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Jamhuuriyadda Somaliland

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Hargeysa

Republic of Somaliland

Ministry of Defence (MoD)

Hargeysa

Defence 5-Year Strategic Plan 2023 - 2027

Acronyms

AF	Armed Forces
DDR	Disarmament, Demobilisation and Reintegration
DPC	Defence Public Communications
EHM	Explosive Hazard Management
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
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
NDA	National Demining Agency
NDP II	National Development Plan II
NDRC	National Demobilization and Reintegration Commission
QA	Quality Assurance
SMAC	Somaliland Mine Action Centre

Foreword

As Defence Minister, I am pleased to present publicly the Ministry of Defence's 5-year Strategic Plan for 2023 - 2027.This will be used to develop the effectiveness and capability of the Ministry, the National Army and the Armed Forces Courts. The details of the plan will be reviewed regularly and adapted to account for progress and in reaction to unforeseen events.

This plan makes use of planning practices and tools developed by the Ministry of Planning and National Development (MoPND). Appropriate parts of this plan will be aligned with or included in the National Development Plan III, as it is developed.

A key theme in this plan is the MoD's constant contribution to good governance: to develop effective, accountable and transparent public institutions at all levels. This is particularly important for Defence as we continue to 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 5-year Strategic Plan sets the outline for the Ministry's work and for management of the National Army and Armed Forces Courts. I expect all Directors and staff to know the contents in detail and to work hard to deliver their contributions on time. This will require excellent coordination between staff, within the MoD, between MoD, the National Army and the Armed Forces Courts, and across government and with international partners.

The plan could not have been developed without the input of many of the staff, working under the leadership of the Minister, In particularly, I wish to acknowledge the contribution of the Department Directors, especially the Director of Policy and Planning, and the National and International Advisers, UK Defence Adviser, Colonel (Ret'd). Ronnie Bradford and National defence adviser, Abdirahman Warsame.

Ahmed Abdirizak Dirie.

Director General, Ministry of Defence

Table of Contents

Acronyms i
Foreword ii
Acknowledgement iii
Table of Contents iv
PART ONE SOMALILAND DEFENCE SECTOR 1
1. **Introduction.** 1
2. **Vision** 1
3. **Mission.** 1
4. **Core Values.** 1
5. **Core Functions** 1
PART TWO SITUATIONAL ANALYSIS 3
6. **History of the MoD and Army.** 3
7. The MoD today. 4
8. The SLNA today. 4
PART THREE DEFENCE GOAL AND OBJECTIVES 6
9. The Defence Goal. 6
10. Objectives. 6
PART FOUR RESULTS FRAMEWORK 7
PART FIVE IMPLEMENTATION 19
11. Coordination. 19
12. Monitoring and Evaluation (M&E) 19
13. Resource Mobilization. 19

PART ONE SOMALILAND DEFENCE SECTOR

1. **Introduction.** The security of Somaliland is the foundation of the state's stability. Somaliland's Defence Sector has a specific and critical role in providing national security, along with other state organisations. The Defence Sector, led by the Defence Minister, comprises three main organisations:

1.1. The Ministry of Defence.

1.2. The National Army.

1.3. The Armed Forces Courts.

2. **Vision**. The organisations and personnel of the Defence Sector will be an example of excellence in Somaliland, through being accountable, efficient and effective in the accomplishment of their duties to the highest standards.

3. **Mission.** The mission of the Defence Sector is to protect the state of Somaliland: its sovereignty, people, territory and democratic government.

4. **Core Values.** The following are the core values of the Somaliland Defence Sector:

4.1. Rule of Law. The organisations and personnel of the Defence Sector will follow the provisions of the Constitution and laws of Somaliland, Presidential direction and other government policies.

4.2. National Unity. The Defence Sector is symbol of national unity. It will represent and protect all communities, fairly and without discrimination.

4.3. Accountability. The organisations and personnel of the Defence Sector will be accountable for their actions, in accordance with democratic principles and good governance. In particular, the Defence Sector will be transparent, efficient and effective in its use of defence resources.

4.4. High Standards. All Defence Sector personnel will show the highest standards of personal and professional behaviour in the conduct of their duties, particularly courage, discipline, honesty, trust, selfless commitment and respect for others.

5. **Core Functions**. The core functions of the Somaliland Defence Sector are derived from the legal mandate set out in the Constitution (specifically Article 123) and Law 44/2015 (specifically Article 44):

5.1. To protect and defend from external threats the state of Somaliland: its sovereignty, people, territory and democratic government.

5.2. To assist the other national armed forces and government departments in the provision of security to the state of Somaliland. This includes:

5.2.1. Support to the Police in the event of public disorder, internal insecurity, clan conflict, terrorism or the requirement to protect key locations.

