcome Indicator	Unit	Baseline (2021)	Target (2027)
<b>GOV - 1: By 2027, Somaliland will have a stronger institutional framework that promotes inclusive governance, accountability, and public transparency.</b>	GOV - 1.A: Proportion of selected managerial positions held by women in the public sector (All categories below)	%	0%	>80%

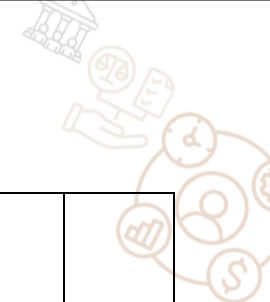
Critical outputs	Operational benchmarks	Type of target	Priority level	Total cost Estimate	NDP III remaining period			MDA resp.
					2025	2026	2027	
GOV-SE - 1.1: Improved comprehensive national civil registration system established (national ID, and birth, marriage, divorce, and death certificates)	GOV-SE - 1.1.a: Regular campaigns to promote registration for national IDs.	Milestone	High	\$500,000	In progress	In progress	Completed	MoI
	GOV-SE - 1.1.b: Decentralize the issuing of IDs to regions.	Milestone	High	\$500,000	In progress	In progress	Completed	MoI
GOV-DD - 1.2: Increase in the employment of women in local government institutions.	1.2.a: Promoting the employment of women in local government institutions	milestone	Medium	\$35,000	16	16	16	MOLGUD
GOV-DD - 1.3: IFMIS expanded to districts graded A, B and C	1.3.a: Number of A, B, C graded districts with IFMIS fully introduced	Accumulated total	Medium	\$20,000	23/5	23/8	23/23	MOLGUD
	1.3.b: Number of relevant district staff trained in the use of IFMIS	Annual total	Medium	\$754,458.45	100	100	100	MOLGUD

## GOVERNANCE SECTOR



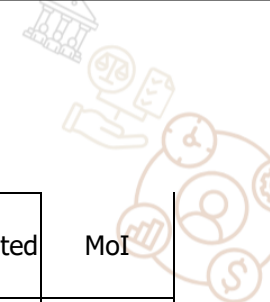
GOV-DD - 1.4: A strengthened service delivery model (SDM) expanded to cover more electoral districts	1.4.a: Number of electoral districts operating according to SDM standards	Accumulated total	High	\$685,254.0	8	17	20	MOLGUD
GOV-PR - 1.5: Principles of Good Governance promoted and disseminated in Government institutions.	GOV-PR - 1.5.a: Number of capacity building workshops held on Good Governance for staff of Government institutions.	Annual Total	High	\$120,000.00	4	6	12	GGC
	GOV-PR - 1.5.b: Baseline studies to assess current governance systems, and identify gaps and areas to improve	Milestone	High	\$105,000.00	6	15	15	GGC
	GOV-PR - 1.5.c: Baseline studies to assess current governance systems, and identify gaps and areas to improve. (New)	Milestone	High	\$ 92,000.00	1	2	2	GGC
	GOV-PR - 1.5.d: Governance inductions, capacity building workshops held on appointed officials and other staff members of the Government institutions.	Milestone	High	\$80,000	1	4	4	GGC
	GOV-PR - 1.5.e: Developed data base system and digitalize all office tools in governance systems	Milestone	High	\$500,000	1	1	1	GCC
GOV-PR - 1.6: Increased number of women promoted to managerial positions in the civil service in central government institutions (MDAs).	GOV-PR - 1.6.a: Merit-based recruitment policy, giving preference to women when equally qualified, leads to annual increase in the proportion of women being admitted to the civil service, based on annual data provided by the CSC.	Annual Total	High	\$20,000	1	1	1	CSC
	GOV-PR - 1.6.b: Merit-based promotion policy, giving preference to women when equally qualified, leads to annual increase in the proportion of women being admitted to the civil service, based on annual data	Milestone	Medium	\$20,000	20%	20%	40%	CSC

## GOVERNANCE SECTOR



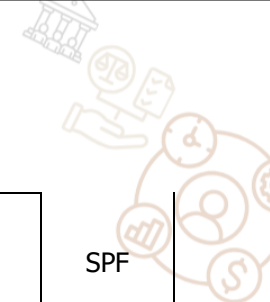
		provided by the CSC.								
GOV-PR - 1.7: More comprehensive and improved audit systems with a wider scope of audits implemented	GOV-PR - 1.7.a: No. of Financial Audits that have been executed by the NAO.	<b>Annual Total</b>	NA	NA	32	32	32	NAO		
GOV-PR - 1.8: More comprehensive and improved audit systems with a wider scope of audits implemented	GOV-PR - 1.8.a: No. of Financial Audits that have been executed by the NAO.	<b>Annual Total</b>	NA	NA	32	32	32	NAO		
GOV-PR - 1.9: Improved impact of external audits done by the National Audit Office (NAO)	GOV-PR - 1.9.a: Capacity building of PAC committee members of Parliament in matters of interpretation of national audit reports.	Milestone	NA	NA	Permanent	Permanent	Permanent	NAO		
<b>NDP Outcome</b>		<b>NDP Outcome Indicator</b>			<b>Unit</b>	<b>Baseline (2021)</b>	<b>Target (2027)</b>			
<b>GOV - 2: By 2027, Somaliland government institutions will have a more efficient workforce allowing a more effective delivery of their mandates.</b>		GOV - 2.A: Average completion rate of the Outcome's combined operational benchmarks.  <i>calculated as ((<i>"No. of fully completed milestones by end NDPIII * 100% + Proportional completion of each quantitative operational benchmark</i>) divided by (the total number of operational benchmarks for this outcome)).</i>			%	--	>80%			
		<b>Type of target</b>	<b>NDP III remaining period</b>					<b>MDA resp.</b>		
<b>Critical outputs</b>	<b>Operational benchmarks</b>		<b>Priority level</b>	<b>Total cost estimate</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>			

