

REPUBLIC OF SOMALILAND



Ministry of National Planning and Development

EXECUTIVE SUMMARY

National Development Plan (2012-2016)

December 2011

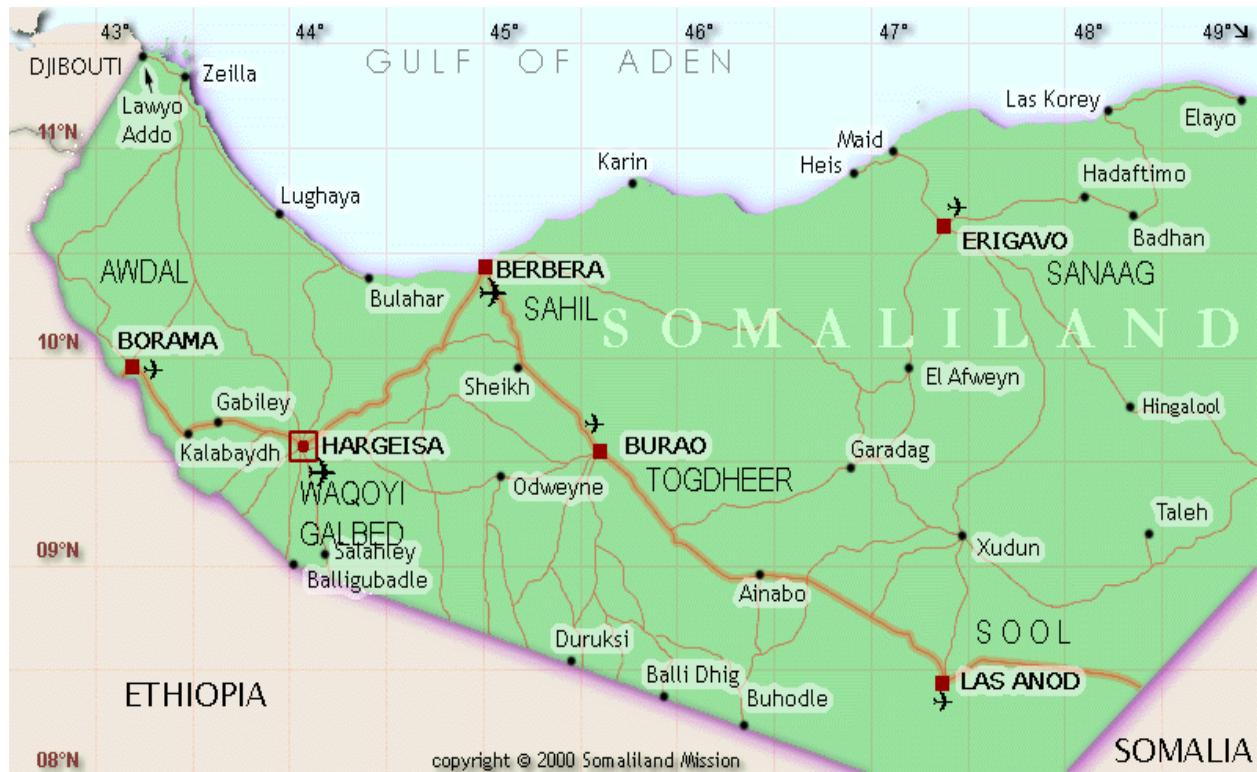


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INTRODUCTION

Somaliland's National Development Plan (NDP) provides a medium term framework for achieving the country's long term development aspirations as embodied in Somaliland Vision 2030, and the Millennium Development Goals. The plan is built on five main pillars:

- Economic
- Infra-structure
- Governance
- Social
- Environmental

The total capital investment requirement for the NDP programs is USD 1190.03 million; as shown in the following table:

Table 1.1: Investment Requirements by Pillar

No.	Pillar	USD millions
1	Economy	174.55
2	Infrastructure	486.99
3	Governance	191.13
4	Social	294.53
5	Environment	42.83
Total		1190.03

Each pillar consists of several sectors. Each sector is in turn analyzed under the following six headings:

- Situation Analysis
- Challenges and opportunities
- Priorities and strategies
- Policy, legal and Institutional Reform
- Projects and programs; and
- Budget and implementation matrix

ECONOMIC PILLAR

The Economic Pillar consists of nine sectors. These are Macro-Economy & Finance, Planning, Agriculture, Livestock, Fisheries, Industry (including Commerce and Tourism), Mining, Private Sector, and the Diaspora.

Macro-Economy Sector

Emphasis will be given to creating the right macroeconomic environment for accelerated development by:

(i) Reforming the Central Bank of Somaliland, (ii) Improving the regulatory framework for commercial banks and other financial institutions, (iii) Improving the exchange rate regime, (iv) Regulating the money exchange and remittance services owing to their importance to the economy and poverty reduction, (v) Enhancing the capacity of the Ministry of Finance, (vi) Transforming the fiscal policy unit into a fully-fledged Macroeconomics office of the Ministry of Finance.

