

Jamhuuriyadda Somaliland

**Wasaarada
Gaashaandhigga (WG)**

Hargeysa



Republic of Somaliland

**Ministry of Defence
(MoD)**

Hargeysa

Annual Work Plan 2023

Acronyms

AF	Armed Forces
APD	Academy for Peace and Development
DDR	Disarmament, Demobilisation and Reintegration
DPC	Defence Public Communications
EHM	Explosive Hazard Management
GPS	Global Positioning System
H&S	Health and Safety
HRM	Human Resource Management
HRMIS	Human Resource Management Information System
IM	Information Management
IMSMA	Information Management System for Mine Action
IPCS	Institute for Peace and Conflict Studies
ICT	Information and Communications Technology
IT	Information Technology
JIC	Joint Intelligence Centre
JOC	Joint Operations Centre
M&E	Monitoring and Evaluation
MoD	Ministry of Defence
MoFA	Ministry of Foreign Affairs
MoI	Ministry of Interior
MoING	Ministry of Information and National Guidance
MoJ	Ministry of Justice
MoPND	Ministry of Planning and National Development
MoT&T	Ministry of Telecommunications and Technology
MRE	Mine Risk Education
NDP II	National Development Plan II
QA	Quality Assurance
UoH	University of Hargeisa
UN	United Nations

Foreword

As Defence Minister I am pleased to present publicly the work plan for the Ministry of Defence (MoD) for 2023. This plan will be used throughout the year to guide departments and their staff in the delivery of their objectives and to measure progress against those objectives. The plan will be adapted appropriately in reaction to unforeseen events.

This work plan makes use of planning practices and tools developed by the Ministry of Planning and National Development (MoPND). In addition, the relation between MoD tasks and the priorities set out in the National Development Plan II (NDP II) are clearly identified. A particular focus will be the MoD contribution to the Governance Goal 16-7, “to develop effective, accountable and transparent public institutions at all levels”.

For the MoD to make good progress in this year, I look to all staff to make their best efforts. Everyone must know and understand the work they are required to do and work hard to deliver results. Department Directors must enable and support their staff to do this through good leadership and the direction of work. We all must make better use of the resources that we have, particularly modern communications and information technology.

I remind you that we in the MoD serve the people of Somaliland by protecting and defending the Republic of Somaliland, its sovereignty, people, territory and democratic government.

H.E Abdiqani Mohamuud Ateye Fariid,
Minister of Defence

Acknowledgement

The MoD's Work Plan 2023 is an essential tool to guide the individual and collective work of the staff of the Ministry. We face many challenges but I am confident that we will make significant progress this year through the use of this plan. The plan could not have been developed without the input of many of the staff, working under the leadership of the Minister. In particular, I wish to acknowledge the contribution of the Department Directors, especially the Director of Policy and Planning.

Ahmed Abdirizak Diriye,

Director General, Ministry of Defence

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1 Sector Context

The security of Somaliland remains substantially better than many other parts of the region and the world. However, there are areas where security is fragile, particularly in the east where there are continuing threats from Al Shabaab and clan militias. The maintenance and extending of good security is essential to support the national goals of rapid economic growth, sustainable development, poverty reduction and extending democracy as enshrined in NDPII and 2030 National Vision.

Good progress has continued in clearing the known minefields, in the centre of the country and along the Ethiopian border, through the valued and essential work of HALO Trust and other international partners. However, lives are still tragically lost every year to the explosive remnants of war, underlining the need to develop a lasting national capacity to deal with remaining threats of this nature.

In the National Development Plan II, the Ministry of Defence is a key part of the Security sub-sector, within the Governance sector. The Ministry is not only concerned with countering traditional security threats, but is also playing its part in building effective, accountable and transparent institutions in the defence sector and contributing to developing national responses to emergencies and natural disasters. The Ministry of Defence also intends to play its part in improving government public communications.

In addition, Somaliland needs to diversify its defence cooperation and develop more foreign links on defence and security issues, in line with the government's developing relationships with countries such as Ethiopia, Kenya, Taiwan, Djibouti, United Arab Emirates, Malawi and South Africa, as well as our long and strong friendship with the UK.

