



REPUBLIC OF SOMALILAND

**MINISTRY OF EMPLOYMENT, SOCIAL AND
FAMILY AFFAIRS**

NATIONAL EMPLOYMENT POLICY OF SOMALILAND

August 2020

TABLE OF CONTENTS

ABBREVIATIONS AND ACRONYMS	5
PREFACE.....	7
ACKNOWLEDGEMENT	9
1. ECONOMIC TRENDS AND EMPLOYMENT	10
1.1 Economic Environment	10
1.1.1 Gross Domestic Product	10
1.1.2 Gross Capital Formation	10
1.1.3 Exports and Imports	10
1.1.4 Consumption Expenditure.....	11
1.1.5 Remittances.....	11
1.2 Demographic Context	11
1.2.1 Population	11
1.2.2 Poverty	11
1.2.3 Economic Activities	12
1.2.4 Sources of Income	12
1.2.5 Education.....	12
1.3 Employment and Labour	13
1.3.1 Labour Force Participation	13
1.3.2 Vulnerable Employment	13
1.3.3 Unemployment	14
1.3.4 Underemployment	14
1. 4 Need for Employment Policy	14
1.5 Approach and Methodology to Employment Policy Formulation.....	15
1.5.1 Situational Analysis.....	15
1.5.2 Consultation with the MDAs	15
1.5.3 Consultation with Non-State Actors.....	15
1.5.4 Validation Workshop	15
1.6 Employment Policy Content.....	16
2. SITUATIONAL ANALYSIS,.....	18
2.1 Agriculture, Livestock and Fisheries Development	18
2.2 Infrastructure and Labour Intensive Programmes	19
2.3 Private Sector Development.....	19

2.4 Education and Training	19
2.5 Research, Innovation and Technology Development	20
2.6 Informal sector and MSMEs Development.....	21
2.7 Women Empowerment	22
2.8 Youth Employment	23
2.9 Diaspora Investment and Employment	24
2.10 Persons with Disabilities	25
2.11 Child Labour,	25
2.12 Persons with HIV/AIDS.....	26
2.13 Occupation Health and Safety	26
2.14 Labour Market Information	27
2.15 Priority Employment Themes and Emerging Issues	28
3. POLICY FRAMEWORK	30
3.1 Rationale	30
3.2 Core Values and Guiding Principles	30
3.2.1 Good Quality Economic Growth.....	30
3.2.2 Social Justice.....	30
3.2.3 Empowerment and Participation	30
3.2.4 Social Dialogue	31
3.2.5 Equity.....	31
3.2.6 Adherence to the Constitution	31
3.2.7 Community-Driven Initiatives.....	31
3.2.8 Social Dialogue	31
3.2.9 Adherence to International Labour Standards.....	32
3.2.10 Private Sector- led Growth and Employment Generation.....	32
3.2.11 Employment Creation as a Key Indicator for Economic Performance	32
3.3 Policy Goal	32
3.4 Policy Purpose	32
3.5 Priority Themes and Policy Objectives.....	33
4. POLICY OBJECTIVES AND STRATEGIES FOR EMPLOYMENT CREATION.....	35
5. LEGAL AND INSTITUTIONAL FRAMEWORK FOR POLICY IMPLEMENTATION	49
5.1 Legal Framework.....	49

5.2 Institutional Framework for Policy Implementation.....	49
5.2.1 Central Government.....	50
5.2.2 The Private Sector	51
5.2.3 The Employers’ Organizations.....	51
5.2.4 Regional and Local Authorities.....	51
5.2.5 Workers’ Organizations.....	52
5.2.6 Development Partners	52
5.2.7 Academic, Training and Research Institutions	52
5.2.8 Financial Institutions	52
5.2.9 Civil Society.....	53
5.2.10 Mass Media	53
6. POTENTIAL CHALLENGES TO THE IMPLEMENTATION OF THE POLICY	54
6.1 Commitment by all Actors.....	54
6.2 Weakness in Administration.....	54
6.3 Synergy in Macro-Economic Policies.....	54
6.4 Peoples’ Attitude and Work Culture	54
6.5 Financing the Implementation of the Policy.....	55
7. IMPLEMENTATION ARRANGEMENTS.....	56
7.1 Introduction	56
7.2 Structures for Policy Implementation.....	56
7.3 Policy Monitoring and Evaluation.....	56
7.4 Review and Revision of the Employment Policy	57
7.5 National Employment Programme.....	57
8. IMPLEMENTATION PLAN FOR THE NATIONAL EMPLOYMENT POLICY	58