5.2.2. Support to the Immigration and Police forces in the control of borders.

5.2.3. Support required by national armed forces and government departments in the event of a disaster or state of emergency.

5.2.4. Exchange of relevant information with other national armed forces and security agencies.

5.3. To support the people of Somaliland in the event of disaster or state of emergency, in coordination with other government departments.

5.4. In coordination with the Ministry of Foreign Affairs (MoFA), to maintain good relationships with the defence sectors of neighbouring and other states, and the international community, including cooperation on common security issues.

PART TWO SITUATIONAL ANALYSIS

6. History of the MoD and Army.

The Somaliland National Army draws on a rich military tradition, dating back to the early 20th century when the British first raised a Somali force, soon designated the 6th King's African Rifles (6th KAR). Then the British established the Camel Constabulary subsequently renamed the Somaliland Camel Corps. Both the Camel Corps and 6th KAR saw service during World War II, in east Africa and Burma (Myanmar). After the defeat of the Italian forces in the Horn of Africa in 1941, the British formed the Somaliland Scouts who were responsible for the security of Somaliland until independence in 1960. On the formation of the Somali Republic, the Scouts merged with the Somali Police to form the Somali National Army.

The Somaliland National Army (SLNA) was formally established on 2 February 1994 but its origins lie in the Somali National Movement (SNM) and other clan militias which fought against and for the Somali regime. Following the cessation of hostilities in 1996, the Army absorbed most of the clan militias in Somaliland and took control of all major military weapons. As part of a process of demobilization and reintegration, and pending the introduction of regular salaries, the government granted a temporary concession of fertile farmland at Tog Wajaale to military families to allow them to support themselves. The successful combining of former adversaries in one military force has been a major factor in Somaliland's stability and security.

The Somaliland Constitution (2000) established the President of the Republic as Commander-in-Chief of the Armed Forces. It also established the Ministry of Defence and the Military Courts and directed that the Minister of Defence shall always be a civilian. A new MoD building was constructed in 2011, with support from the UK. Other defence construction around this time and later included accommodation and training rooms at the Abdilahi Askar Military Academy at Dararweyne, and at the Miiska Saraakiisha in Hargeisa, refurbishment of the military hospitals in Hargeisa and Burco and the construction of new offices at Army HQ, again with support from UK.

In 2012, the Army introduced a formal rank structure and pay scale. Since then, the Army has received UK support for training of staff in Army HQ and for the development and delivery of a SLNA junior command and staff course for officers. In recent years, MoD staff have also received training and mentoring.

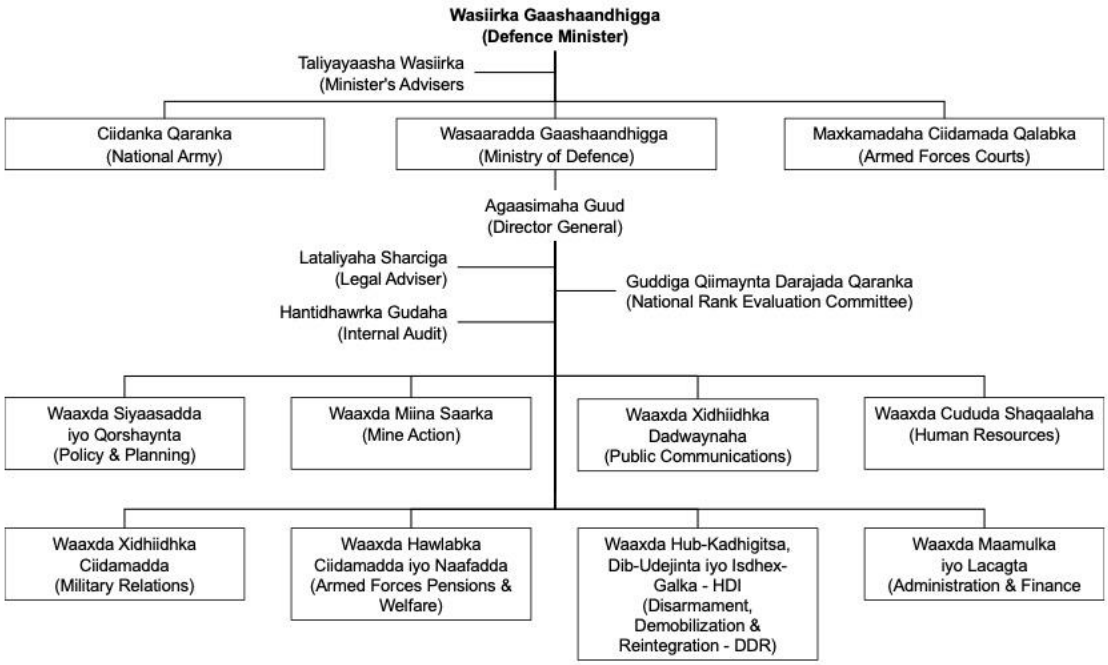
In November 2018, the MoD absorbed three former independent agencies: Somaliland Mine Action Centre (SMAC), the National Demining Agency (NDA) and the National Demobilization and Reintegration Commission (NDRC) and assumed their responsibilities.