Finance Sector

The Ministry of Finance is responsible for fiscal policy, taxation, and revenue collection as well as budgeting. The success of the plan depends on the resources made available for its execution, which in turn depends on the ability and performance of the Ministry of Finance. The NDP aims at reforming the Ministry of Finance by:

(i) Improving and strengthening current government revenue policies and systems, (ii) Reviewing and updating all procedures related to the customs/inland Revenue act, (iii) Upgrading customs/inland facilities and equipment, (iv) Introducing and enforcing VAT (value added tax), (v) Enhancing the skills of the staff by establishing a training centre for the Ministry, (vi) Setting up a data bank & ICT centre, (vii) Establishing a tax management information system, (viii) Carrying out a country-wide tax payer survey, and (ix) and undertaking a tax education public campaign.

Agricultural Sector

In order to accelerate the development of the agricultural sector, the following five broad priority areas will be the focus of the National Development Plan:

(i) Building the institutional capacity of MoA, (ii) Establishing research centres, (iii) Developing training and extension programs, (iv) Improving agricultural support services, (v) Promoting sustainable agricultural and land management methods, (vi) Promoting commercial farming, and (vii) Improving the coordination of the sector programs and activities.

Livestock Sector

The strategies pursued by the National Development Plan for the livestock sector seek to tackle the main obstacles hampering its development. In line with this, the priority areas for intervention and investment in the next five years will include:

(i) Strengthening institutional capacity of the Ministry in terms of facilities, equipment and human resource development, (ii) Establishing research and training centres, (iii) Introducing extension programs, (iv) Improving veterinary service delivery systems (v) Developing livestock export infrastructure, and (vi) Strengthening monitoring and evaluation of program.

Fishery Sector

The private sector is expected to take the lead in the development of the sector, but the government will be actively involved in providing leadership, promoting the sector, investing in infra-structure, and developing the right policy and regulatory framework. The main priorities and strategies for the sector can be summarized as:

(i) Developing appropriate fisheries policies and regulations for the industry, (ii) Strengthening the institutional capacity of the Ministry of fisheries, (iii) Establishing cold chain facilities from producing ports to consuming markets, (vi) Building fish markets in the main urban centres to promote consumption, (v) Setting up training and research facilities, (vi) Promoting fish exports to key importing markets, (vii) Supporting and promoting the fish processing and canning industry, (viii) Promoting fish farming and aqua culture, (ix) Rehabilitating local fishing ports, (x) Establishing marine sanctuaries and fish restocking programs.

Industry, Commerce and Tourism Sector

The NDP aims at achieving sustainable growth in Job creation opportunities and Exports. This will be driven by an ambitious, public investment programme which will systematically reduce the operational cost of doing business in Somaliland, raising productivity, and developing a vibrant Financial Sector. This means heavy investment in “hard infrastructure” by the SLG which is a key factor in attracting private investment. The main programs and projects to be implemented within the Industry, Commerce and Tourism sector under the current NDP include:

(i) Building the capacities of Ministry of Industry, Commerce and Tourism (MoICT), (ii) Formulating business laws and policies that are competitive and meet international standards, (iii) Improving access of local produce to international markets, (iv) Encouraging investment in manufacturing, (v) Rehabilitating the cement factory, and (vi) Promoting tourism.

The Mining Sector

Mining is very much underdeveloped in Somaliland; but has the potential to be the driving force behind rapid economic development. The priority areas of the sector include:

(i) Extraction and development of the country’s large coal deposits, (ii) Revising and updating the mining code, (iii) Carrying out a comprehensive cartographic and seismic survey of the country, (iv) Establishment of a modern national laboratory, and (v) Building the capacity of the Ministry of Mining, Energy and Water Resources.

Private Sector

The private sector is very important accounting for over 90% of the GDP. Somalilanders are generally very enterprising people. Urban centred commercial business has experienced phenomenal growth in the last twenty years, yet the sector faces serious obstacles to realizing its potential growth. The government is committed to improving the business climate and creating an environment that is conducive to the sector's development by:

(i) Providing tax incentives to foreign investors, (ii) Streamlining business registration and formation processes, (iii) Proving the regulatory framework required for the development of a strong financial sector, (iii) Encouraging the manufacturing sector with tax concessions, providing technical support and the establishing industrial zones, (iv) Introducing credit schemes and support services for start-ups and small businesses, (v) Developing free trade zones, (vi) Improving infrastructure, (vii) Supporting the chamber of commerce and other business associations, (viii) Expanding the market for domestic products through trade agreements and customs union with neighbouring countries, (ix) promoting exports, (x) providing training and advisory services to private businesses, and (xi) strengthening peace, law and order.

