

Jamhuuriyadda Somaliland

**Wasaarada
Gaashaandhigga (WG)**

Hargeysa



Republic of Somaliland

**Ministry of Defence
(MoD)**

Hargeysa

Annual Work Plan 2021

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
Mol	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 2021. 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 2021 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, and the UK Defence Adviser, Colonel (Ret'd). Ronnie Bradford.

Mubarik Abdulahi Ibrahim (Daljir),
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 NDP II 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

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	
1.1	Review the organisation and functions of the MoD, including departmental roles and staff job specifications; implement changes													All departments.

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)
2.1	Formalise department and staff functions.	Staff working to job descriptions.	All job descriptions written. Job descriptions used to appoint staff and allocate tasks.	Gov 16-7.	Yes	MoD
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
2.3	Support the review of the organisation and functions of MoD, including departmental roles and staff job specifications.	Improved organisation of MoD and staff employment.	Revised organisation chart, departmental functions.	Gov 16-7 and 16-9.	Yes	MoD + UK advisory support
2.4	Review Defence Policy and develop 5 year strategic plan for Defence.	Coherent long-term direction for Defence Sector.	Defence Policy. 5 year Defence Strategic Plan.	Gov 16-7 and Law 01/2018	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
2.6	Develop formal contacts with SL civil organisation, such as IPCS at UoH and/or APD.	Direct communication. Information exchange and visits.	Frequency and content of communications with civil organisations.	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	
2.1	Formalise department and staff functions.													HR, Admin & Fin
2.2	Coordinate MoD annual plan and monitor implementation.													All departments and UK Def Adv.
2.3	Support the review of the organisation and functions of MoD, including departmental roles and staff job specifications.													All departments and UK Def Adv.
2.4	Review Defence Policy and develop 5 year strategic plan for Defence.													All departments, Army HQ and UK Def Adv.
2.5	Develop international defence cooperation with selected states, in order to gain foreign support.													Mil Relations, MoFA
2.6	Develop formal contacts with SL civil organisation, such as IPCS at UoH and/or APD.													Mil Relations
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.
2.8	Plan and undertake M&E operations for MoD's activities, including projects with partners.													All departments and Army HQ.

Department of Military Relations

No	Activity Description	Immediate Output	Output Indicator	Link to NDP II Priority Outcome	Funding secured (Yes/No)	Funding Source(s)
3.1	Formalise department and staff functions.	Staff working to job descriptions.	All job descriptions written. Job descriptions used to appoint staff and allocate tasks.	Gov 16-7.	Yes	MoD
3.2	Develop formal information exchange and operational coordination with MoI and all Armed Forces	Joint intelligence centre (JIC) and joint operations centre (JOC) for election security.	JIC and JOC established and working.	Gov 16-7.	Yes	MoD
3.3	Develop plan for the management of Army key resources (personnel, infrastructure and major equipment) against force structure and activity.	Improved management of Army key resources.	MoD and Army staff trained in resource planning. Army force structure, establishment tables and activity plan.	Gov 16-7 and Law 01/2018.	Yes	MoD + UK advisory support
3.4	Support the improvement of Army personnel policies and practices.	To be determined.	To be determined.	Gov 5-1, Gov 5-2, Gov 10-1, Gov 16-7, Gov 16-8, Gov 16-17, Emp 8-2.	Yes	MoD + UK advisory support
3.5	Develop protective security policy, regulations and procedures; start protective security checks and advisory visits.	Improved security procedures for MoD and Army.	Security policy, regulations and procedures developed and applied.	Gov 16-7.	Yes	MoD
3.6	Identify needs and supplies of mapping for MoD and Army.	Maps to support current and future military activity.	Maps provided for operational needs.	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	
3.1	Formalise department and staff functions.													HR, Admin & Fin
3.2	Develop formal information exchange and operational coordination with MoI and all Armed Forces													All departments