There have been four Defence Ministers: Abdillahi Ali Ibrahim (5 July 2003 - 27 July 2010), Ahmed Haji Ali Adami (27 July 2010 - 14 December 2017), Isse Ahmed Yusuf (14 December 2017 - 31 March 2019) and the present Minister, Abdiqani Mohamoud Aateye.

The SLNA commanders have been: Colonel Abdi Samad Haji Abdillahi (02/02/1994 – 02/12/2003), Colonel Nuh Ismail Tani (02/12/2003 – 11/12/201), Major General Mohamed Hasan Abdullahi (11/12/2011 – 11/02/2012), Major General Ismail Mohamed Osman (11/02/2012 – 15/08/2016) and the present Chief of Staff, Major General Nuh Ismail Tani.

7. The MoD today.

In 2021, the MoD reorganised into eight departments as shown below.



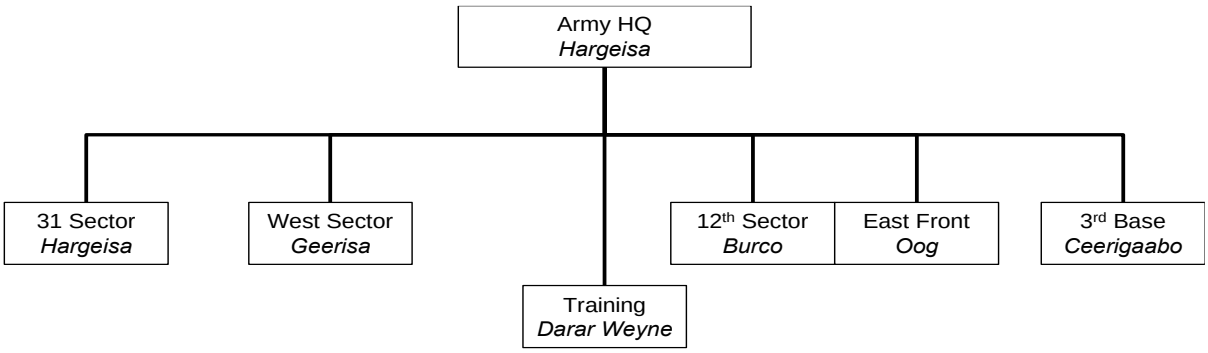
Though disrupted by Covid, a key focus of the MoD in the last two years has been to establish staff in their appointments in these departments. The MoD's first annual work plan was developed and published in 2021; this was renewed in 2022.

8. The SLNA today.

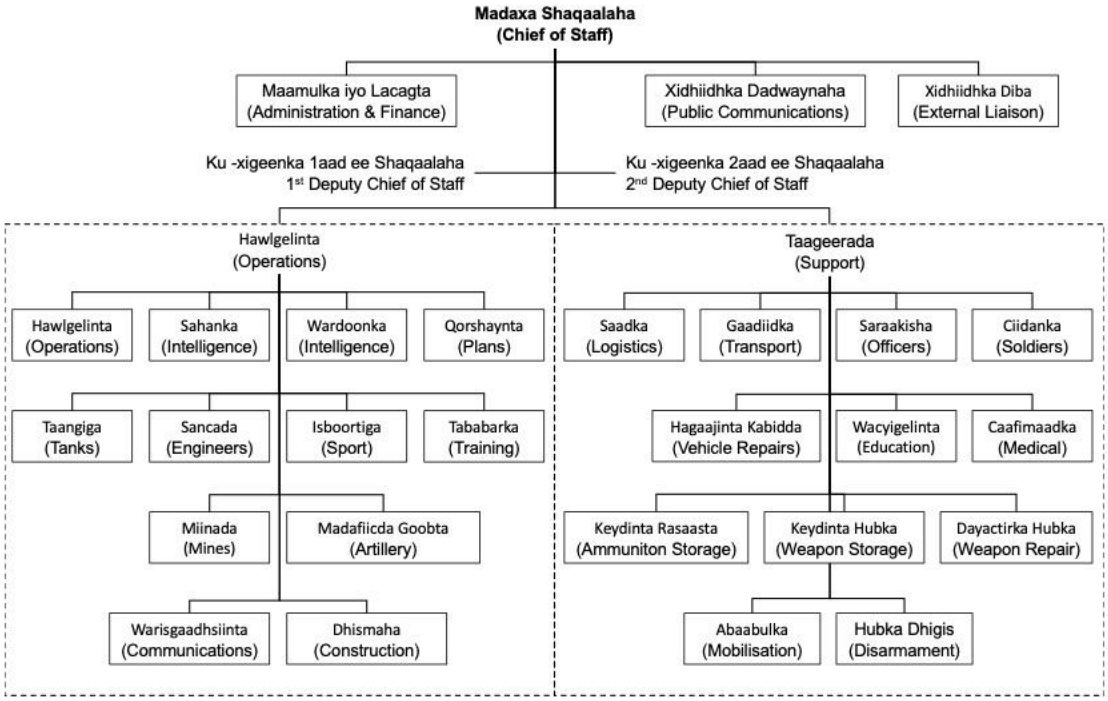
The organisation and operations of the Army are a product of its iterative growth from militias, the internal nature of its tasks and the operational contexts of eastern and western Somaliland. Its organisation and responsibilities are not yet codified in law but its forces protect the territory and people of Somaliland, particularly from territorial claims by Somalia and Puntland. They also support, and, in places, replace, the Police, particularly in the disruption and cessation of clan and community conflict.