2 Relevant Laws, Regulations and Policies

Law or Regulation	Detail
Somaliland Constitution	Specifically, Articles 8, 18, 20, 55, 92 and 123.
Structure of Ministries and Government Bodies (Law 01/2018)	Article 14 sets out the responsibilities of the MoD.
Law for Peace and Security of Somaliland	
National Development Programme II (NDP II)	See below for detail.

3 Alignment with NDP II

The Ministry of Defence contributes to the following outcomes of NDP II.

Sector	Code	Outcome
Governance	Gov 1 - 1	By 2021, the Government of Somaliland will ensure that all men and women in particular, the poor and the vulnerable, have equal rights to economic resources
	Gov 1 – 2	By 2021, 30% of vulnerable population will have access to social protection systems.
Governance	Gov 5 - 1	By 2021, reduce all forms of discrimination against all women
Governance	Gov 5 - 2	By 2021, increase and promote the number of female workers in leadership positions in the public sector to 20%
Governance	Gov 10 - 1	By 2021, achieve equal rights for all regardless of clan affiliation
Governance	Gov 16 - 1	By 2021, reduce 50% of all forms of violence and related death rates everywhere
Governance	Gov 16 - 3	By 2021, reduce the level of homicide and injuries emanating from illegal possession of small arms and light weapons by 50%
Governance	Gov 16 - 6	By 2021, achieve zero tolerance of corruption and bribery
Governance	Gov 16 - 7	By 2021, develop effective, accountable and transparent public institutions at all levels
Governance	Gov 16 - 8	By 2021, the Government of Somaliland will ensure that 100% of public workers are recruited through the formal and merit based process
Governance	Gov 16 - 9	By 2021, review the structure and the functions of public institutions by 100%
Governance	Gov 16 - 12	By 2021, develop national communication policies and strategies for promoting access to information and community engagement
Governance	Gov 16 - 16	By 2021, eliminate all forms of terrorism and piracy crimes to zero
Governance	Gov 16 - 17	By 2021, significantly reduce all forms of discrimination against all women
Governance	Gov 17 - 1	By 2021, develop civil service quality standards and certifications for competence measurement
Employment	Emp 8 - 2	By 2021, reduce the proportion of youth not in employment, education or training to 25% for males and 17% for females
Environment	Env 13 - 3	By 2021, improve and adapt existing national strategy for disaster reduction and risk management, particularly drought resilience

4 Defence Core Tasks

The defence core tasks are to:

1. Protect and defend from external threats the state of Somaliland, its sovereignty, people, territory and democratic government.
2. Assist the other armed forces and government departments in the provision of security to the state of Somaliland. This includes:
 - Support to the Police in the event of public disorder, internal insecurity, clan conflict, terrorism or the requirement to protect key locations.
 - Support to the Immigration and Police forces in the control of borders.
 - Support required in the event of a disaster or state of emergency.
 - Exchange of relevant threat information with other national armed forces and security agencies.
3. Support the people of Somaliland in the event of disaster or state of emergency, in coordination with other government departments.
4. In coordination with the Ministry of Foreign Affairs (MoFA), maintain good relationships with the defence sectors of neighbouring and other states, and the international community, including defence cooperation on common security issues.

5 Activities and Outputs

All MoD

No	Activity Description	Immediate Output	Output Indicator	Link to NDP II Priority Outcome	Funding secured (Yes/No)	Funding Source(s)
1.1	Review the organisation and functions of the MoD, including departmental roles and staff job specifications; implement changes.	Improved organisation of MoD and staff employment.	Revised organisation chart, departmental functions and staff job descriptions.	Gov 16-7 and 16-9.	Yes	MoD

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Department of Policy and Planning