ABBREVIATIONS AND ACRONYMS

AIDS	Acquired Immune Deficiency Syndrome
CBOs	Community Based Organizations
CEO	Chief Executive Officer
CSOs	Civil Society Organizations
CSSP	Civil Service Somaliland Strengthening Project
DP	Development Partners
EPZs	Export Processing Zones
FDI	Foreign Direct Investment
GBV	Gender Based Violence
GDP	Gross Domestic Product
GoSL	Government of Somaliland
HIV	Human Immunodeficiency Virus
ICT	Information Communication Technology
IDPs	Internally Displaced Persons
ILO	International Labour Organization
LESCO	Labour, Economic and Social Council
LMI	Labour Market Information
LMIS	Labour Market Information System
M&E	Monitoring and Evaluation
MDAs	Ministries, Departments and Agencies
MESFA	Ministry of Employment, Social and Family Affairs
MSMEs	Micro, Small and Medium Enterprises
MoEHS	Ministry of Education and Higher Studies

MTEF	Medium Term Expenditure Framework
NDP	National Development Plan
NEP	National Employment Policy
NGOs	Non-Governmental Organizations
OHS	Occupational Health and Safety
PPME	Policy, Planning, Monitoring and Evaluation
PPP	Public, Private Partnership
PWD	Persons with Disabilities
SDGs	Sustainable Development Goals
SLDA	Somaliland Diaspora Agency
SLWCC	Somaliland Women Chamber of Commerce
SSA	Somaliland Special Arrangement
SSCO	Somaliland Standard Classification of Occupation
TVET	Technical, Vocational Education and Training
USD	United States Dollar
WHO	World Health Organization

PREFACE

The Somaliland Vision 2030 inspires, and raises national hopes, of attaining high economic and employment growth to meet the needs and aspirations of all Somalilanders. This has strengthened our determination to build a strong, diversified and competitive economy that will provide adequate and sustainable employment opportunities in Somaliland. In this regard, our goal is to achieve full and productive employment for all Somalilanders. The goal of the National Employment Policy is to create gainful and decent employment opportunities for the growing labour force to improve their living conditions and contribute to economic growth and national development within the framework of equity, fairness, security and dignity.



The overall vision of this National Employment Policy is to have society engaged in decent gainful employment capable of generating adequate income to sustain it, and reduce poverty as envisaged by the Vision 2030 and National Development Plan (2017-2021), as well as facing the challenges of labour market gaps in the globalized economy. The following are the specific policy objectives of the National Employment Policy.

1. *Promoting investment in modernized agriculture, livestock and fisheries as the sectors of economy that have the potential for job creation*
2. *Giving priority to the use of labour intensive approaches in the production of public goods and services including the implementation of labour intensive public works and infrastructure*
3. *Removing operational and institutional bottlenecks that hamper private sector competitiveness and accelerated growth and improved business investment climate*
4. *Producing a cadre of professionals capable of operating efficiently within the formal sector as well as creating employment for others.*
5. *Developing and institutionalizing research based and sectoral innovation and technology development programmes for supporting productive employment*
6. *Transforming informal sector and developing MSMEs to create decent and productive jobs*
7. *Promoting gender equity and equality at the work place*
8. *Creating human resource development opportunities for the youth to acquire demand driven skills and competencies for productive wage and self-employment*
9. *Facilitating and coordinating employment of Somaliland citizens living abroad and return of skilled professionals to fill skills gaps*

10. *Improving access to employment opportunities and productive resources for PWDs*
11. *Reducing the impact of HIV/AIDs and other diseases on employment creation at the work place*
12. *Encouraging employers and employees in the formal and informal sectors of the economy to reduce or eliminate occupational hazards*
13. *Institutionalizing LMI that adequately informs planning and decision making process.*

Employment creation is a multidimensional issue involving all Somaliland citizens, Government Ministries, Departments and Agencies, Regional and Local Authorities, The Private Sector, Employers and Workers organisations, the Development Partners and a wide range of various NGOs and Civil Society organizations. The purpose of this policy is to guide all stakeholders on creation and enhancement of the quality and availability of gainful employment opportunities. The policy recognizes that creation of employment leads to stable incomes, savings and improved livelihoods thus contributing to economic growth. The policy emphasizes the need for improved labour market information and database for monitoring the trends in employment in key sectors as well as trends in real wage growth for vulnerable workers.