The Army includes both regular forces and allied clan militias. Training for recruits, non-commissioned officers and officers is carried out at Dararweyne, while selected officers attend specialist courses and staff college in Ethiopia.

The outline of the Army force structure is shown below.



The outline organisation of the staff of Army HQ is shown below.



PART THREE DEFENCE GOAL AND OBJECTIVES

9. The Defence Goal. By 2027, the MoD should be a fully functional ministry, effective, accountable and transparent, working in close coordination with other ministries and organisations. It should have addressed, completely or in part, several key issues, including protective security, explosive hazard management, insecurity in eastern Somaliland, defence resource management and Army personnel management.

10. Objectives. The following objectives, which are explained in greater detail in the results framework, are set to make progress towards this goal.

10.1. Ensure that Defence activities undertaken in accordance with appropriate legislation.

10.2. Develop MoD, Army and Military Courts as effective, accountable and transparent public institutions (in accordance with NDP II, Governance Goal 16-7).

10.3. Develop effective Defence external coordination with other ministries and partners which enables collaborative work and increases national defence.

10.4. Develop protective security protocols and capability for Defence, as a basis for a wider government response.

10.5. Develop an enduring national capability for explosive hazards management.

10.6. Reduce insecurity in eastern Somaliland.

10.7. Improve the management and employment of Army personnel.

PART FOUR RESULTS FRAMEWORK

Objective Outcome Output	Indicators and Metrics	Baseline (2022)	Target	MoD Lead + Involvement	Assumptions
Objective 1. Ensure that Defence activities are undertaken in accordance with Somaliland law.					
Outcome 1.1. Defence activities are undertaken in accordance with Somaliland law and appropriate legislation supports Defence activities.					
Output 1.1.1. New and effective Army Act (amendment to Law 84/1994)	Drafting, passage and implementation of law.	Law 84/94 is inadequate. First draft prepared of an amended law.	By mid 2023, drafting complete of amended law. By end 2023, amended law enacted.	Legal + Mil Ops and Policy & Plans	
Output 1.1.2. New and effective military penal code.	Drafting and passage of law.	Somalia military law (1962) is used.	By end 2023, drafting complete of new military penal code. By mid 2024, new military code enacted.	Legal + Courts and Mil Ops	
Output 1.1.3. Professionalisation of Military Courts to apply new military penal code.		Military Courts need professional training and improved infrastructure.	In 2023, training to be arranged with UNSOM & UNDP. 2024 budget to include new Military Court building.	Legal + Admin & Fin and Courts	
Output 1.1.4. Law and process to allow emergency mobilization of civilian resources and people for military use.	Drafting, passage and implementation of law.	Nil	By end 2025, appropriate law(s) enacted	Legal + Mil Ops and Policy & Plans	
Objective 2. Develop MoD, Army and Military Courts as effective, accountable and transparent public institutions (in accordance with NDP II, Governance Goal 16-7).					