The Diaspora

The Somaliland Diaspora is an important resource for the country contributing to its social, economic, technological and political development. The Diaspora remits to the country up to \$400 million a year, and there are large numbers of Diaspora professionals and entrepreneurs already in the country creating employment and sharing their expertise. But there are still challenges in the way of maximizing Diaspora contribution. The government has recognized that and established a special commission for the Diaspora. To further facilitate the flow of Diaspora capital and know-how, the government will encourage Diaspora engagement by:

(i) Establishing National Diaspora development trust fund, (ii) Developing Private investment funds that target the Diaspora, (iii) offering special tax exempt savings accounts for the Diaspora, (iv) Supporting Diaspora community development organizations, (v) Initiating Diaspora youth and professionals volunteers exchange and placement schemes, and (vi) Promoting Diaspora cultural tourism.

Table 1.2 Economic Pillar: Capital Investment Requirement by Sector

No.	Sector	USD millions
1	Finance	15.30
2	Banking	3.63
3	National Planning	16.31
4	Agriculture	24.09
5	Livestock	25.24
6	Fisheries	5.82
7	Tourism, Industry and Trade	78.60
8	Mining	0.41
9	Private Sector	2.00
10	The Diaspora	3.15
Total Development Budget for the Pillar		174.55

INFRASTRUCTURE PILLAR

Roads Sector

Presently Somaliland road network consists of nearly 770 km, and 8,025km of paved and unpaved roads respectively. However, the condition of the road network is considered to be in a state of disrepair due to constant deterioration, limited investment, and lack of maintenance for a long period. With the absence of inter-regional air, rail, and sea transport, these extremely rough land roads are vital for the movement of 99% of goods and people within the Somaliland regions. Somaliland Roads Authority (SRA) has set the following priorities for development Somaliland road network in the coming five years:

- (i) Maintenance, feasibility and full reconstruction of Berbera corridor road, Rehabilitate rural and feeder roads (ii) Establish and enforce road safety standards (iii) Develop transport policies and laws, (iv) Review the financing system for the maintenance of roads (v) Create an enabling environment for the participation of the private sector in road investment.

Public Works, Housing and Transport Sector

Housing: The total stock of government-owned houses is 1,044. Of these, 835 houses need repairing/rehabilitation or total replacement. Public Works is responsible for the construction, maintenance and management of public houses and buildings. However, due to limited resources and capacity, its role is more limited to the management of the existing housing stock. The small number of new additions has been generally financed by international organizations and built by private contractors.

Transport: The government owns a fleet of about 1140 vehicles, excluding belonging to the armed force. In the past, the Ministry of Public works was responsible for the overall control of

government vehicles and their maintenance, but presently every Ministry and public agency is responsible for its own vehicles. Based on the current situation of housing and transport systems, the priorities for the sector during the NDP period include:

(i) Improving the physical and the human resource capacity, (ii) Developing national housing, and transport policies, (iii) Rehabilitating government properties (iv) Introducing new initiatives of low-cost construction programs in the area of public housing and other forms of public buildings, (v) Promoting investment by private national/international firms or individuals in low cost housing and in social and cultural facilities in the country, (vi) Reviewing current standards and codes for health and safety and certification of construction and transport companies, (vii) Rehabilitating and improving drainage systems nationwide (viii) Reviewing the current policy and developing standards for certifying and/or issuing licenses to companies in the construction and transportation industries.

Post and Telecommunication: Somaliland has made a good start in developing a competitive telecommunications sector. There are six mobile telecom operators in the country, with strong competition among them which has led to the availability of relatively cheap telecom services in the region. These operators provide a wide range of services such as landline and mobile telephone services, internet services (DSL, GPRS, 3G, Edge Modem and video-conferencing). Internet and telephone services are now available in most of the country. The Postal service is in the process of revival. Currently, there are a number of private courier services in operation such DHL and HILAAC.

The main priorities and strategies of the sector are to; (i) implement the telecommunications Act; (ii) establish telecom spectrum management and telecom interconnections; (iii) construct a new building for the Ministry of Posts & Telecommunications; (iv) rehabilitate the ministry's regional buildings; (v) establish a telecommunications college; (vi) put in place a national telecom network coverage;(vii) create a cable and broadband national network.

Aviation Sector

Somaliland has seven airports in the six regions of the country. Private airlines have flourished since 1990s transporting passengers and goods within the country and to and from neighbouring countries. About half a dozen private airlines including Dallo, Jubba, East Africa, and African Express offer services in Somaliland. Similarly, UN flights operate from Hargeisa to shuttle UN personnel to and from Nairobi. The priorities and strategies of the Civil Aviation Ministry during the NDP term can be summarized as follows:

(i) Re-surface Hargeisa runway to accommodate heavy aircraft; (ii) improvement of the runways at Burao, Borama, and Kala Baydh airports; (iii) construction of terminal buildings at Berbera, Burao, Borama, and Kala Baydh airports; (iv) Installation of security fences as essential safety requirements in all airports; (v) Improvement of the infrastructure of Erigavo airport; (vi) Provision of fire fighting trucks and ambulances at Hargeisa, Berbera, Burao, Borama, Kala Baydh, Erigavo, and Las Anod airports; (vii) Installation of a water supply system at Berbera and

Burao airports; (viii) Provision of electric power for Egal Int'l Airport; (ix) Improvement of airport security, ground-clearing, maintenance, and air traffic services;(x) Building a training centre for pilots and engineers (xi) Providing rescue and emergency services.