We therefore call upon the private sector, employers, workers, CSOs and other stakeholders to collaborate closely and effectively with the Government to achieve, the successful implementation of this National Employment Policy.

In conclusion, we express our deep appreciation to individuals and organizations, too many to mention, who have in one way or the other, contributed to the successful preparation of the National Employment Policy.

Hinda Jama Hirsi Gaani

Minister for Employment, Social and Family Affairs

ACKNOWLEDGEMENT

The employment situation in Somaliland has not improved much despite better economic growth performance, macro-economic stability and improved infrastructure in the last seven years. In line with Vision 2030 and National Development Plan (2017-2021), the Ministry of Employment, Social and Family Affairs and stakeholders have been worked in close collaboration to develop a comprehensive National Employment Policy that will give direction to addressing the employment challenges in Somaliland. In this regard, the primary focus of our National Employment Policy will be to address the employment situation, and deal with decent work deficits, targeting in particular, vulnerable groups, the youth, women and persons with disability.



The Ministry of Employment, Social and Family Affairs wishes to extend its appreciation to all institutions and individuals who have contributed in diverse ways towards the formulation of this National Employment Policy.

We acknowledge the invaluable inputs of the Somalilanders, Government Ministries, Departments and Agencies, Regional and Local Authorities, the Private Sector, Employers and Workers organisations, the Development Partners and various NGOs and Civil Society Organizations in the policy development process.

Our appreciation goes to the World Bank for providing both technical and financial assistance for the development of this National Employment Policy.

The Ministry of Employment, Social and Family Affairs is hopeful that as it focuses its attention on full implementation, key stakeholders will continue to provide support to this important process and assist in the operationalisation of employment-intensive growth strategies in our development plans and programmes in order to facilitate the creation of productive employment opportunities in Somaliland.

Abdirashid Ibrahim Sh. Abdirahman

DIRECTOR GENERAL,

MINISTER FOR EMPLOYMENT, SOCIAL AND FAMILY AFFAIRS

1. ECONOMIC TRENDS AND EMPLOYMENT

1.1 Economic Environment ¹

1.1.1 Gross Domestic Product

Somaliland's GDP increased by 10.6 percent from 2012 to 2017. Somaliland's GDP amounted to 2,573 million US Dollars in 2017, while GDP per capita amounted to 675 US Dollars. The growth of real GDP, at constant 2015 prices, was close to 11 percent from 2012 to 2017– an average annual growth rate of 2 percent. However, real GDP decreased by 1 percent in 2017 due to a substantial decrease of exports of livestock. The economy of Somaliland is dominated by low productivity sectors with livestock and retail trade making up over 50% of GDP, wholesale and retail trade (21.9%), real estate activities (7.6%), and crops (7.0%). Livestock has traditionally been the backbone of the economy and highest contributor to Somaliland's GDP. On the other hand, sectors that are key for economic growth such as energy (1.0%) and finance (0.3%) have meagre contribution to economic development.

1.1.2 Gross Capital Formation

Gross fixed capital formation amounted to 457 million US Dollars in 2017. The volume more than doubled from 2012 to 2017. Close to 50 percent of gross fixed capital formations consisted of buildings and structures. The rest was made up of transport equipment at 21 percent and machinery and other equipment at 31 percent.

1.1.3 Exports and Imports

The exports amounted to 202 million US Dollars in 2017. The major export product is live animals with a share of the total decreasing from 91 percent in 2012 to 73 percent in 2017. The volume decreased by 45 percent from 2012 to 2017 due to a decrease by 51 percent of exports of live animals. Frankincense is also an important export product. Expenditure by non-residents in Somaliland is recorded as exports of services and account for 5-10 percent of the total. In contrast imports amounted to 1,154 million US Dollars in 2017 with the volume increasing by 19 percent from 2012 to 2017. Consumer goods made up close to 50 percent of imports with a share of food and beverages at 36 percent. Capital goods made up 39 percent of the total. The remaining 13 percent include industrial supplies and fuels. Imports as recorded by the

¹ Statistics on Somaliland Gross Domestic Product (2012-2017 October, 2018,) Ministry of Planning and National Development.