Objective Outcome Output	Indicators and Metrics	Baseline (2022)	Target	MoD Lead + Involvement	Assumptions
Outcome 2.1. Improved accountability of Defence activity, particularly payments and salaries.					
Output 2.1.1. Fully establish Internal Audit and M&E processes across MoD and Courts.	IA and M&E guidelines, process and reports.	Nil.	By mid 2023, IA and M&E guidelines and process published. By end 2023, every MoD department to have had at least one IA report.	Internal Audit and Policy & Plans | + all departments	
Output 2.1.2. Introduce approved formal regulations for welfare entitlement.	Formal regulations for welfare entitlement developed, approved and applied.	Nil. Entitlement is determined by custom and previous practice.	By mid 2023, develop formal regulations for welfare entitlement. By end 2023, get appropriate approval of regulations for welfare entitlement. By end 2024, review all claimants against regulations for welfare entitlement.	Pension & Welfare And Legal Adviser	
Output 2.1.3. Introduce biometric ID and electronic payments for MoD welfare and pension payments.	Use of biometric ID and electronic payments for welfare and pension payments.	Nil	By end 2023, introduce pilot project for biometric ID and electronic payments for welfare claimants. By end 2024, biometric ID and electronic payments made for 50% of welfare claimants. By end 2023, biometric ID and electronic payments introduced for all pension payments	Pension & Welfare	2024 target may be affected by result of pilot project. AF Pensions to be introduced in 2023.

Objective Outcome Output	Indicators and Metrics	Baseline (2022)	Target	MoD Lead + Involvement	Assumptions
Output 2.1.4. Introduce biometric ID and electronic payments for Army personnel and pay.	Use of biometric ID and electronic payments for Army personnel and pay	Nil	By end 2024, biometric ID and electronic payments used for at least 50% of Army. By end 2025, biometric ID and electronic payments used for 100% of Army.	Policy & Plans and Army HQ	
Output 2.1.5. Introduce Internal Audit and M&E processes to Army.	IA and M&E guidelines, process and reports.	Nil	By end 2025, IA and M&E guidelines for Army HQ published and process established. By end 2026, every Army HQ department to have had at least one IA report.	IA and Policy & Plans	
Output 2.1.6. Introduce external Audit to Army.	External audit guidelines, process and reports.	Nil	By end 2027, at least one external audit in Army HQ.	IA and Policy & Plans	
Output 2.1.7. Introduce regular medical checks for all MoD staff against medical/fitness standards for employment.	Medical checks	Nil	By end 2024, process for medical checks to be started. By end 2025, all MoD staff to be checked against medical/fitness standards.	HR and Admin & Finance	
Outcome 2.2. Improved management of Defence information					
Output 2.2.1. Develop Defence information management guidelines and SOP.	Publication and implementation of IM guidelines and SOP.	Draft available since 2017, in ICT SOP in SOM and ENG.	By mid 2023, ICT and IM guidelines and SOP published and implemented in MOD. By mid 2024, ICT and IM guidelines and SOP published and implemented in Army HQ.	ICT and Protective Security sections	Assumes establishment of Protective Security Section.

Objective Outcome Output	Indicators and Metrics	Baseline (2022)	Target	MoD Lead + Involvement	Assumptions
Output 2.2.2. Establish regular staff training and checks of information management	Biannual IM training for MoD and Army staff. Reports on checks of IM.	Nil	By mid 2023, IM training for all MoD office staff. By end 2023, checks on IM for all MoD departments. By mid 2024, IM training for all Army HQ office staff. By end 2023, checks on IM for all Army HQ departments.	ICT and Protective Security sections + all departments	Assumes establishment of Protective Security Section.
Output 2.2.3. Introduce IT software (HR MIS) to support improved management of personnel: e.g. leave, training, personal records,	Introduction of IT software (HR MIS)	Standard office IT only	By end 2023 IT software (HR MIS) to support improved management of personnel.	HR and ICT section	
Outcome 2.3. Improved management. efficiency and accountability of use Defence resources					
Output 2.3.1. Improve and implement MoD asset management (AM) guidelines; train Directors and all staff	Review and implementation of MoD AM guidelines and SOP. Annual AM training for all MoD staff. Checks and reports on AM in MoD.	AM guidelines written in 2019, with some training of MoD staff. AM checks started.	By end 2023, revised MoD AM guidelines and SOP published and implemented. By end 2023, all MoD to receive annual AM training. By end 2023, first report on MoD AM.	Admin & Finance + all departments	Compliance with National Asset Management policy and database.
Output 2.3.2. Develop and implement 5-year plan to manage, maintain, replace and improve assets/resources (vehicles, furniture and equipment) for MoD and Courts; include selling of old items (to resource new).	5-year plan for asset/resource management plan, linked to future budgets.	Asset/resource management is responsive to immediate priority needs; no forward planning.	By end 2023, MoD asset/resource management plan prepared and used to prepare future budgets.	Admin & Finance + all departments	