Information and Media Sector

Somaliland has only one public radio station, Radio Hargeisa, which can be listened around Hargeisa on FM frequencies. Radio Hargeisa programs are also available over the internet. The government owns one TV station out of three TV stations; Somaliland National TV (SLNTV) which can be viewed using a satellite dish by a normal TV antenna or through internet. There is a Government owned daily newspaper called Dawan among eleven newspapers published in Somali and English languages. The Government regulates newspapers in accordance with the law that governs the media. This wide range of newspapers provides up to date and diverse news from different sources.

In terms of priorities and strategies, there is a need to: (i) Ensure access to quality, affordable broadcasting services across the country (ii) Develop broadcasting infrastructure (iii) Migrate from analogue to digital broadcasting technology (iv) Enact and implement laws to manage the broadcastings services (v) Support Public-Private Partnership (PPP) arrangements to extend coverage of the broadcasting services across the country (vi) Develop and implement a policy, legal, and regulatory framework for the media (vii) Formulate and harmonize policies and laws governing private channels, (viii) Develop policy guidelines for the establishment of broadcasting infrastructure to create more equitable access to quality program services.

Information and Communication Technology (ICT) Sector

ICT penetration and its use by households and businesses in Somaliland are still very low. Access to ICT services is mainly available to those who live in urban centres where in rural areas ICT services are very much limited. The efficient management of civil service affairs and the effective provision of public services are hampered by the absence of appropriate ICT applications. Investment in ICT infrastructure will help stimulate economic growth, raise living standards and contribute to peace, stability and good governance in Somaliland, therefore, the sector will focus on the following priorities;

(i) Development of a National ICT Policy (ii) Provision of a secure Government common host to accommodate ministries and agencies domains/websites; (iii) Creation of an effective Government-wide network for sharing information (iv) Promotion of public awareness of the benefits of e-Government, e-Economy, e-Commerce, e-Learning, and e-Libraries (v) Provision of ICT solutions and application systems to the Government ministries and autonomous agencies; (vi) Development and deployment of a public assets registry database (vii) Provision of an Integrated Financial Management Systems (IFMS) to facilitate revenue collection, treasury, budgeting, auditing, and accounting functions.

Maritime Sector (Berbera Port)

Berbera port is 9-12m deep, which is strategically located on the southern coast of the Gulf of Aden, is the main seaport of Somaliland and has emerged as an important regional port. The current port was first built by the Soviet Union (USSR) in 1968. It was later extended by the United States (US) in 1984. The port has the potential to: (1) Establishing itself as the main shipping outlet for land locked East African countries – Ethiopia, South Sudan, Uganda; (2) Developing mega commercial and industrial Free zones; (3) Becoming an international container shipment hub connecting Europe, Middle East, Asia and Africa; (4) Becoming a major international shipping supply and maintenance centre.

The priorities and strategies for Berbera Port include the following: (i) Expansion of the port (ii) Development of free zones (iii) Establishment of a container terminal (iv) Dredging to accommodate large loaded vessels (v) Improvement of the infrastructure (vi) Acquisition of essential marine and handling equipment (vii) Restoration of the original drainage system (viii) Provision of necessary civil works and security systems (ix) Installation of navigation aids.

Las Qoray Jetty Re-Development Project

Las Qoray is located in Sanaag region and was historically important coastal trading centre, which was used as port for export of livestock, frankincense and myrrh in addition to import of goods and provided services to large hinterland area including Sanaag, Sool and the Somali Region of Ethiopia.

In line with this, the NDP envisages; (i) conducting a technical feasibility study; (ii) building a 125 m jetty; (iii) developing minor and principle berths; and (iv) building breakwater barriers.

The Energy Sector

Energy plays a vital role in every aspect of the people's livelihood. It is critical to increasing production as it is to social development. The main aim in the NDP, hence, is to increase access to modern, affordable and reliable energy in Somaliland by:

(i) Encouraging investment in power generation, (ii) Consolidating power generation to take advantage of economies of scale in the production, transmission and distribution of electricity, and (iii) Promoting alternative energy sources such coal and wind to reduce pressure on trees as source of fuel.

Somaliland Electricity

Somaliland Electricity Agency (SEA) is an autonomous body which has the overall mandate of managing and developing electricity in the country. The Agency (SEA) generators currently supply 3MW in Hargeisa, and 1.5MW in Berbera. Before the civil war, all the major regional cities of Somaliland: Hargeisa, Burao, Erigavo, Berbera, Borama, and Las-Anod, had electricity

generators and distribution network. After the establishment of the office for rural electrification, generators were also installed in the district level towns including Wajale, Arabsiyo, Sayla, Lawyado, Sheikh, and Dayaha. All the generators were looted during the civil war except those in Hargeisa Power House. The strategy for the coming five years is to:

(i) Install new generators; (ii) build distribution grid lines; (iii) build coal fired power stations; (iv) develop industry and safety regulations; (v) build the capacity of staff; and (iv) introduce computerized billing systems.