No	Activity Description	Immediate Output	Output Indicator	Link to NDP II Priority Outcome	Funding secured (Yes/No)	Funding Source(s)
2.2.	Coordinate MoD annual plan and monitor implementation.	MoD work planned.	MoD annual plan. Departmental plans.	Gov 16-7.	Yes	MoD + UK advisory support
2.5	Develop international defence cooperation with selected states, in order to gain foreign support.	Direct communication with other MoD. Information exchange and visits.	Frequency and content of communications with other MoD.	Gov 16-7.	Yes	MoD
2.7	Improve recording and management of statistical data and other accounts of MoD activities (including development of templates and guidelines).	Objective data for the assessment of MoD activities.	Guidelines for data collection and records management. Records of data from MoD activities.	Gov 16-7.	Yes	MoD
2.8	Plan and undertake M&E operations for MoD's activities, including projects with partners.	Objective data for the assessment of MoD activities.	Plan for M&E operations. M&E data and assessments.	Gov 16-7.	Yes	MoD

No	Activity description	Implementation Calendar												In coordination with Departments
		Q1			Q2			Q3			Q4			
		J	F	M	A	M	J	J	A	S	O	N	D	
2.2	Coordinate MoD annual plan and monitor implementation.													All departments and UK Def Adv.
2.5	Develop international defence cooperation with selected states, in order to gain foreign support.													Mil Relations, MoFA
2.7	Improve recording and management of statistical data and other accounts of MoD activities (including development of templates and guidelines).													All departments and Army HQ.

No	Activity description	Implementation Calendar												In coordination with Departments
		Q1			Q2			Q3			Q4			
		J	F	M	A	M	J	J	A	S	O	N	D	
2.8	Plan and undertake M&E operations for MoD's activities, including projects with partners.													All departments and Army HQ.

Department of Public Communications

No	Activity Description	Immediate Output	Output Indicator	Link to NDP II Priority Outcome	Funding secured (Yes/No)	Funding Source(s)
3.1	Circulate media clippings and social media updates.	Increased contents of social media.	Updated contents.	Gov 16-7 and 16-12.	Yes	MoD
3.2	To make strategic communication plan	Improved communication strategic plan	Strategic Plan of activities.	Gov 16-7 and 16-12.	Yes	MoD
3.3	To make verified account twitter	Improved verified account twitter	Security account	Gov 16-7 and 16-12.	Yes	MoD
3.4	Review and update MoD website.	Reviewed website	Regular updates to website	Gov 16-7 and 16-12.	Yes	MoD
3.5	Regular and frequent use of print, radio, television and social media (Facebook, YouTube and Twitter) for DPC.	Increased public awareness of and engagement with defence issues.	Public informed about Defence activities as they happen. Frequency of publication in/on each type of media.	Gov 16-7 and 16-12.	Yes	MoD + UK advisory support
3.6	Produce bi-annual Defence magazine.	Public record of Defence issues, especially changes and improvements.	Publication of Defence magazine.	Gov 16-7 and 16-12.	Yes	MoD
3.7	Regular publication of MRE and information on mine clearance, in/on print, radio, television and social media.	Increased public knowledge of MRE and mine clearance and improved public safety.	Publication of MRE and information on mine clearance	Gov 16-1 and 16-12.	Yes	MoD

No	Activity description	Implementation Calendar												In coordination with Departments
		Q1			Q2			Q3			Q4			
		J	F	M	A	M	J	J	A	S	O	N	D	
3.1	Circulate media clippings and social media updates.													All Departments
3.2	To make strategic communication plan													All departments, Army HQ, and UK Def Adv
3.3	To make verified account twitter													MoING
3.4	Review and update MoD website.													All departments, Army HQ, MoING and UK Def Adv
3.5	Regular and frequent use of print, radio, television and social media (Facebook, YouTube and Twitter) for DPC.													All departments, Army HQ,
3.6	Produce bi-annual Defence magazine.													
3.7	Regular publication of MRE and information on mine clearance, in/on print, radio, television and social media.													Mine Action.