## GOVERNANCE SECTOR



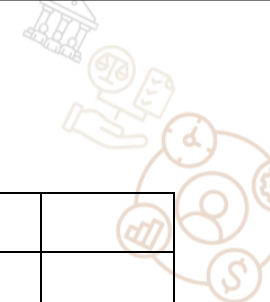
GOV-SE - 2.1: Increased and improved in-service-training for security related staff	GOV-SE - 2.1.b: Production of training material for the most important in-service training modules.	Milestone	High	\$50,000	In progress	In progress	Completed	MoI
	GOV-SE - 2.1.c: Starting of in-service training of security related staff	Milestone	High	\$150,000	In progress	In progress	Completed	MoI
GOV-SE - 2.2: Enhanced management capacity of traditional elders.	GOV-SE - 2.2.b: Data collection routines established and up-to-date - data collection	Milestone	High	\$355,000	In progress	In progress	Completed	MoI
GOV-SE - 2.4: Army pension system developed and implemented.	GOV-SE - 2.4.a: Army pension registration system developed and updated.	Milestone	High	\$5,000	In progress	In progress	Completed	MoD
	GOV-SE - 2.4.b: Regulations for roll-out of army pension scheme formulated and approved.	Milestone	High	\$22,000	In progress	In progress	Completed	MoD
	GOV-SE - 2.4.c: Pension scheme rolled out and pensions paid out according to newly approved regulations	Milestone	High	\$55,000	In progress	In progress	Completed	MoD
GOV-SE - 2.5: The Somaliland Police Force has improved its capacity in community policing.	GOV-SE - 2.5.a: Training modules developed for capacitating police officers with approved curriculum in community policing.	Milestone	High	\$200,000	In progress	In progress	Completed	SPF
	GOV-SE - 2.5.b: Number of police officers that participated in community policing in-service training courses in all 6 regions of Somaliland using the approved curriculum.	Accumulated total	High	\$300,000	400	600	900	SPF
	GOV-SE - 2.5.c: Number of civilians from district security committees that participated in community policing training events together with police officers.	Annual Total	High	\$300,000	200	300	450	SPF

## GOVERNANCE SECTOR



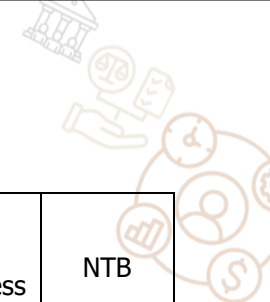
	GOV-SE - 2.5.d: Number of newly recruited police officers that have been trained in community policing using the approved curriculum.	Annual Total	High	\$300,000	600	600	600	SPF
GOV-RL - 2.7: Increased knowledge and skills of MoPCA staff.	GOV-RL - 2.7.a: Staff Training Needs Assessment report and Staff Training Plan available and approved.	Milestone	High	\$58,000	Permanent	Permanent	Permanent	MoPCA
	GOV-RL - 2.7.b: Number of MoPCA staff trained	Annual Total	High		40	40	40	MoPCA
GOV-PR - 2.8: Core staff from Planning and Statistical Units of all MDAs trained to ensure proper planning and monitoring in the context of the NDPIII.	GOV-RL - 2.8.a: Training content and materials designed, among others based on 2019 Training Needs Assessment conducted by MoPND and NDPIII MEAL supplement.	Milestone	Medium	\$1,283,333	In progress	In progress	Completed	MoPND
	GOV-PR - 2.8.b: Number of PSU core staff that participated in training events organized by MoPND.	Annual Total	High	\$1,283,333	In progress	In progress	Completed	MoPND
	GOV-PR - 2.8.c: Number of MDAs that have at least 3 people that participated in all training modules.	Accumulated total	Medium	\$1,283,333	1	2	2	MoPND
GOV-PR - 2.9: Improved skills, knowledge, and attitudes of Civil Servants	GOV-RL - 2.9.a: Number of MDAs with Trainings Needs Assessment conducted by the CSI and CSC (see also 2.9.a).	Annual Total	High	\$1,250,000	In progress	In progress	Completed	CSI
	GOV-PR - 2.9.b: Development of annual training plan for assessed MDAs	Annual Total	High	\$1,250,000	5	12	13	CSI
	GOV-PR - 2.9.c: No. of civil servants trained under the Annual Staff	Milestone	High	\$1,250,000	5	12	13	CSI

## GOVERNANCE SECTOR



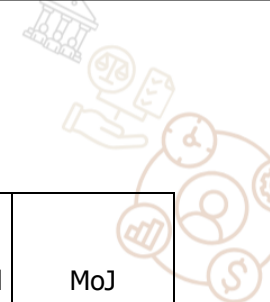
	Training Plan.							
GOV-PR - 2.10: Improved performance management of civil servants across all MDAs.	GOV-PR - 2.10.a: Terms of Reference and Job Descriptions developed for all MDA staff	Milestone	High	\$80,000	1	1	1	CSC
	GOV-PR - 2.10.b: Developed a reward system including non-monetary rewards, based on performance outcomes across all MDAs	Milestone	Medium	\$27000	1	1	1	CSC
	GOV-PR - 2.10.c: Developed a strategy for public service staff retention.	Milestone	Medium	\$10000	1	1	1	CSC
GOV-PR - 2.11: Mentorship program operational in the Civil Service.	GOV-PR - 2.11.a: Developed a mentorship program, including its operational procedures, rules and regulations.	Annual	Medium	\$50,000	30	40	30	CSC
	GOV-PR - 2.11.b: Number of civil services staff that are in a mentorship program.	Milestone	High	\$160,000	In progress	In progress	Completed	CSC
GOV-PR - 2.12: Mentorship program operational in the Civil Service.	GOV-PR - 2.12.a: Developed a mentorship program, including its operational procedures, rules and regulations.	Annual Total	High	\$300,000	In progress	In progress	Completed	CSC
	GOV-PR - 2.12.b: Number of civil services staffs that are in a mentorship program.	Milestone	High	\$80,000	1	1	1	CSC