The Water Sector

Access to clean water is the right of every citizen. Unfortunately less than 25% of the total population are able to access safe drinking water. Hence, the thrust of sector development will be to ensure the availability of good quality water for everyone not just for drinking, but also for sanitation, agriculture and industrial use by:

(i) Building earth dams, (ii) Constructing reservoirs, (iii) Drilling a network of bore holes, (iv) Building communal Berkads (tanks) (v) Promoting rooftop rain water harvesting, (vi) establishing a network of weather stations, (vii) Building water quality testing laboratories, and (viii) Introducing national water policy.

Hargeisa Water

Hargeisa Water Agency (HWA), which is a public company, is responsible for supplying water to the inhabitants of Hargeisa. The population of Hargeisa metropolitan area is currently estimated at over 900,000 inhabitants. The current system was designed during the seventies when the population of Hargeisa was less than 180,000. Thus, the priority and strategy of the Government in the five year NDP is to:

(i) provide affordable clean water to the growing population of Hargeisa; (ii) develop new wells in several fields; (iii) Increase pumping and transmission line capacities; (iv) Increase water storage capacities; (v) Expand and improve distribution network; (vi) Improve and implement flood protection schemes; (vii) construct satellite reservoirs

National Printing Press

Somaliland National Printing Agency (SNPA) was founded in 1997. The printing work started with few machines and limited staff. The objective of creating a printing agency was to satisfy the government's demand for printing services. In line with this, the priorities of Somaliland National Printing Press during the current NDP period are to:

(i) Expand printing services to other major cities like Burao, Berbera, Erigavo, Gabilay, Borama, Odweine, Aynaba etc.; (ii) acquire modern printing machines; (iii) improve the billing system by using modern billing technology; (iv) establish customer database; (v) build the Agency's

technical and administrative capacity; (vi) improve health and safety safeguards; (vii) build the human resource capacity of the Agency.

Table 1.3 Infrastructure Pillar: Capital Investment Requirement by Sector

No.	Sector	USD millions
1	Roads	245.65
2	Housing and transport	11.03
3	Post and telecommunication	9.32
4	Civil aviation	44.40
5	Information	10.05
6	ICT	7.88
7	Berbera Port	18.63
8	Las Qoray Port	14.00
9	Energy Sector	15.17
10	Somaliland Electricity	24.75
11	Water Sector	48.34
12	Hargeisa Water	32.06
13	National Printing	5.71
Total Development Budget for the Pillar		486.99

GOVERNANCE PILLAR

Justice Sector

Somaliland has established a hybrid system of good governance under the Constitution of Somaliland, combining traditional values and conventional western-style democratic principles. This crossbreed system of the modern state and communal consensus has served well Somaliland and created a stable, sustainable, democratic system with an elected president, elected House of Representatives and independent judiciary. To this end the main areas of development priorities in this sector for the coming five years are:

- (i) Law reform, (ii) Capacity Building, (iii) Stemming out corruption, (iv) Legal empowerment, (v) Legal education, (vi) access to justice, (vii) Alternative dispute resolution systems, (viii) Rule of law, (ix) Improving service delivery and speed, (x) Increasing public confidence in the judiciary, and (xi) Increasing women participation in the justice sector.

Human Rights Sector

The Constitution of the Republic of Somaliland states clearly that “the Republic of Somaliland shall act in conformity with the United Nations Charter, International Law, and shall respect the Universal Declaration of Human Rights”. To ensure compliance with this the government of Somaliland issued a presidential decree which established the Somaliland National Human Rights Commission (SLNHRC) in April 2006, whose core mandate is to further the protection and promotion of fundamental human rights and freedoms in Somaliland. Priorities and Strategic development of the sector for the NDP period can be summarized as follows:

(i) Physical and human resources capacity building; (ii) Promotion and public awareness of the human rights enshrined in the constitution; (iii) Research into the human rights condition of vulnerable people – IDPs, women, children, elders, migrants, minorities, disabled people, refugees and asylum seekers; (iv) Protection of human rights; (v) Networking, working in close cooperation with civil society human rights groups in Somaliland and counter parts in other countries.