Department of Mine Action

No	Activity Description	Immediate Output	Output Indicator	Link to NDP II Priority Outcome	Funding secured (Yes/No)	Funding Source(s)
4.1	Improve staff skills through on-the-job training.	Staff able to work to job descriptions.	Training activity.	Gov 16-7.	Yes	MoD
4.2	Provide one demining section to HALO trust and monitor their employment and performance.	Demining staff working with HALO.	Performance evaluation reports	Gov 16-1 and 16-3.	Yes	HALO

No	Activity Description	Immediate Output	Output Indicator	Link to NDP II Priority Outcome	Funding secured (Yes/No)	Funding Source(s)
4.3	Plan and delivery Mine Risk Education programmes, specifically for Hawd, Daadmadheedh and Togdheer.	MRE delivered to 10,000 children and MRE delivered to 25% of adults in Gabiley, Hawd, Daadmadheedh and Togdheer in 2022.	MRE visits planned and done. Numbers of adults and children given MRE.	Gov 16-1 and 16-3.	Yes	MoD
4.4	EOD/Survey staff to accompany MRE teams in order to Collect explosive and suspect items and to asses risks	Collection of suspect items assessment of new risks.	EOD/Survey reports.	Gov 16-1, 16-3 and 16-7.	Yes	MoD + training from HALO
4.5	Develop new Mine Risk Education packages, material and guidelines appropriate for community-based, school-based, and mass and social media campaigns.	MRE material published in mass/social media campaigns and in response to incidents.	Surveys and feedback to ensure the effectiveness of MRE material.	Gov 16-1 and 16-3.	Yes	MoD
4.6	Develop and start implementation of a national EHM strategy and action plan, to improve the safety of the population.	National Capacity for Explosive Hazard Management.	National EHM Strategy. National EHM Action Plan.	Gov 16-1, 16-3 and 16-7.	Yes	MoD + training from HALO and UK advisory support
4.7	Update training of QA staff and maintain performance in operational tasks.	QA staff fully updated and deployed on tasks.	QA operational reports. Land release and handover certificate.	Gov 16-1 and 16-7.	Yes	MoD + training from HALO
4.8	Refresher Training to maintain the standards of Operations, QA, MRE, Survey, EOD, and Support section.	Annual requirement to refresh and maintain skills.	Mine Action Training Syllabus and programme	Gov 16-1 and 16-7.	Yes	MoD
4.9	All sections working effectively to complete Clearance Reports without delay.	Land released to local communities.	Land release and handover certificates.	Gov 16-1 and 16-7.	Yes	MoD

No	Activity description	Implementation Calendar												In coordination with Departments
		Q1			Q2			Q3			Q4			
		J	F	M	A	M	J	J	A	S	O	N	D	
4.1	Improve staff skills through on-the-job training.													HR, Admin & Fin, Pol & Plan
4.2	Provide one demining section to HALO trust and monitor their employment and performance.													HALO
4.3	Plan and delivery Mine Risk Education programmes, specifically for Hawd, Daadmadheedh and Togdheer.													Mine Information
4.4	EOD/Survey staff to accompany MRE teams in order to Collect explosive and suspect items and to asses risks.													Public Communications
4.5	Develop new Mine Risk Education packages, material and guidelines appropriate for community-based, school-based, and mass and social media campaigns.													HR, Admin & Fin, HALO
4.6	Develop and start implementation of a national EHM strategy and action plan, to improve the safety of the population.													Mine Info, HALO and UK Def Adv

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Department of Armed Forces Pensions and Welfare