## GOVERNANCE SECTOR



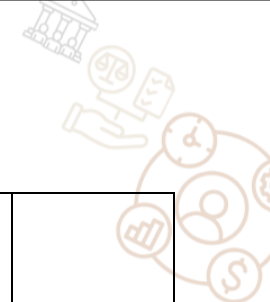
GOV-PR - 2.13: Improved knowledge and skills regarding procurement processes, rules, and regulations.	GOV-PR - 2.13.a: Formulation and approval of NTB training plan with short- and long-term courses.	Milestone	High	\$150,000	In progress	In progress	In progress	NTB
	GOV-PR - 2.13.b: Establishment of training arrangement between CSI, a regional Governance Training Institute, and the NTB to develop appropriate training curricula and implement the training program	Milestone	High	\$150,000	In progress	In progress	In progress	NTB
	GOV-PR - 2.13.c: No. of NTB technical staff trained in procurement related issues.	Accumulated total	High	\$150,000	In progress	In progress	In progress	NTB
	GOV-PR - 2.13.d: No. of procurement staff in Government institutions at all levels trained in procurement related issues.	Annual Total	High	\$150,000	In progress	In progress	In progress	NTB
<b>NDP Outcome</b>		<b>NDP Outcome Indicator</b>			<b>Unit</b>	<b>Baseline (2020)</b>		<b>Target (2027)</b>
<b>GOV-3: By 2027, Somaliland will have a stronger justice system with better guarantees for the protection of human rights.</b>		GOV - 3.A: Prisoner parole hearings are systematically taking place according to the newly established rules and regulations in the justice system.			Boolean (Yes/No)	No		Yes
		<b>Type of target</b>	<b>NDP III period</b>					<b>MDA resp.</b>
<b>Critical outputs</b>	<b>Operational benchmarks</b>		<b>Priority level</b>	<b>Total cost estimate</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	
GOV-RL - 3.1: Legal aid services expanded to hard-to-reach areas.	GOV-RL - 3.1.a: Constraints that hinder the nationwide availability of legal aid services are mapped.	Milestone	High	\$500,000	In progress	In progress	Completed	MoJ

## GOVERNANCE SECTOR



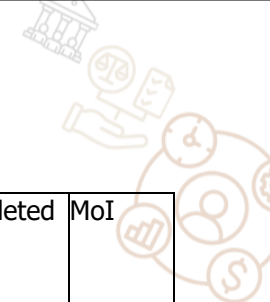
	GOV-RL - 3.1.b: Program in place to address the most important barriers to provide legal aid services in the whole country.	Milestone	High	1 million	In progress	In progress	Completed	MoJ
	GOV-RL - 3.1.c: No. of electoral districts where legal aid services are available on request.	Accumulated total	High	\$500,000	11	13	15	MoJ
GOV-RL - 3.2: Improved protection of Human Rights for prisoners.	GOV-RL - 3.2.a: Developed and approved policy and legal instruments for the establishment of an effective parole system	Milestone	High	\$70,000	In progress	In progress	Completed	MoJ
	GOV-RL - 3.2.b: Institutional requirements are in place to ensure the operationalization of the parole system.	Milestone	High	\$1.5 million	In progress	Completed	- -	MoJ
GOV-RL - 3.3: Prison inmate Formal and Informal Education Initiative expanded through State Prisons	GOV-RL - 3.3.a: No. of state prisons that have an on-going (in)formal education program for inmates.	Accumulated total	High	\$800,000	7	8	10	MoJ
	GOV-RL - 3.3.b: No. of prisoners that are participating in an on-going (in)formal education program for inmates.	Annual Total	High	1 million	650	800	1,000	MoJ
GOV-RL - 3.4: Improved knowledge of duty bearers on human rights principles and standards.	GOV-RL - 3.4.a: Developed and approved the course contents for different training modules and target groups.	Milestone	High	42,666	In progress	In progress	In progress	SLNHRC
	GOV-RL - 3.4.b: No. of duty bearers trained in human	Annual Total	High	132,000	82	543	621	SLNHRC

## GOVERNANCE SECTOR



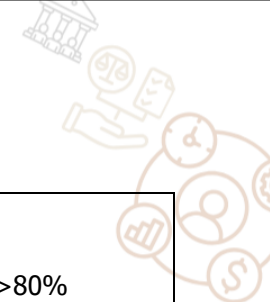
	rights principles and standards.							
GOV- RL - 3.5: Improved compliance with human rights principles and standards in Public and Private Institutions (police stations, prisons, mental health centers).	GOV-RL - 3.5.a: No. of inspection missions with reports submitted, discussed, & properly archived.	Annual Total	High	167,000	80	155	155	SLNHRC
	GOV-RL - 3.5.b: No. of PUBLIC institutions visited with reports submitted, discussed, & properly archived.	Annual Total	High	97,998	56	230	270	SLNHRC
	GOV-RL - 3.5.c: No. of PRIVATE institutions visited with reports submitted, discussed, & properly archived.	Annual Total	High	118,000	36	39	40	SLNHRC
<b>NDP Outcome</b>	<b>NDP Outcome Indicator</b>			<b>Unit</b>		<b>Baseline (2020)</b>		<b>Target (2027)</b>
<b>GOV - 4: By 2027, increased national and international coordination and cooperation will allow Somaliland's government institutions to be more efficient and effective.</b>	GOV - 4.A: Average completion rate of the Outcome's combined operational benchmarks.  <i>calculated as ((No. of fully completed milestones by end NDPIII * 100% + Proportional completion of each quantitative operational benchmark) divided by (the total number of operational benchmarks for this outcome)).</i>			%		.....		>80%
<b>Critical outputs</b>	<b>Operational benchmarks</b>	<b>Type of target</b>	<b>NDP III period</b>			<b>MDA resp.</b>		
			<b>Priority level</b>	<b>Total cost estimate</b>	<b>2025</b>		<b>2026</b>	<b>2027</b>