Objective Outcome Output	Indicators and Metrics	Baseline (2022)	Target	MoD Lead + Involvement	Assumptions
Output 2.3.3. Develop 5-year infrastructure development plan for MoD and Courts; for funding and implementation from 2023	5-year plan for management, maintenance and improvement of MoD infrastructure, linked to future budgets.	Infrastructure inadequate for current needs (e.g. shortfalls included staff hall, training room and offices). No coordinated plan to address shortfalls.	By end 2023, MoD infrastructure 5-year plan prepared and used to prepare future budgets. New Military Court planned for 2024 budget.	Admin & Finance and Policy & Plans + all departments	
Output 2.3.4. Develop 5-year plan for improvement of Defence ICT, including information/cyber security, networking, training.	Preparation and implementation of plan for improvement of MoD/Army ICT.	Individual IT available to many staff in MoD/Army offices. No networking, little security, no ICT plan.	By mid 2023, ICT guidelines and SOP published and implemented in MOD. By mid 2024, ICT guidelines and SOP published and implemented in Army HQ.	ICT and Protective Security sections + all departments	In cooperation with MoICT. Also coordinated with other ministries. Assumes establishment of Protective Security Section.
Output 2.3.5. Develop Army 5-year strategic resource plan to improve efficiency and accountability of use of defence resources (personnel, infrastructure, major equipment and activity).	MoD and Army HQ jointly prepare Army Force Structure and Strategic Resource Plans, linked to future budgets.	Nil.	By end 2024, training for MoD and Army Plans staff. By end 2025, draft Army Force Structure and Strategic Resource Plans prepared, for future budgets.	Policy & Plans	
Output 2.3.6. Form MoD/Army technology research group to identify potentially useful technology (military, admin, ICT etc)	Technology research group formed.	Nil	By end 2026, technology research group has met, reviewed Army Force Structure and Strategic Resource Plans and made recommendations on future technology.	Policy & Plans	

Objective Outcome Output	Indicators and Metrics	Baseline (2022)	Target	MoD Lead + Involvement	Assumptions
Objective 3. Develop effective Defence external coordination with other ministries and partners which enables collaborative work and increases national defence.					
Outcome 3.1. Increased defence foreign relations, coordinated with MoFA.					
Output 3.1.1. Regular established contacts with other MoD and defence forces in region.	Number and level of meetings. Issues discussed and resolved.	No MoD – MoD contacts. SLNA regular liaison with ENDF.	By end 2023, Minister to have met counterparts from at least 3 African countries.	Minister + Policy & Plans and Mil Ops	
Output 3.1.2. Access to appropriate foreign military training.	Foreign military training offered and accepted.	Individual training for selected officers in ETH, interrupted by insecurity.	By end 2024, to establish African alternative (or addition) to Ethiopia for military training.	Minister + Policy & Plans and Mil Ops	
Output 3.1.3. Access to appropriate UK specialist courses (in region or UK).	Number and types of courses.	No formal UK courses for MoD or Army staff in last three years (except local training)	By end 2024, some MoD or Army staff attend UK courses (in region or UK).	Policy & Plans	Assumes courses made available by UK and funding for attendance.
Outcome 3.2. Improved security cooperation across government.					
Output 3.2.1. Improve cross-government intelligence sharing forum/process through MoD and Army participation.	Routine preparation and sharing of Defence infiormation by staff. Participation in cross-government intelligence sharing forum/process.	Limited sharing of information except by force commanders.	By end 2023, establish regular Defence intelligence staff and process; and also information security protocols. By end 2024, contribute to regular cross-government intelligence sharing forum/process.	Mil Ops	Assumes establishment of Mil Ops Department.

Objective Outcome Output	Indicators and Metrics	Baseline (2022)	Target	MoD Lead + Involvement	Assumptions
Output 3.2.2. Develop regulations, processes and SOPs to allow the use of military resources for civilian relief (MACA and MACC) in emergencies.	Development and implementation of processes and SOPs for the use of military resources for civil emergencies.	Assistance is provided without formal arrangements.	By end 2024, develop and implement processes and SOPs for the use of military resources for civil emergencies.	Mil Ops + Legal and Policy & Plans	Assumes establishment of Mil Ops Department. Target could be brought forward in the event of civil emergency.
Output 3.2.3. Conduct contingency planning and training for MACA and MACC in emergencies.	Contingency planning and training for use of military in civil emergencies.	No planning or training.	By mid 2025, develop at least two contingency plans for the use of military resources for civil emergencies. By end 2025, start training military for civil emergencies.	Mil Ops	Assumes establishment of Mil Ops Department. Target could be brought forward in the event of civil emergency.
Output 3.2.4. Develop processes and training for coordination of joint (with other national forces) security operations, including contingency planning.	Processes, training and contingency planning for joint security operations.	No planning or training.	By mid 2026, develop processes, training and at least two contingency plans for joint security operations.		Assumes establishment of Mil Ops Department. Target could be brought forward in the event of operational requirement.
Objective 4. Develop protective security protocols and capability for Defence; as a basis for a wider government response.					
Outcome 4.1. Protective security protocols and capability for Defence.,					