No	Activity Description	Immediate Output	Output Indicator	Link to NDP II Priority Outcome	Funding secured (Yes/No)	Funding Source(s)
5.1	Continue auditing beneficiary's payments.	Improved accuracy of beneficiary information. Reduction in false claims.	Accurate register of beneficiaries entitled to support.	Gov 1-2 and 16-7.	Yes	MoD
5.2	Develop regulations for beneficiaries 'entitlement to support.	Clear definition of entitlement to support.	Regulations for entitlement.	Gov 1-2 and 16-7.	Yes	MoD + UK advisory support
5.3	Complete Introduction of Pension& Welfare identity cards.	Beneficiary identification Reduction in false claims.	Card development and use	Gov 1-2 and 16-7.	Yes	MoD
5.4	Automate the payment system for beneficiaries.	Easier and more accountable payments.	Automated payment system introduced.	Gov 1-2 and 16-7.	Yes	MoD
5.5	Prepare staff skills and departmental capacity to start payment of AF pensions, including means of payment All department staff to be trained how to use Kobo humanitarian system runs.	Department has capacity to support AF pensions	Staff training. Department processes and capacity. The department of AF pension should take place to guide this training	Gov 1-2 and 16-7.	Yes	MoD + UK advisory support
5.7	Identify requirements and availability of veterans' personal data; build database.	Ability to manage personal data of veterans.	Database and information management system (IMS).	Gov 1-2 and 16-7.	Yes	MoD + UK advisory support
5.8	Verify number, age, rank etc of AF personnel.	Assessment of immediate and future pension liabilities.	Accurate and verified data on personnel in all AF.	Gov 1-2 and 16-7.	Yes	MoD

No	Activity description	Implementation Calendar												In coordination with Departments
		Q1			Q2			Q3			Q4			
		J	F	M	A	M	J	J	A	S	O	N	D	
5.1	Continue audit of beneficiaries and payments.													HR, Admin & Fin, Pol & Plan
5.2	Develop regulations for beneficiaries 'entitlement to support.													ICT
5.3	Complete Introduction of Pension & Welfare identity cards.													Legal Adv, Pol & Plan and UK Def Adv
5.4	Automate the payment system for beneficiaries.													Public Comms,
5.5	Prepare staff skills and departmental capacity to start payment of AF pensions, including means of payment All department staff to be trained how Kobo humanitarian system runs.													MoFinance, Admin & Fin, Retirement & Pensions
5.7	Identify requirements and availability of veterans' personal data; build database.													Legal Adv and UK Def Adv
5.8	Verify number, age, rank etc of AF personnel.													ICT, HR, all Armed Forces and UK Def Adv

Department of Disarmament, Demobilisation and Reintegration (DDR)

Objective: To reduce insecurity in eastern Somaliland. MoD focus in on defence contribution to conflict reduction.

No	Activity Description	Immediate Output	Output Indicator	Link to NDP II Priority Outcome	Funding secured (Yes/No)	Funding Source(s)
6.1	Collect information and conduct assessment of specific areas and conflicts; make assessments available across government and partners.	By end of 2023 assessment reports on selected areas/conflicts of most concern to MoD.	Collated information. Assessment reports.	Gov 16-1 and 16-3.	Yes	MoD
6.2	Develop range of defence conflict reduction options e.g. pre-deployment or re-deployment of Army, public communications, CIMIC training for Army, local employment and procurement, use of military to assist civil communities.	Range of conflict reduction options for use by MoD and Army.	Use of appropriate conflict reduction options.			mOD
6.3	Develop coordination across government and with other partners in order to implement appropriate conflict reduction actions.	Conflict reduction options coordinated with other ministries and partners	Use of appropriate conflict reduction options.			
6.4	Develop and implement training to improve staff knowledge and skills for further responses, such as DDR.	Staff capacity for DDR.	Staff training.	Gov 16-1 and 16-3.	Yes	MoD

No	Activity description	Implementation Calendar											In coordination with Departments	
		Q1			Q2			Q3			Q4			
		J	F	M	A	M	J	J	A	S	O	N		D
6.1	Collect information and conduct assessment of specific areas and conflicts; make assessments available across government and partners.													Army HQ and Mol
6.2	Develop range of defence conflict reduction options.													Army HQ
6.3	Develop coordination across government and with other partners in order to implement appropriate conflict reduction actions.													Army HQ, Mol, and others

No	Activity description	Implementation Calendar												In coordination with Departments
		Q1			Q2			Q3			Q4			
		J	F	M	A	M	J	J	A	S	O	N	D	
6.4	Develop and implement training to improve staff knowledge and skills for further responses, such as DDR.													HR

Department of Human Resources.