## GOVERNANCE SECTOR



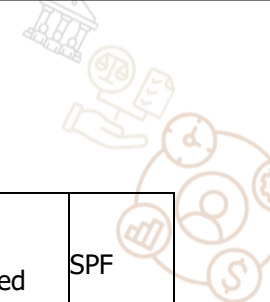
GOV-SE - 4.1: Pre-conflict and dispute resolution mechanisms established	GOV-SE - 4.1.b: Effective Strategy for Communication and Collaboration developed with partners/stakeholders in pré-conflict management.	Milestone	High	\$450,000	In progress	In progress	Completed	MoI
GOV-SE - 4.2: Roles and responsibilities clarified within and amongst national maritime agencies with defense roles at the national level.	GOV-SE - 4.2.c: Quarterly maritime security stakeholders' coordination meetings organized to review and analyze security threats and share information.	Milestone	High	\$8,000	Permanent	Permanent	Permanent	MASCO
GOV-SE - 4.4: Somaliland's DCA (Development Coordination Architecture) has been restructured and shows improved result-based performance.	GOV-PR - 4.4.a: Joint ToR for a performance review of the current DCA has been drafted and approved by the HLDCF.	Milestone	High	\$0	2	4	4	MoPND
	GOV-PR - 4.4.b: Performance Review of Somaliland's DCA has been implemented and validated.	Milestone	High	70,000	In Progress	In Progress	Completed	MoPND
	GOV-PR - 4.4.c: Somaliland's DCA has been restructured based on the jointly validated recommendations from the Performance Review.	Milestone	High	15,000	In Progress	In Progress	Completed	MoPND
	GOV-PR - 4.4.d: Result-based Mutual Performance Assessment Framework (PAF) has been approved for the restructured DCA.	Milestone	High	0	In Progress	In Progress	Completed	MoPND
	GOV-PR - 4.4.e: DCA performance report has been produced, validated and disseminated each year.	Milestone	High	20,000	In Progress	In Progress	Completed	MoPND
	Review of National Coordination Policy		High	30,000	In Progress	In Progress	Completed	MoPND
<b>NDP Outcome</b>	<b>NDP Outcome Indicator</b>			<b>Unit</b>	<b>Baseline (2020)</b>	<b>Target (2027)</b>		

## GOVERNANCE SECTOR



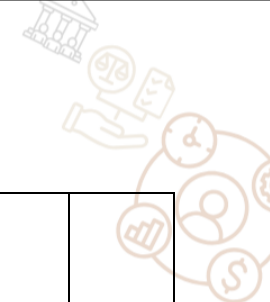
<b>GOV - 5: By 2027, improved physical infrastructure and work surroundings will allow government institutions in the Governance Sector to better execute their mandates.</b>		<i>GOV - 5.A: Average completion rate of the Outcome's combined operational benchmarks.</i>			%	.....	>80%	
Critical outputs	Operational benchmarks	Type of target	NDP III period				MDA resp.	
			Priority level	Total cost estimate	2025	2026		2027
GOV-SE - 5.1: Improved working environment for Ministry of Interior based on investments in infrastructure (buildings and equipment)	GOV-SE - 5.1.1: Infrastructural improvement plan for MOI formulated, costed, and technical drawings approved.	Milestone	High	\$2,655,000	In progress	In progress	Completed	MoI
GOV-SE - 5.2: Improved infrastructure and equipment to accommodate and train army staff.	GOV-SE - 5.2.a: Developed, costed, and approved a comprehensive 5-year infrastructure development plan for MoD, army forces, and army courts.	Milestone	High	\$200,000	In progress	In progress	Completed	MoD
	GOV-SE - 5.2.b: Initiate implementation of the comprehensive 5-year infrastructure development plan.	Milestone	High	\$200,000	In progress	In progress	Completed	MoD
GOV-SE - 5.3: Improved maritime domain-related Infrastructure and facilities to train qualified suitable maritime sector staff.	GOV-SE - 5.3.a: Scholarship funds available for training people in maritime governance and security.	Milestone	High	\$10,000	In progress	In progress	Completed	MASCO
	GOV-SE - 5.3.b: Number of people following courses in the maritime governance and security domain.	Milestone	High	\$7,000	In progress	In progress	Completed	MASCO

## GOVERNANCE SECTOR

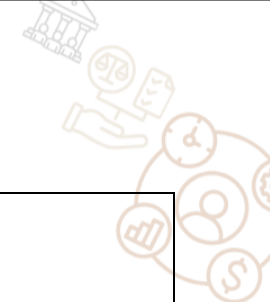


GOV-SE - 5.5: Expanded infrastructure to meet the challenges of the Somaliland Police Force.	GOV-SE - 5.5.b: No. of new community model police stations built in all 14 police regions.	Accumulated total	High	\$1,850,000	In progress	In progress	Completed	SPF
	GOV-SE - 5.5.c: No. of regional police headquarters built.	Accumulated total	Medium	\$1,850,000	In progress	In progress	Completed	SPF
GOV-SE - 5.6: New model immigration referral centers and safe houses constructed in Hargeisa, Burao, Berbera, Erigavo, Karin, Maidh, Hiis and Zaila, Borama and Lasanod.	GOV-SE - 5.6.a: Number of new model referral centers and safe houses that are under construction.	Accumulated total	High	2,000,000	In progress	In progress	Completed	SIBC
	GOV-SE - 5.6.b: Number of completed new model referral centers and safe houses that are operational with qualified staff.	Accumulated total	High	\$30,000	In progress	In progress	Completed	SIBC
GOV-RL - 5.10: Infrastructure plan approved involving all "Rule-of-Law" stakeholder organizations.	GOV-RL - 5.10.a: Approved Needs Assessment Study for "Rule-of-Law" infrastructure, which sets realistic ambitions and boundaries for short, medium, and long-term infrastructural investments in the "Rule-of-Law" stakeholder institutions.	Milestone	Medium	\$80,000	In progress	Completed	--	MoJ