Objective Outcome Output	Indicators and Metrics	Baseline (2022)	Target	MoD Lead + Involvement	Assumptions
Output 4.1.1. Develop and implement ICT and information security guidelines and SOP.	Publication and implementation of ICT and information guidelines and SOP.	Draft available since 2017, in ICT SOP in SOM and ENG.	By mid 2023, ICT and information security guidelines and SOP published and implemented in MOD. By mid 2024, ICT and information security guidelines and SOP published and implemented in Army HQ.	ICT and Protective Security sections	Assumes establishment of Protective Security Section. In cooperation with MoICT. Also coordinated with other armed forces.
Output 4.1.2. Develop and implement cybersecurity guidelines and SOP.	Publication and implementation of cybersecurity guidelines and SOP.	Nil.	By mid 2024, cyber-security guidelines and SOP published and implemented in Defence.	ICT and Protective Security sections	Assumes establishment of Protective Security Section. In cooperation with MoICT. Also coordinated with other armed
Output 4.1.3. Develop and implement physical security guidelines and SOP.	Publication and implementation of physical security guidelines and SOP.	Nil.	By end 2023 physical security guidelines and SOP published and implemented in Defence.	Protective Security Section.	Assumes establishment of Protective Security Section.
Output 4.1.4. Develop and implement personnel security guidelines and SOP, including vetting.	Publication and implementation of personnel security guidelines and SOP.	Nil	By end 2025 personnel security guidelines and SOP published and implemented in Defence.	Protective Security Section.	Assumes establishment of Protective Security Section.
Output 4.1.5. Develop capability and programme for security advisory visits/surveys to identify shortfalls and remedial action.	Capability for and reports from security advisory visits/surveys	Nil	By end 2026, programme of and reports from regular security advisory visits/surveys in MoD and Army.	Protective Security Section.	Assumes establishment of Protective Security Section.

Objective Outcome Output	Indicators and Metrics	Baseline (2022)	Target	MoD Lead + Involvement	Assumptions
Objective 5. Develop an enduring national capability for explosive hazards management.					With technical advice from HALO. To align with National Strategic Plan for EHM.
Outcome 5.1. An enduring national capability for explosive hazards management.					
Output 5.1.1. Fully establish MoD Mine Action Dept with capability to coordinate national EHM.	All sections and staff of Mine Action Dept fully employed and effective.	Mine Action Dept limited by staff skills and resources.	By end 2023, All sections and staff of Mine Action Dept fully employed and effective.	Mine Action	
Output 5.1.2. Establish and train a national Standards & Inspection (S&I) team to advise, inspect and certify the safety and security of arms and ammunition (SSAA)	Establishment and training of S&I team.	Nil.	To be decided in National Strategic Plan for EHM.	Mine Action	
Output 5.1.3. Start a programme for SSAA inspections to identify shortfalls and remedial action.	Programme of work for S&I team. Advisory, inspection and certification reports.	Nil	To be decided in National Strategic Plan for EHM.	Mine Action	
Output 5.1.4. Equip and train national EOD teams.	Capability and use of national EOD teams.	To be assessed in 2022, in accordance with National Strategic Plan for EHM.	To be decided in National Strategic Plan for EHM.	Mine Action	
Output 5.1.5. Establish national mine clearance teams (on departure of HALO)	Capability and use of national mine clearance teams	HALO employs own and MoD mine clearance teams.	To be decided in National Strategic Plan for EHM.	Mine Action	

Objective Outcome Output	Indicators and Metrics	Baseline (2022)	Target	MoD Lead + Involvement	Assumptions
Objective 6. Reduce insecurity in eastern Somaliland. (Focus is on Defence contribution to reduction in insecurity in eastern SL).					
Outcome 6.1. Enhanced Defence responses for eastern Somaliland, coordinated across government.					
Output 6.1.1. Develop cross-government coordination in order to identify MoD/Army security and other responses to eastern SL.	Frequency and extent of Defence coordination across government.	Nothing formal or routine.	By mid 2023, to establish regular coordination across government.	DG and DDR	
Output 6.1.2. In conjunction with other ministries, improve Defence communication and coordination with elders and communities in all of eastern SL, and share information.	Frequency and extent of communication between Defence and elders/ communities and information gained.	Nothing formal and routine.	By mid 2024, to establish regular communication with all elders/ communities of interest.	DDR	
Output 6.1.3. Collect information and conduct assessment of specific areas/conflicts.	Assessments of specific areas and conflicts and possible Defence responses	No formal information collection and assessment.	By end 2024, to identify areas and issues of Defence interest and possible responses.	DDR	
Output 6.1.4. Develop and implement conflict reduction or prevention options to improve security in specific areas: e.g. pre-deployment of Army, training Army in de-escalation and mediation, engagement with traditional leaders, integration of forces.	Defence conflict reduction options developed and implemented in specific areas.	No formal plan for Defence conflict reduction options.	By end 2025, Defence conflict reduction options developed and implemented in specific areas. By end 2026, assess effect of and adjust Defence conflict reduction options.	DDR	