Security and Internal Affairs Sector

Security and rule of law are now well established in Somaliland. The country has made significant progress during the past 20 years in developing the necessary institutions and procedures of government. However, the active presence of extremists, insurgents, and pirates operating in neighbouring countries poses potential security threat to Somaliland as well as to the region. Somaliland has built its capacity to counter these destabilizing forces over time and it is now in a position to neutralizing them effectively. The government is committed to vigorously strengthening the sector within the frame work of the National Development Plan. In conjunction with these objectives, the development priorities of the sector are;

(i) Reforming security sector laws and regulations; (ii) Capacity building of security infrastructures; (iii) capacity building of the professional skills of staff; (iv) Enhancing community participation and creating public awareness and vigilance; (v) Strengthening border controls, preventing illegal immigrants and developing border conflict resolution mechanisms; Strengthening democracy and protection of human rights; (vi) Establishing strategic security plans and programs for local governments; (vii) Promoting effective demobilization and reintegration initiatives for ex-combatants; and (viii) Clearing remaining land mine fields.

Local Governance Sector

Somaliland has opted for a decentralized governance system where the constitution gives districts the primary responsibility for service delivery. However, the process of decentralization is in early stages and central government ministries are still in control of most of the public service provisions at the local level. But the government is fully committed to decentralization and devolution of authority and operations. Strategic priorities during the current development plan include:

(i) Promotion of public dialogue over the decentralization process; (ii) stepping up fiscal and functional decentralization; (iii) improving public expenditure management at local level; (iv) promoting public private partnership (PPP) in service delivery; (v) strengthening land management policies and laws; (vi) establishing and enforcing building codes and standards.

Foreign Relations Sector

The government of Somaliland strives to building relations with foreign governments and international organizations, in order to promote international commercial, cultural, security and political cooperation. The ministry of foreign affairs has a network of representatives in many countries and maintains four offices that carry out consular functions in London, Washington DC, Addis Ababa, Djibouti, and Nairobi. The first priority for Somaliland in the area of foreign affairs is international recognition. Other priorities include:

(i) Preservation of national integrity and sovereignty within secure borders; (ii) strengthening of regional and international security cooperation; (iii) creation of a favourable environment for international trade and investment; (iv) developing good neighbourly relations; (v) raising the profile and image of Somaliland in the international arena; (vi) protecting and representing the rights and interests of Somaliland citizens; (vii) establishing formal relations with states and regional bodies; (viii) building the capacity of the Ministry and representative offices in foreign countries

Good Governance and Anti-corruption Sector

There is an increasing awareness throughout Somaliland society that corruption and bad governance pose a serious threat to the creation and institutionalization of an effective government, economic growth, and socio-political stability. There is a need for a system that ensures good governance and prevents corruptive behaviour and practices. For this purpose the current Government has created the Good Governance and Anti-corruption Commission whose priorities during the current plan are to:

(i) Develop anti-corruption legal framework and policies; (ii) assist institutions adopt principles of good governance; (iii) investigating corruption cases and taking the necessary steps to deal with them; (iv) building the capacity of the commission; (v) establishing a quality assurance system, and (vi) promoting good governance

Standardization and Quality Control Sector

Somaliland does not have the capacity for testing consumer goods and ensuring the health and safety of its people. This opens the door for unregulated imports of all goods; consequently, the markets are flooded with low quality products some of which are not safe for consumption. The rights of consumers can no longer be ignored, hence, The Standardization and Quality Control Commission (SQCC) has been set up. Its mission for the plan period is to:

(i) Develop legal framework for maintaining QC methods and practices; (ii) establish standard specifications for products; (iii) cooperate with counter parts in neighbouring countries; (iv) carry out quality assurance checks; (v) raise public awareness of product safety, and (vi) build the institutional capacity of the commission.

Civil Service Sector

The constitution of Somaliland mandates the Civil Service Commission (CSC) with the responsibility to establish an efficient and effective civil service that is transparent and accountable, in order to ensure effective, appropriate and accessible public service delivery. The President of the Republic of Somaliland in a presidential decree confirmed the commitment of SLG to the civil service reform by establishing Civil Service Reform Committee (CSRC) at cabinet level. The Committee assisted by a technical team will support the Civil Service Commission (CSC) whose priorities and strategies for the plan period are to:

(i) Carry out a headcount of civil servants; (ii) right-size and consolidate staff in public institutions; (iii) establish the competence and qualification of civil servants; (iv) build the capacity of civil servants; (v) develop a human strategic plan for ministries and public agencies; (vi) develop pension and welfare systems for retirees and disabled people, and (vii) the institutional capacity of the commission.

Civil Service Institute

Civil Service Institute is an autonomous human resource development institution that offer training in public administration, management and modern technology. It is headed by a director general and has a board of advisors. Its priorities and strategies for the current NDP are to:

(i) Build the capacity of the institute; (ii) train civil servants to improve public service performance; (iii) offer degree courses; (iv) improve leadership skills of senior managers; (v) enhance public financial management skills; (vi) establish links with international counter parts.