## GOVERNANCE SECTOR



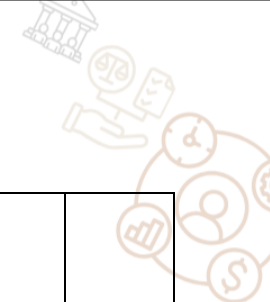
	GOV-RL - 5.10.b: Developed and approved a SHORT-term Investment Plan (3 yr horizon) for urgent investments in infrastructure for the "Rule-of-Law" stakeholder institutions.	Milestone	Medium	\$40,000	In progress	Completed	--	MoJ
	GOV-RL - 5.10.c: Resources for short term investment plan have been mobilized and plan implementation is initiated.	Milestone	Medium	\$1 million	In progress	Completed	---	MoJ
GOV-FA - 5.12: New Headquarter building and Diplomatic Institute for MOFA	GOV-FA - 5.12.a: Technical drawings and other preparatory stages for infrastructural works accomplished.	Milestone	High	\$10,000	In progress	Completed	---	MoFAIC
	GOV-FA - 5.12.b: Construction site secured.	Milestone	High	\$300,000	In progress	Completed	---	MoFAIC
	GOV-FA - 5.12.c: Construction of Headquarters and Somaliland Diplomatic Institute.	Milestone	High	\$4,100,000	In progress	In progress	Completed	MoFAIC
<b>NDP Outcome</b>	<b>NDP Outcome Indicator</b>			<b>Unit</b>	<b>Baseline (2020)</b>	<b>Target (2027)</b>		
<b>GOV - 6: By 2027, improved information and knowledge management that</b>	GOV - 6.A: Average completion rate of the Outcome's combined operational benchmarks.			%	.....	>80%		



<b>contributes to better institutional performance.</b>	<i>calculated as ((No. of fully completed milestones by end NDPIII * 100% + Proportional completion of each quantitative operational benchmark) divided by (the total number of operational benchmarks for this outcome)).</i>			
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Critical outputs	Operational benchmarks	Type of target	NDP III period					MDA resp.
			Priority level	Total cost estimate	2025	2026	2027	
GOV-SE - 6.2: Migration Data Analysis System (MIDAS) connectivity of all border posts to central HQ server in Somaliland.	GOV-SE - 6.2.b: Number of SIBC staff trained to operate MIDAS.	Annual Total	Medium	\$1,100,000	In progress	In progress	Completed	SIBC
	GOV-SE - 6.2.c: Electronic registration system designed and operational to capture data regarding victims of human trafficking.	Milestone	Medium	\$80,000	In progress	In progress	Completed	SIBC
GOV-RL - 6.3: Improved information and data management in justice institutions	GOV-RL - 6.3.a: Developed and approved a Comprehensive Data Management and Information Strategy involving all relevant stakeholder organisations.	Milestone	High	\$40,000	In progress	Completed	--	MoJ
	GOV-RL - 6.3.b: Approved design of upgraded information and data management system that is aligned with the approved strategy.	Milestone	High	\$100,000	Completed	--	--	MoJ
	GOV-RL - 6.3.c: Upgraded information and data management system is operational.	Milestone	High	\$150,000	In progress	In progress	Completed	MoJ

## GOVERNANCE SECTOR



GOV-PR - 6.4: The NDPIII monitoring and evaluation system produces timely keystone reports.	GOV-PR - 6.4.a: All PSUs in all MDAs have been properly instructed and capacitated to produce their NDPIII Annual Progress Report.	Milestone	High	\$7,000,000	2	4	4	MoPND
	GOV-PR - 6.4.b: Annual National NDPIII Progress Reports are compiled, validated and disseminated.	Milestone	High	\$3,000,000	4	8	9	MoPND
	GOV-PR - 6.4.c: NDPIII Midterm Review implemented and report validated.	Milestone	High	\$552,500	3	7	7	MoPND
	GOV-PR - 6.4.d: NDPIII External End-of-term Evaluation implemented and report validated.	Milestone	High	\$1,100,000	3	8	10	MoPND
GOV-PR - 6.5: Human Resource Information Management System (HRIMS) available for the public service.	GOV-PR - 6.5.a: Integration of the Human Resource Management Information System (HRMIS), Financial Management Information System (IFMIS), and banking system.	Milestone	High	4100,000	In progress	In progress	In progress	CSC
	GOV-PR - 6.5.b: Decentralization of the HRMIS to regional offices to enhance service	Milestone	Medium	\$60,000	In progress	In progress	In progress	CSC
	GOV-PR - 6.6.a: Agreement in place for the installment and use	Milestone	Medium	\$150,000	In progress	In progress	In progress	NTB

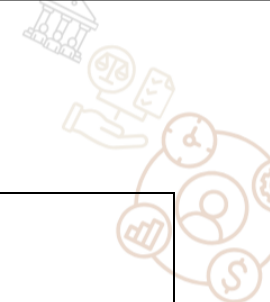
## GOVERNANCE SECTOR

GOV-PR - 6.6: e-Government Procurement System installed and operational.		of the e-Government procurement system.							
		GOV-PR - 6.6.b: Pilot exercise using the procurement system in NTB and approximately 5 MDAs.	Milestone	Medium	\$150,000	In progress	In progress	In progress	NTB
		GOV-PR - 6.6.c: System rolled out to all MDAs based on successful pilot exercise.	Milestone	Medium	\$150,000	In progress	In progress	In progress	NTB
<b>NDP Outcome</b>		<b>NDP Outcome Indicator</b>			<b>Unit</b>			<b>Baseline (2021)</b>	<b>Target (2027)</b>
<b>GOV - 7: By 2027, improved public awareness and a better general understanding related to key matters of importance for the general public.</b>		GOV - 7.A: Average completion rate of the Outcome's combined operational benchmarks.			%			--	>80%
		<b>Type of target</b>	<b>NDP III period</b>					<b>MDA resp.</b>	
<b>Critical outputs</b>	<b>Operational benchmarks</b>		<b>Priority level</b>	<b>Total cost estimate</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>		
GOV-DD - 7.2: Newly devised public awareness programs related to national priorities (conducting interviews, Townhall meetings, Focus Group Discussions, Debates and Panel discussions)	7.2.a: Develop new content/methods for awareness on national priorities	Milestone	medium	\$10,000	In progress	In progress	In progress	MoINGC	
	7.2.b: Count of national awareness programs/spots for radio, TV, and social media	Annual total	High	\$551,426.00	24	24	24	MoINGC	
	7.2.c: Number of town hall meetings held across regions	Annual total	medium	\$ 50, 000	8	8	8	MoINGC	