Objective Outcome Output	Indicators and Metrics	Baseline (2022)	Target	MoD Lead + Involvement	Assumptions
Output 6.1.5. In coordination with other Ministries, develop MoD/Army non-security responses (MACA/ MACC) in eastern SL: e.g. communications, procurement of supplies, local employment.	Defence non-security responses developed and implemented in specific areas.	No formal plan for Defence non-security responses.	By end 2025, Defence non-security responses developed and implemented in specific areas. By end 2026, assess effect of and adjust Defence non-security responses.	DDR	
Output 6.1.6. With MoI, coordinate action to control civilian use of weapons on Sool & Sanaag.	Civilian use of weapons in Sool and Sanaag controlled. Reduction in offences involving civilian use of weapons.	Action to control civilian use of weapons not implemented.	To be determined in consultation with MoI.	DDR	
Output 6.1.7. Lead development of DDR for militias; coordinate with SL and international partners; start with pilot scheme.	DDR coordination with SL and international partners. Development of DDR plans. Start of DDR pilot scheme.	Nil	By end 2024, start DDR coordination with government and international partners. By end 2026, develop proposal for DDR pilot scheme.	DDR	Assumes technical advice and support from international partners.
Objective 7. Improve management and employment of Army personnel.					
Outcome 7.1. Improved employment and personnel management for all Army personnel, particularly women, youth, minorities and graduates, in line with government policy.					

Objective Outcome Output	Indicators and Metrics	Baseline (2022)	Target	MoD Lead + Involvement	Assumptions
Output 7.1.1. Introduce retirement and pensions for Army and other forces.	Start of implementation of retirement and pension payment. Numbers of personnel retired.	Law 88/2019 passed. Regulations developed. No implementation.	By end 2023, start retirement of selected personnel from Army. By end 2024, complete retirement of all pensionable personnel from all armed forces.	Pensions & Welfare	Depends on Presidential direction.
Output 7.1.2. Develop veterans' ID card and certificate of service (to assist civilian employment).	Veterans' ID card and certificate of service.	Nil	By mid-2023, prepare veterans' ID card and certificate of service.		Similar/linked to MoD Welfare ID card.
Output 7.1.3. Identify shortfalls in military careers and Army Human Resource Management (HRM) affecting women, youth, minorities and graduates; identify affirmative actions.	Identification of shortfalls and affirmative actions in Army HRM.	Army HRM is not formal nor meritocratic. It does not make full use of ICT. Employment of women, youth and minorities needs improvement.	By end of 2024, identify shortfalls and affirmative actions in Army HRM.	Policy & Plans	
Output 7.1.4. Coordinate Army development of transparent system of promotion, appointment and career management, by merit.	Changes to Army HRM and systems of promotion, appointment and career management.	See above.	By end 2025, develop transparent system of promotion, appointment and career management, by merit, in the Army; with implementation plan.	Policy & Plans	
Output 7.1.5. Coordinate development of meaningful employment and careers for women, minorities and graduates.	Changes to Army HRM and employment of women, minorities and graduates.	See above.	By end 2025, develop options to improve the Army's employment of women, minorities and graduates; with implementation plan.	Policy & Plans	

PART FIVE IMPLEMENTATION

Part Five – Coordination and review of work.

11. Coordination. The implementation of this plan will require frequent, top-level direction and coordination. A Defence Committee (Defence development committee) will be established, chaired by the Defence Minister, with members from the Army, MoD and Military Courts, to oversee and direct work. This will meet quarterly to review progress on all items and to consider specific issues in greater detail. Staff appointed to lead on an item will submit a short, written report in advance of the meeting, summarizing progress and identifying any concerns. Detailed terms of reference will follow. The Committee will direct amendments to this strategic plan.

12. Monitoring and Evaluation (M&E). All activity, outputs and tasks, related to this plan and listed in the Results Framework, will be subject to M&E, as required by Somaliland law. This includes monitoring of inputs, process and outputs, and the evaluation of impact. The Head of MoD's Internal Audit is responsible for drawing up and delivering an appropriate programme of M&E. Directors are responsible for ensuring that appropriate information is recorded, maintained and made available to enable M&E.

13. Resource Mobilization. This plan will be mainly resourced by the regular budgets of the MoD, Army and Military Courts. Where additional or special purpose funding is required, a request will be made to the Ministry of Finance, in accordance with normal budgetary procedures. Where possible, the MoD will also draw on appropriate globally available resources, both technical and financial to support this plan.