Somaliland Parliament

Somaliland has a bicameral parliament. The House of Representatives is elected and is the main legislative body of the republic. Members of the House of Elders (Guurti, in Somali) are currently appointed to represent the various communities and regions of the country. The House of Guurti performs the functions of a revising chamber for legislation (other than acts relating to financial matters), but it is more like the UK House of Lords in that it cannot block legislation which the Representatives are determined to pass. The priorities within the plan period are to:

(i) Carry out constitutional reform; (ii) build the institutional capacity of parliament; (iii) enhance linkages between elected members of the parliament and their constituencies; (iv)

strengthen the capacity of the selected parliamentary committees and House staff; (v) improve the system of reviewing and approving laws and regulations proposed by the executive; (vi) build research and information generation and dissemination capacity; (vii) address gender imbalance in Parliament; (viii) hold the government to account.

Non-Governmental Organizations Sector

Civil society is made up of institutions, organizations and individuals. The forms of civil society are many and varied and range from formal institutions and private sector bodies to informal associations and networks and faith based groups. In the new, free, democratic and stable environment created in Somaliland since the mid 90s, civil societies flourished and their numbers increased tremendously. Key priorities and strategies for the sector include:

(i) Ensuring better coordination among NGOs and the government to avoid unnecessary duplication and waste of resources; (ii) ensuring alignment between the priorities of the National Development Plan and international recovery and development programs; (iii) ensuring the implementation of the NGO Act; (iv) undertaking the necessary reforms to enhance transparency and accountability in the use of donor resources; (v) carrying out regular program monitoring and evaluation to establish performance; (vi) building the capacity of local NGOs; (vii) improving coordination among international NGOs, UN agencies, local NGOs and government institutions.

Table 1.4 Governance Pillar: Capital Investment Requirement by Sector

No.	Sector	USD millions
1	Justice	25.83
2	Attorney General Office	1.98
3	Human rights	3.94
4	Internal Affairs	21.93
5	Mine Action Development	3.58
6	National defence	4.85
7	National demobilization	13.39
8	Local Governance Sector	75.53
9	Foreign relations and International cooperation	5.99
10	Good governance and anti-corruption	12.25
11	Auditing General	5.25
12	Standardization and Quality Control	3.75
13	Civil Service Sector	6.43
14	Civil Service Institute	0.78
15	Parliament	4.06
16	Civil Society(NGOs)	1.50
Total Development Budget for the Pillar		191.13

SOCIAL PILLAR

Social Protection

It is imperative upon every society to protect and support the vulnerable among its community. In Somaliland people rely mainly on traditional social protection structures. During the course of the National Development Plan these structures will be bolstered by:

(i) Strengthening existing institutions such as orphanages, and community based support services, (ii) Institutionalizing child protection services, (iii) Establishing family centres, (iv) Setting up a national social security fund, and (v) Introducing a pension scheme for public and private workers.

Health

Access to affordable health care is a right, but that is a privilege beyond the reach of many citizens in Somaliland. The National Development Plan aims at improving health care services by:

(i)Building the institutional capacity of the Ministry, (ii)Introducing District Health Care Management Systems to six selected Districts, (iii) Establishing basic health-care facilities in rural areas, (iv) Rehabilitating and upgrading existing referral hospitals, (v)Extending Antiretroviral Treatment (ART) and Voluntary Counselling and Testing (VCT) services, (vi) Expanding and improving access to nutrition counselling for pregnant and lactating women through community based health service structures, (vii) Undertaking a systematic training and human resource needs assessment of the health sector for the next 10 to 15 years, (viii) Introducing a drug quality control system, (ix) Establishing a health information database, and (x) Carrying out health promotion and awareness campaigns.

Education

Since 1991, the country has taken great strides in the development of education. Yet literacy and primary enrolment rates are very low. The plan aims at expanding and raising the quality of education by:

(i) Building the institutional capacity of the Ministry, (ii) Developing appropriate education policies, (iii) Initiating teacher training programs, (iv) Expanding capacity by building more classrooms and schools, (v) Building boarding schools in rural areas, (vi) Increasing primary and secondary school enrolment rates, (vii) Revising and upgrading school curriculum, (viii) Establishing commission for higher education, (ix) Introducing accreditation and quality control systems for higher education, (x) Expanding women's education, (xi) Increasing the number of technical vocational training institutions (TVET), and (xii) providing policy guidelines for privately-run TVET centres.

Youth Development

Special attention is given, in the NDP, to the challenges and opportunities facing young people. In order to strengthen youth participation in the social, cultural, economic and civic development of Somaliland, the government will put emphasis on:

(i) Providing youth employment training, (ii) supporting youth business start ups, (iii) Creating sports and recreational facilities, (iv) Establishing youth and cultural centres, and (d) developing youth volunteering programs.