## GOVERNANCE SECTOR

GOV-DD - 7.3: Increased radio and TV coverage	7.3.a: National FM radio coverage boosted	Milestone	High	\$20,000.00	0	0	0	MoINGC
	7.3.b: Short-wave radio network established nationwide	Milestone	low	\$600,000.00	In progress	In progress	Completed	MoINGC
	7.3.c: Local TV broadcasting extended beyond Hargeisa	Milestone	High		In progress	In progress	Completed	MoINGC
GOV-DD - 7.4: National cultural heritage archive established	7.4.a: Cultural heritage plan and budget developed and approved	Milestone	High	\$20,000.0	In progress	Completed	--	MoINGC
GOV-DD - 7.5: Modernized access to civic education content through TV, radio, and online social media and applications, as well as by way of life debates, interactive programs, classical sessions, poetry, literature, drama and entertainment.	7.5.a: Civic education content developed for targeted groups via existing platforms	Milestone	High	\$97,000	complete	complete	complete	MOPCA
	7.5.b: Online civic education content accessible	milestone	High	\$7,500	permanent	permanent	permanent	MOPCA
GOV-RL - 7.6: Enhanced public awareness and knowledge on human rights.	GOV-RL - 7.6.a: No. of human rights coordination meetings organized conducted by SLHRC.	Annual Total	High	123,000	15	50	71	SLNHRC
	GOV-RL - 7.6.b: No. of radio/TV programs on human rights with SLHRC participation.	Annual Total	High	30,000	Twice weekly	Twice weekly	Twice weekly	SLNHRC
GOV-PR - 7.7: Improved public awareness concerning Good Governance	GOV-PR - 7.7.a: No. of training events on the rights and	<b>Annual Total</b>	High	\$80,000	1	4	4	GGC

## GOVERNANCE SECTOR



	obligations of citizens toward good governance systems.							
	GOV-PR - 7.7.b: Public Awareness Programs implemented on Good Governance, using different methods and channels.	<b>Milestone</b>		\$130,000	4	10	10	GGC
<b>NDP Outcome</b>	<b>NDP Outcome Indicator</b>			<b>Unit</b>		<b>Baseline (2021)</b>		<b>Target (2027)</b>
<b>GOV - 8: By 2027, an improved institutional, policy, legal, and regulatory framework will have created a stronger foundation for public institutions in the Governance sector.</b>	GOV - 8.A: Average completion rate of the Outcome's combined operational benchmarks.  calculated as (( $\text{"No. of fully completed milestones by end NDPIII"} * 100\% + \text{Proportional completion of each quantitative operational benchmark}$ ) divided by (the total number of operational benchmarks for this outcome)).			%		- -		>80%

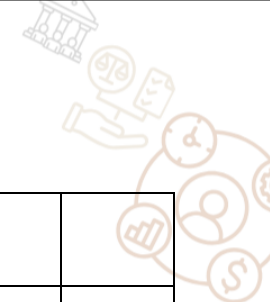
Critical outputs	Operational benchmarks	Type of target	Priority level	Total cost estimate	NDP III period			MDA resp.
					2025	2026	2027	
GOV-SE - 8.1: National Security Strategy put in place	GOV-SE - 8.1.a & b: Strategy document and action plan developed	Milestone	Medium	\$50,000	In progress	In progress	Completed	MoI
GOV-SE - 8.2: Created the Somaliland Maritime Governance Authority (SMGA) under ministerial level.	GOV-SE - 8.2.a: Finalizing and approval of the Maritime Governance Act and related legal frameworks	Milestone	High	\$12,000	In progress	In progress	Completed	MASCO
	GOV-SE - 8.3.a: Developed and approved the National Maritime	Milestone	High	\$3,000				MASCO

## GOVERNANCE SECTOR



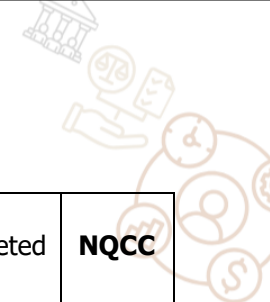
GOV-SE - 8.3: Stronger maritime legal and policy instruments in line with the National Security framework.	Safety and Security Policy in line with the National Security policy and strategy.				In progress	In progress	Completed	
	GOV-SE - 8.3.b: Developed and approved a three-year Maritime Administration Strategic Plan.	Milestone	High	\$1,000	In progress	In progress	Completed	MASCO
GOV-RL - 8.7: Improved internal systems, processes, and procedures of the SLHRC.	GOV-RL - 8.7.a: External institutional audit of SLHRC implemented and audit report finalized, disseminated and approved.	Milestone	High	10,000	Permanent	Permanent	Permanent	SLNHRC
	GOV-RL - 8.7.b: Institutional Capacity Development Plan formulated based on approved recommendations from the SLHRC's Institutional Audit Report.	Milestone	High	120,334	Permanent	Permanent	Permanent	SLNHRC
GOV-RL - 8.8: Draft, review and amend Somaliland's legal instruments (laws, penal codes, etc.) that are mentioned in the Constitution, in collaboration the Law Reform Commission (LRC), Parliament, and other stakeholders.	GOV - 8.8.a: Developed and approved annual Action Plan of legal instruments that need to be drafted, reviewed, and amended.	Milestone	High	20,000	Permanent	Permanent	Permanent	MoPCA
	GOV - 8.8.b: Number of legal instruments that were reviewed and amended as intended in the annual Action Plan.	Annual Total	High	50,000	3	3	3	MoPCA
GOV-PR - 8.9: Improved employment conditions in the Civil Service.	GOV-PR - 8.9.a: Review and implementation of pay and grading policy.	Milestone	Medium	\$10,000	In progress	In progress	In progress	CSC
	GOV.-PR-8.9. F. Development and implementation of an Occupational	Milestone	High	\$100,000	In progress	In progress	In progress	CSC