No	Activity Description	Immediate Output	Output Indicator	Link to NDP II Priority Outcome	Funding secured (Yes/No)	Funding Source(s)
9.1	Attendance Management	Review Established biometric attendance Increased staff attendance safety.	Review All staff registered for the biometric or fingerprint machine. Monthly staff attendance review.	Gov 16-7.	Yes	MoD
9.2	Structural Review	Finalized the organizational structure	Departmental and sections analysis or assessment.	Gov 16-7.	Yes	MoD
9.3	Training and Development	Improved staff routine and performance.	Assessment of staff skills and needs. Quartile training for the staff. Staff training records. Number of personnel trained	Gov 16-7.	Yes	MoD
9.4	Continue and follow-up the performance management and appraisal system	Improved staff performance.	Staff appraisal reports. Coordinate development of individual work plans	Gov 16-7.	Yes	MoD
9.5	Quarterly report on HR management.	Assessment of HR in MoD.	Guideline of performance management and award.	Gov 16-7.	Yes	MoD
9.6	Job Description	All MoD Staff Have job description	develop 30% staff their job description	Gov 16-7.	Yes	MoD

[illegible]

Department of Administration and Finance

No	Activity Description	Immediate Output	Output Indicator	Link to NDP II Priority Outcome	Funding secured (Yes/No)	Funding Source(s)
1	Budget break down in to heads	Warrants and expenditures are prepared.	Transparency and Accountability	Gov. 16-7	Yes	MoD
2	Repairing in MoD	All offices to be in full repairing	Suitable place for work and staff healthy	Gov. 16-7	Yes	MoD
3	Improve and implement MoD vehicles management and maintenance guild lines	MOD vehicles properly maintained, with quick repair and decrease costs.	MOD vehicles Management and maintenance guild lines written and applied.	Gov. 16-7	Yes	MoD
4	Quarterly report on financial statement	Quarterly and yearly report are available in our offices, General Audit Accountant General and Ministry Of Finance, Reduce risk and uncertain condition.	Transparency and Accountability	Gov. 16-7	Yes	MoD
5	Obtaining a security equipment	To check entrance in MOD for security issue	Efficiency and effectively work	Gov. 16-7	Yes	MoD
6	Equip MoD offices	Run in to good work environment and employee retention	Employees are taking advantage of it.	Gov. 16-7	Yes	MoD
7	Purchase a new Vehicle for MoD	Covered Transport required	Efficiency and effectively work	Gov. 16-7	Yes	MoD
8	Found MOD fire safety	Reduce risk to MOD staff and property from fire.	MoD is almost save from fire hazards.	Gov. 16-7	Yes	MoD

Department of Information Technology (IT)

No	Activity Description	Immediate Output	Output Indicator	Link to NDP II Priority Outcome	Funding secured (Yes/No)	Funding Source(s)
1.	Manage, maintain and update MoD IT; review allocation of IT to staff.	All MoD IT available and working	IT equipment register	Gov. 16-7	Yes	MoD
2.	Deliver ICT training to MoD staff, to include use of office ICT, information management (IM), ICT security and care of ICT equipment.	MoD staff make better use of IT and are more productive, effective and efficient.	Training programme. Number of staff trained.	Gov. 16-7	Yes	MoD
3.	Improve MoD information management (IM) by staff	IM processes and system	Availability and storage of information	Gov. 16-7	Yes	MoD
4.	Ensure MoD data back-ups, locally and in-cloud.	All MoD data secured	Data back-ups.	Gov. 16-7	Yes	MoD
5	Improve security of MoD ICT and information, including advice, training, systems and technology.	To improve and establish cyber security guidelines	To implement information security	Gov. 16-7	Yes	MoD
6.	Improve HR management system.	HR MIS	Better management of leave, training and personal records.	Gov. 16-7	Yes	MoD
7.	Support Welfare & Pensions Department in training staff and maintaining/improving use of IT.	Improved use of IT.	Improved use of IT	Gov. 16-7	Yes	MoD