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
3.3	Develop plan for the management of Army key resources (personnel, infrastructure and major equipment) against force structure and activity.													Pol & Plans, Army HQ and UK Def Adv
3.4	Support the improvement of Army personnel policies and practices.													HR Department, Army HQ and UK Def Adv.
3.5	Develop protective security policy, regulations and procedures; start protective security checks and advisory visits.													Army HQ and UK Def Adv
3.6	Identify needs and supplies of mapping for MoD and Army.													Admin & Fin, 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	Formalise department and staff functions.	Staff working to job descriptions.	All job descriptions written. Job descriptions used to appoint staff and allocate tasks	Gov 16-7.	Yes	MoD
3.2	Develop Defence Public Communications (DPC) policy and plan.	Increased, coordinated public communication on defence issues, which increases public awareness and community engagement.	DPC Policy. DPC Plan of activities.	Gov 16-7 and 16-12.	Yes	MoD + UK advisory support
3.3	Finalize and operationalize MoD website.	Operational website	Operational website Regular updates to website	Gov 16-7 and 16-12.	Yes	MoD
3.4	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
3.5	Produce quarterly Defence magazine.	Public record of Defence issues, especially changes and improvements.	Publication of Defence magazine.	Gov 16-7 and 16-12.	Yes	MoD
3.6	Regular (at least quarterly) 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	Formalise department and staff functions.													HR, Admin & Fin, Pol & Plan
3.2	Develop Defence Public Communications (DPC) policy and plan.													All departments, Army HQ, MoING and UK Def Adv
3.3	Finalize and operationalize MoD website.													ICT, Admin & Fin, MoT&T
3.4	Regular and frequent use of print, radio, television and social media (Facebook, YouTube and Twitter) for DPC.													All departments, Army HQ, MoING and UK Def Adv
3.5	Produce quarterly Defence magazine.													All departments, Army HQ, MoING
3.6	Regular (at least quarterly) publication of MRE and information on mine clearance, in/on print, radio, television and social media.													Mine Clearance and Mine Info.

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	Formalise department and staff functions.	Staff working to job descriptions.	All job descriptions written. Job descriptions used to appoint staff and allocate tasks	Gov 16-7.	Yes	MoD
4.2	Clearance of remaining minefields, particularly Balygubadle, by MoD teams.	Clearance of 10,000 m2 of minefield in the year. Safe destruction of explosive items found.	Employment of MoD clearance teams.	Gov 16-1 and 16-3.	Yes	HALO
4.3	MRE briefings to schools and local communities in Berbera, Sheikh and Burco which improve the reach of Mine Risk Education (MRE).	MRE delivered to 10,000 children in 2021. MRE delivered to 25% of adults in Berbera, Sheikh and Burco in 2021.	Numbers of children and adults given MRE.	Gov 16-1 and 16-3.	Yes	MoD
4.4	Use social and other media which improve the reach of MRE.	MRE material published which reaches wives, drivers, nomadic families and youth.	Publication of material. Survey and feedback of reach and effect of publications.	Gov 16-1 and 16-3.	Yes	MoD
4.5	Develop staff capacity of Department.	Train information and equipment managers.	Improved information and equipment management. Better management of field staff.	Gov 16-1, 16-3 and 16-7.	Yes	MoD + training from HALO
4.6	Develop and start implementation of a national EHM strategy and action plan.	National capacity for EHM.	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	Re-establish IMSMA; complete entry of progress reports and Quality Assurance forms.	Recruit and train IMSMA operator; update software. All reports and forms processed.	IMSMA database accurate and up to date	Gov 16-1 and 16-7.	Yes	MoD + training from HALO
4.8	Review QA guidelines and templates and train QA staff.	Effective QA staff.	Updated QA guidelines. QA staff training.	Gov 16-1 and 16-7.	Yes	MoD + training from HALO
4.9	QA team to visit cleared minefields to monitor and verify current tasks.	Completion reports	Completion reports	Gov 16-1 and 16-7.	Yes	MoD
4.10	Verify land release for cleared minefields; visit to handover certificates.	Completion reports and handover certificates.	Land release and handover	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	Formalise department and staff functions.													HR, Admin & Fin, Pol & Plan
4.2	Clearance of remaining minefields, particularly Balygubadle, by MoD teams.													HALO
4.3	MRE briefings to schools and local communities in Berbera (1), Sheikh (2) and Burco (3 & 4) which improve the reach of Mine Risk Education (MRE).													Mine Information
4.4	Use social and other media which improve the reach of MRE.													Public Communications
4.5	Develop staff capacity of Department.													HR, Admin & Fin, HALO
4.6	Develop and start implementation of a national EHM strategy and action plan.													Mine Info, HALO and UK Def Adv
4.7	Re-establish IMSMA; complete entry of progress reports and QA forms													Mine Clearance, HALO
4.8	Review QA guidelines and templates and train QA staff.													Mine Clearance, HALO
4.9	QA team to visit cleared minefields to monitor and verify current tasks													Mine Clearance , HALO
4.10	Verify land release for cleared minefields; visit to handover certificates.													Mine Clearance, HALO