## GOVERNANCE SECTOR



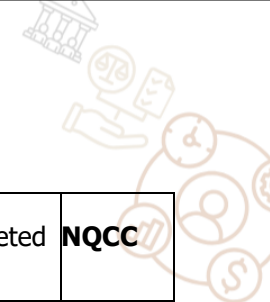
	Health and Safety (OHS) system across the civil service. (New)								
GOV-PR - 8.10: Stronger legal framework with better guarantees for the institutional independence of the Auditor General and National Audit office.	GOV-PR - 8.10.a: Assessment of legal instruments that need to be reviewed and amended to safeguard the institutional independence of the Auditor General and NAO.	<b>Milestone</b>	High	\$250,000	In progress	Completed	--		<b>NOA</b>
GOV-PR - 8.11: Procurement Act revised	GOV-PR - 8.11.a: Drafting amendments to the existing Somaliland Public Procurement Act 82/2018.	<b>Milestone</b>	High	\$150,000	In progress	In progress	In progress		<b>NTB</b>
	GOV-PR - 8.11.b: Revised Somaliland Public Procurement Act submitted and approved by Parliament	<b>Milestone</b>	High	\$150,000	In progress	In progress	In progress		<b>NTB</b>
	GOV-PR - 8.11.c: Revised Procurement Act implemented	<b>Milestone</b>	High	\$150,000	In progress	In progress	In progress		<b>NTB</b>
GOV-PR - 8.12: Quality standard compliance is systematically enforced through up-to-date policy and legal framework.	GOV-PR - 8.12.a: Comprehensive SWAP analysis with stakeholders about the current legal framework in the context of Quality Control and key aspects that need to be addressed at policy, legal, and regulatory levels.	<b>Milestone</b>	High	\$50,000	4	5	5		<b>NQCC</b>
	GOV-PR - 8.12.b: The Quality Control policy framework has been reviewed and approved.	<b>Milestone</b>	High	\$100,000	0	0	0		<b>NQCC</b>

## GOVERNANCE SECTOR



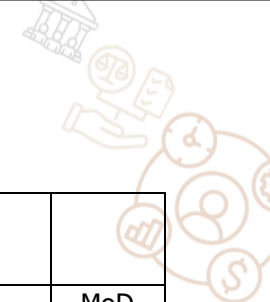
	GOV-PR - 8.12.c: Necessary legal and regulatory instruments have been developed and approved.	<b>Milestone</b>	High	\$1000,000	progress	Progress	Completed	<b>NQCC</b>
GOV-PR - 8.13: National Metrology service established and operational with ISO17025 accreditation.	GOV-PR - 8.13.a: Action Plan under implementation for the establishment of a Metrology Service to ensure a harmonized system of measuring and testing.	<b>Milestone</b>	High	\$10,000	In progress	In progress	Completed	<b>NQCC</b>
	GOV-PR - 8.13.b: Metrology service has been established for a more harmonized system of measuring and testing.	<b>Milestone</b>	High	\$1.500,000	In progress	In progress	Completed	<b>NQCC</b>
	GOV-PR - 8.13.c: Initial audit report by third party for ISO17025 accreditation is completed, specifying the requirements to create the competence, impartiality, and consistent operation of the metrology laboratory in Somaliland.	<b>Milestone</b>	High	\$3.100,000	under progress	under progress	Completed	<b>NQCC</b>
	GOV-PR - 8.13.d: Road Map established to meet the managerial and technical requirements of ISO17025, based on GOV-PR emendations from the initial ISO17025 audit report made by an accredited third party	<b>Milestone</b>	High	\$400,000	In progress	In Progress	Completed	<b>NQCC</b>

## GOVERNANCE SECTOR



	GOV-PR - 8.13.e: The ISO17025 accreditation has been acquired.	<b>Milestone</b>	High	\$200,000	In progress	In progress	Completed	<b>NQCC</b>
<b>NDP Outcome</b>	<b>NDP Outcome Indicator</b>			<b>Unit</b>	<b>Baseline (2021)</b>		<b>Target (2027)</b>	
<b>GOV - 9: By 2027, appropriate interventions will have led to improved public safety and national security on the land, sea, and air.</b>	GOV - 9.A: Average completion rate of the Outcome's combined operational benchmarks.			%	--		>80%	
					<b>NDP III remaining period</b>			<b>MDA resp.</b>
<b>Critical outputs</b>	<b>Operational benchmarks</b>	<b>Type of target</b>	<b>Priority level</b>	<b>Total cost estimate</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	
GOV-SE - 9.2: Pilot scheme in place for DDR of militias, coordinated with other ministries and international partners (Disarmament, Demobilization, and Reintegration)	GOV - 9.2.a: Preparation of pilot scheme coordinated with all relevant stakeholders.	Milestone	Medium	\$67,000	In progress	In progress	Completed	MoD
	GOV - 9.2.b: Pilot scheme implemented according to jointly established guidelines and regulations.	Milestone	Medium	\$67,000	In progress	In progress	Completed	MoD
	GOV - 9.3.b: Preparations underway to expand nationwide DDR based on lessons learned from pilot scheme.	Milestone	Medium	\$100,000	In progress	In progress	Completed	MoD
GOV-SE - 9.3: National capacity for Explosive Hazard Management (EHM) improved.	GOV - 9.3.a: Established sufficient national capabilities for mine action (skills, competencies and equipment), including mine clearance,	Milestone	Medium	\$17,000	In progress	In progress	Completed	MoD