Table 1.5 Social Pillar: Capital Investment Requirement by Sector

No.	Sector	USD millions
1	Health	117.49
2	Aids commission	15.84
3	Primary and secondary education	46.03
4	Higher education	22.97
5	Labour and Employment Sector	9.39
6	Social affairs Sector	15.86
7	Youth and sports	27.83
8	IDPs and Refugees Sector	33.70
9	Religious affairs	5.42
Total Development Budget for the Pillar		294.53

ENVIRONMENTAL PILLAR

Given the numerous and severe challenges facing the natural environment of Somaliland, decisive measures are urgently required before the problem goes out of hand. Hence, taking into consideration the importance of conserving the environment for national development and the well-being of the society, the following programs and interventions will be undertaken:

(i) Substitution of charcoal as the main source of energy with other sources such as coal, gas, solar and wind, (ii) Enforcement of ban on charcoal exports, (iii) Improvement of rangeland utilization and environmental conservation, (iv) Empowerment of rural communities to look after their environment (v) Registration of land and adoption of appropriate land tenure systems, (vi) Conservation of soil and water, (vii) Reforestation, (viii) Preservation of biological diversity (ix) Rehabilitation of degraded areas, (x) Managing new settlements in line with rural and urban land use and environmental protection, (xi) Development of strategies for disaster preparedness and management, (xii) Formulation of appropriate environmental policies, and (xiii) Building the institutional capacity of Ministry of Environment and Rural Development.

Table 1.6 Environmental Pillar: Capital Investment Requirement by Sector

No.	Sector	USD millions
1	Environmental protection and Rural Development	36.92
2	Disaster Preparedness and Management	5.91
Total Development Budget for the Pillar		42.83

NDP Financing

Somaliland NDP is essentially a public investment program (PIP) that stretches over a five year period (2012-2016) and organized under five-pillar headings. The aggregate capital investment requirement of all sectors for the five year National development plan timeframe is estimated as USD 1190.03 million. This total capital investment requirement is based on the projections provided by 49 public sector entities (ministries, agencies, commissions etc.) through which the government conducts its business, as well as the private and Diaspora sector investment needs. Comparing pillar requirements, infrastructure accounts for the biggest share of the total (40.9%), followed by the Social pillar accounting for 24.7%, the governance pillar claiming 16.1%, the economic pillar with 14.7% share, and the environment pillar accounting for 3.6%.

Source of NDP Finance

The average annual budget requirement of the NDP amounts to US\$238 million or about 23% of GDP. This is quite reasonable figure given the small base of the GDP and the decades of neglect in public investment in Somaliland. 7-10% of GDP in public Investment Programs is often recommended on annual basis to achieve sustainable economic growth in a country. These capital requirements are beyond the means of the Somaliland government whose total annual budget in 2011 was less than US\$90 million which is equivalent to about 8% of the GDP and had no capital investment component in it. Thus most of the projected budget of the National Development Plan is expected to come from external sources and international donors, whose commitment and support for the plan is considered to be absolutely critical.

The NDP envisages around 7% of the projected budget in 2012 to come from the government of Somaliland. That share is anticipated to increase to 10% by 2016. The private sector is expected to contribute substantively to the five year investment program, particularly in the productive sectors and public utilities, where it is projected to invest up to US\$132.12 million, or one third of the total investment required in these sectors (see table 6.1.4). Contributions from the Diaspora are predicted to amount to US\$0.45 million in the first year of the NDP and to rise to US\$1.17 by the year 2016. Given the meagre resources available to the government from its budget, and the absence of credit facilities, the bulk, i.e. US\$979.86 million of the capital investment required for the National Development Plan is expected to come from external sources including UN agencies, the EU, individual countries, international NGOs, trust funds, regional organisations, international financial institutions, and related companies.

NDP Implementation

The implementation process of the NDP (2012-2016) and Vision 2030 will be overseen by Somaliland National Planning Commission (SNPC). The SNPC is lead by the Minister of National Planning and Development and consists of 16 members representing various government institutions, the private sector, and CBOs. The Commission will be supported by a secretariat based in the Ministry of National Planning and Development.

Financing of the plan, as discussed above, leans heavily on international aid. Therefore, the government of Somaliland keenly requests the international community and its development partners to reinvigorate their support for country and thereby contribute to peace, stability, democracy and development in Somaliland and the region at large.

NDP Monitoring and Evaluation

The implementation process of the five year NDP of Somaliland encompasses both sectoral and national level monitoring and evaluation program in order to promote transparency and accountability, and above all ensure the plan's success. The M&E process will be participatory, and rigorous, and will have quantitative as well as qualitative dimensions to capture the essence and measure the performance of projects and programs.

Assumptions and Underlying Risks

The achievement of Somaliland Vision 2030 depends on the successful execution of the five year NDP. This, however, requires the realization of the under-listed assumptions whose failure to materialize will pose serious risk to the success of the plan and the long term attainment of the country's vision. These assumptions are:

- Existence of sustainable peace and political stability
- Existence of strong public support and political will/commitment from the political leadership
- Strong cooperation and coordination within public institutions, and with the private sector and international development partners
- Availability of funding; and especially the commitment and support of the international donor community from which most of the NDP funding is expected to come

It is incumbent upon the government, the national leadership, the people of Somaliland and the international community to ensure that these conditions are met and prevail.