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	Formalise department and staff functions.	Staff working to job descriptions.	All job descriptions written. Job descriptions used to appoint staff and allocate tasks	Gov 16-7.	Yes	MoD
5.2	Develop IT database of beneficiaries information.	Improved management of beneficiaries' information.	Accurate database of beneficiaries information.	Gov 1-2 and 16-7.	Yes	MoD
5.3	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
5.4	Complete head-count census and re-registration of beneficiaries in Togdheer (1), Awdal (2), Saaxil (3) and Sanaag (4).	Improved accuracy of beneficiary information. Reduction in false claims.	Accurate register of beneficiaries entitled to support.	Gov 1-2 and 16-7.	Yes	MoD
5.5	Automate the payment system for beneficiaries.	Easier and more accountable payments.	Automated payment system introduced.	Gov 1-2 and 16-7.	Yes	MoD
5.6	Support drafting of amendment to AF Pension Law (88/2019).	Effective law enables AF retirement and pensions.	Law submitted to Parliament	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
5.9	Develop means of pension payment.	Ability to pay pensions (when law passed).	Payments made.	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	Formalise department and staff functions.													HR, Admin & Fin, Pol & Plan
5.2	Develop IT database of beneficiaries information.													ICT
5.3	Develop regulations for beneficiaries entitlement to support.													Legal Adv, Pol & Plan and UK Def Adv
5.4	Complete head-count census and re-registration of beneficiaries in Togdheer (1), Awdal (2), Saaxil (3) and Sanaag (4).													Public Comms,
5.5	Automate the payment system for beneficiaries.													MoFinance, Admin & Fin, Retirement & Pensions
5.6	Support drafting of amendment to AF Pension Law (88/2019).													Legal Adv and UK Def Adv
5.7	Identify requirements and availability of veterans' personal data; build database.													ICT, HR, all Armed Forces and UK Def Adv
5.8	Verify number, age, rank etc of AF personnel.													Army Relations, All Armed Forces
5.9	Develop means of pension payment.													MoFinance, Admin & Fin, Disabled & Orphans

Department of Disarmament, Demobilisation and Reintegration (DDR)

No	Activity Description	Immediate Output	Output Indicator	Link to NDP II Priority Outcome	Funding secured (Yes/No)	Funding Source(s)
6.1	Formalise department and staff functions.	Staff working to job descriptions.	All job descriptions written. Job descriptions used to appoint staff and allocate tasks	Gov 16-7.	Yes	MoD
6.2	Improve staff knowledge and skills for DDR.	Staff capacity building	Staff training.	Gov 16-1 and 16-3.	Yes	MoD
6.3	Establish contacts and gain advice on DDR.	Working relationships with other DDR actors.	Meetings and agreements with, for example: MoI, Police, UN, NGOs, Army, MoJ, MoNDP, MoAgriculture, MoLivestock, MoRural Development ...	Gov 16-1 and 16-3.	Yes	MoD
6.4	Undertake assessment of requirement and develop options for DDR.	Draft options for DDR	DDR assessment. Draft plan for DDR.	Gov 16-1 and 16-3.	Yes	MoD
6.5	Draft national DDR policy and plans, including necessary law or regulation.	National DDR policy and plans	National DDR policy and plans	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	Formalise department and staff functions.													HR, Admin & Fin, Pol & Plan
6.2	Improve staff knowledge and skills for DDR.													HR and other ministries
6.3	Establish contacts and gain advice on DDR.													Other ministries and international partners.
6.4	Undertake assessment of requirement and develop options for DDR.													Pol & Plan, other ministries and international partners
6.5	Draft national DDR policy and plans, including necessary law or regulation.													Pol & Plan, other ministries and international partners