## GOVERNANCE SECTOR

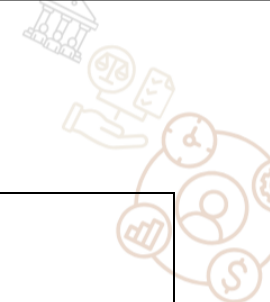


	community outreach, and risk education.							
	GOV - 9.3.b: Deployed national teams for mine clearance, community outreach, and risk education.	Milestone	Medium	\$50,000	In progress	In progress	Completed	MoD
	GOV - 9.3.c: Established sufficient operational explosive ordnance disposal (EOD) teams, capable of appropriate response to incidents and explosive hazards, in terms of skill, competency and equipment.	Milestone	Medium	\$70,000	In progress	In progress	Completed	MoD
	GOV - 9.3.d: Deployed national EOD teams for the disposal of explosive ordnances when needed.	Milestone	Medium	\$67,000	In progress	In progress	Completed	MoD
NDP Outcome		NDP Outcome Indicator		Unit	Baseline (2021)		Target (2027)	
<b>GOV-10: By 2027, a modernized, institutionalized, and gender-responsive Parliament is achieved, demonstrating a 20% improvement in the effectiveness of its core functions: high-quality lawmaking, oversight, inclusive representation, and sustained public engagement</b>		"GOV -10. A: Average completion rate of the Outcome's combined operational benchmarks. calculated as ((("No. of fully completed milestones by end NDPIII * 100% + Proportional completion of each quantitative operational benchmark) divided by (the total number of operational benchmarks for this outcome))."		USD	NA		20%	



Critical outputs		Operational benchmarks		Type of target	Priority level	Cost Estimates	NDP III period			MDA resp.
							2025	2026	2027	
GOV 10.1 Improve the working environment for the unifies Parliamentary complex		GOV-10.1.a: Conduct feasibility, environmental, and architectural studies for a unified parliamentary complex in Hargeisa or designated administrative zone.	Milestone	High	\$100,000	In progress	Completed	--	Parliamentary House	
		GOV - 10.1.b: Secure land and finance through national budget allocations, public-private partnerships, and development partner agreements.	Milestone	High	NA	--	In progress	Completed	Parliamentary House	
GOV 10.2 – Capacitate the human resources through Professionalization and Legislative Support		GOV - 10.2.a: Recruit and train technical staff across legislative drafting, research, budgeting, legal services, and committee support.	Accumulative	High	\$80,000	5	15	25	Parliamentary House	
		GOV-10.2.b: Develop standard operating procedures for committee work, bill tracking, evidence-based briefing notes, and oversight reporting.	Milestone	High	\$10,000		In progress	Completed	Parliamentary House	
		GOV - 10.2.c: Implement a performance management framework and continuing	Milestone	Medium	\$10,000	--	In progress	Completed	Parliamentary House	

## GOVERNANCE SECTOR



	professional development linked to clear competencies.							
GOV 10.3 – Establishment of Somaliland Institute of Parliamentary Studies (SIPS)	GOV-10.3. a: Establish SIPS as an accredited centre for orientation of new MPs, continuous skills development for MPs and Secretariat staff, and induction on ethics, legislative procedure, and oversight tools.	<b>Target</b>	<b>Medium</b>	<b>2 million</b>	--	--	1	Parliamentary House
	GOV-10.3. b: Develop curricula in legislative drafting, oversight techniques, public finance monitoring, gender-responsive lawmaking, and civic engagement.	<b>Milestone</b>	<b>Medium</b>	<b>\$100,000</b>	--	In progress	Completed	Parliamentary House
GOV 10.4 –Strengthening the Women Development Advisory Office (WDAO)	GOV- 10.4.a: Institutionalize WDAO within parliamentary architecture with dedicated technical staff and budget lines.	<b>Milestone</b>	<b>High</b>	<b>\$50,000</b>	--	In progress	Completed	Parliamentary House
	GOV-10.4. b: Provide capacity building in gender analysis, gender-responsive budgeting, and monitoring, based on regional gender standards.	<b>Milestone</b>	<b>High</b>	<b>\$10,000</b>	--	In progress	Completed	Parliamentary House

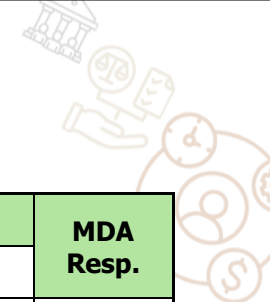


**Displacement Affected Communities Crosscutting Theme**

Critical Output	Operational Benchmark	Type of Target	Priority Level	Total Cost Estimates	The Remaining NDP-III Period			MDA Resp.
					2025	2026	2027	
CCT-DAC - 4.2: Developed and implemented repatriation programs for refugees and irregular migrants voluntarily returning to their countries of origin or relocating to third countries.	CCT-DAC - 4.2.b: Repatriation or 3rd country relocation programmes for refugees and irregular migrants are operational and ready to start.	Milestone	High	\$0.00	Permanent	Permanent	Permanent	MoRHA
	CCT-DAC - 4.2.c: Refugees and irregular migrants are assisted and voluntarily returning to their countries of origin or relocating to third countries.	Milestone	High	\$0.00	Permanent	Permanent	Permanent	MoRHA

**Youth Crosscutting Theme**

## GOVERNANCE SECTOR



Critical Output	Operational Benchmark	Type of Target	Priority Level	Total Cost Estimates	The Remaining NDP-III Period			MDA Resp.
					2025	2026	2027	
CCT-YOU - 6.3: Land allocated for new youth recreational facilities across the country.	CCT-YOU - 6.3.a: Joint Action Plan developed for the establishment of new youth recreational facilities together with local governments.	Milestone	High	S7,000	--	Complete	--	MoYS
	CCT-YOU - 6.3.b: Number of electoral districts who have formally allocated land for the establishment of new recreational facilities, in line with the Joint Action Plan.	Accumulated Total	High	\$100,000.00	2	6	10	MoYS

6. Annexes

6.1. Annex 1: NDP III MEAL Calendar (2025–2027)

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

SECTORS COORDINATION MEETING CALENDAR in 2025

Sectors	Jan	Feb	Mar	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec
<b>Governance</b>						29-30						20-21
• <b>Security Sub-Sector</b>			10			10			10			07
• <b>Public Resource</b>			16			16			16			11
• <b>Rule of Law</b>			12			12			13			09



• <b>Decentralization and Democratization</b>			18			18			18			14
• <b>Foreign Affairs</b>			20			21			20			16

## 6.2. Annex2: List of MDAs

1. Ministry of Interior Affairs
2. Ministry of Defense
3. Somaliland Police Force
4. Fire Brigade
5. Coastal Guard
6. COUNTERPIRACY COORDINATION OFFICE (CPC)
7. Somaliland Immigration and Border Control (SIBC)