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	Implement the review of MoD's organisation and functions.	All staff allocated to jobs and familiar with their job description.	Revised organisation chart and establishment table. All staff job descriptions written.	Gov 16-7 and 16-9.	Yes	MoD
9.2	Organise and coordinate staff training.	Improved staff performance.	Review of staff skills and needs. Programme of staff training. Staff training records. Number of personnel trained	Gov 16-7.	Yes	MoD
9.3	Record and improve staff attendance.	Increased staff attendance.	All staff registered for the fingerprint machine. Monthly staff attendance review.	Gov 16-7.	Yes	MoD
9.4	Improve staff evaluation and performance appraisal.	Improved staff performance.	Staff appraisal reports.	Gov 16-7.	Yes	MoD
9.5	Develop the MoD's personnel guidelines, bylaws and practices in a HR Management issues	Improved management of MoD staff. Improved staff performance.	Improved HR guidelines and bylaws documents Personal data records and HRMIS. Staff leave records and plan.	Gov 16-7, Gov 16-8, Gov 17-1	Yes	MoD
			Confidential staff records for discipline. MoD disciplinary process. Staff handbook produced.	Gov 16-7.	Yes	MoD
9.6	Quarterly report on HR management.	Assessment of HR in MoD.	Quarterly report.	Gov 16-7.	Yes	MoD
9.7	Introduce health and safety (H&S) mechanisms and guidelines	Improved H&S in MoD	MoD H&S guidelines and staff training.	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
9.1	Implement the review of MoD's organisation and functions.													All departments
9.2	Organise and coordinate staff training.													All departments
9.3	Record and improve staff attendance.													All departments
9.4	Introduce staff evaluation and performance appraisal.													All departments
9.5	Develop the MoD's personnel policies and practices in a HR Management manual.													All departments
	Develop MoD disciplinary policy and process.													All departments
9.6	Quarterly report on HR management.													All departments
9.7	Introduce H&S mechanisms and guidelines													All departments

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)
8.1	Finalize and operationalize MoD website.	Operational website	Operational website Regular updates to website	Gov 16-12	Yes	MoD
8.2	Installation of security support equipment	Improved security in MoD	Installation of security equipment.	Gov 16-7	Yes	MoD
8.3	Create asset management database.	Improved record and management of MoD assets.	Asset management database completed and in use	Gov 16-7	Yes	MoD + UK advisory support
8.4	Install local telephone network in MoD	Improved communications.	Working telephone network.	Gov 16-7	Yes	MoD
8.5	Maintain MoD vehicles and install GPS	Good management and use of MoD vehicles.	MoD vehicles in use. GPS fitted.	Gov 16-7	Yes	MoD
8.6	Develop and implement ICT guidelines and regulation for MOD.	MoD staff compliance with ICT policy.	ICT policy written. ICT policy briefed to all staff.	Gov 16-7.	Yes	MoD + UK advisory support
8.7	Review allocation and use of ICT within MoD, including the provision of internet.	Improved provision of ICT to staff.	ICT asset register with regular checks of all ICT items. Improved internet availability. Repair or replacement of unserviceable ICT.	Gov 16-7 and 16-9.	Yes	MoD
8.8	Improve the staff's use of ICT.	More and better use of ICT.	Staff briefed on care and management of MoD ICT. Staff ICT training needs identified. ICT training delivered to staff.	Gov 16-7.	Yes	MoD

8.9	Improve the MoD's management of information, through guidelines training and database development.	Improved management of information.	Policy and staff training on information management. Asset management database (1) Disabled & Orphans database (2). AF Pensions database (3).	Gov 16-7.	Yes	MoD + UK advisory support
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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	
8.1	Finalize and operationalize MoD website.													ICT, Public Comms
8.2	Installation of security support equipment.													
8.3	Create asset management database.													All departments and UK Def Adv
8.4	Install local telephone network in MoD.													
8.5	Maintain MoD vehicles and install GPS.													
8.6	Develop and implement ICT policy and regulation for MOD.													All departments and UK Def Adv
8.7	Review allocation and use of ICT within MoD, including the provision of internet.													All departments
8.8	Improve the staff's use of ICT.													All departments
8.9	Improve the MoD's management of information, through policy, training and database development.				1	2	3							All departments and UK Def Adv