Somaliland Customs cover about 25 per cent of the estimated total imports with shares of product groups.

1.1.4 Consumption Expenditure

Household final consumption expenditure amounted to 2,840USDollars in 2017. The volume growth from 2012 to 2017 was 13percent. Food and beverages made up close to 57percent of household consumption in 2017. The share of housing was 26 percent, while the share of other goods and services was 17 percent. Government final consumption expenditure amounted to 228 million US Dollars in 2017 with a share of central government at 86 percent. The volume increased by more than 50 percent from 2012 to 2017.

1.1.5 Remittances

It is estimated that between USD 500–900 million in remittances per year are received in the country, which is used for investment and household consumption. Despite the challenges in assessing the inflows of remittances, it is clear that they play a key role in Somaliland's economy, particularly in contributing to household income and supporting consumption.

1.2 Demographic Context ²

1.2.1 Population

The UNFPA population survey of Somaliland conducted in 2014 indicated that the population of Somaliland was 3,508,180. By project this number through the different years with the growth rate 3%, the population of Somaliland stood at 4,027,610.29 (2019), comprising of 53% urban, 11% rural, 34% nomadic and 2% IDPs. Women constitute 50% of the population. The growing urban population is already reshaping the socio-economic dynamics in Somaliland. More individuals in cities mean an increased demand for services and jobs. Currently Somaliland has a very young population with over 74.5% of the population in the 5-34 years' age range. Very few individuals are over 65 years old, which is partly the result of the nation's low life expectancy (males 48.8 years and females 52 years).

1.2.2 Poverty

Overall 56.4% of the population is poor. In 2016 more than 29% of the urban population were considered living in poverty. Poverty is more prevalent in rural

² Somaliland Demographic Statistics, 2017 Edition, Central Statistics Department , Ministry of Planning and National Development

areas, where the poverty headcount rate stands at 37%. In rural areas, 21% of the population is considered living in extreme poverty compared to 10% in urban areas. Somaliland has high rates of inequality both in urban as well as in rural areas with a Gini coefficient of 43.0 in urban areas as compared to 46.0 in rural areas.

1.2.3 Economic Activities

Around 40% of households in rural and urban areas do not have any economically active individuals aged 15 to 54. Households without any economically active adults are around three in urban areas, most working adults are found in the services sector (67.8%) as well as most wage employees (71.4%). However, working adults in rural areas are divided almost equally between services (48.9%) and agriculture and livestock activities (40.4%). Wage employees in rural areas are mainly found in services with less than 5% working in agriculture and livestock activities.

1.2.4 Sources of Income

For urban households, wages are the most important source of income (38%) with remittances as the second most important source (31%). In rural areas the most important source of income is self-employment in non-agricultural activities, with 21% of all rural households benefiting from these activities. Although 59% of rural households own livestock, only 14% consider animals as a source of income. Unlike urban households, remittances are a small source of income for rural households as only 16% of them receive remittances.

1.2.5 Education

The 2017 – 2021, education sector strategic plan estimates net primary enrolment at 33.7% and secondary level of 20.5% with projected trend of 54% and 25.3% respectively by 2021. The available statistics reveals an enrolment rate of 26.2% for primary school and 25.8% for secondary school. In addition 50.7% of women and 25.8% of men have received no education and only 9.5% of female attended secondary school, compared to 20.1% of men. As a contrast only 13.5 % of female have university degree compared to 23.2% of men.

1.3 Employment and Labour ³

1.3.1 Labour Force Participation

Somaliland's economy is largely informal with limited options for formal employment. 10.6% of the population is in formal full-time employment and 8.3% in formal part-time paid employment. Somaliland Labour force Survey conducted in 2012 indicated that the inactive female population constituted 62 % while that of male was 38 percent. Employed male population accounted for 38.4 percent compared with female population of 19.9%. The region with highest rate of employed population is Sanaag with 38.3%. On the other hand, the region with lowest unemployment population is Awdal with 15.1% Both employment and unemployment ratios increases with educational level attainment while inactivity decreases with the level of education. Meanwhile, the employment of working age group does not change significantly with wealth quintile⁴.

In 2012 the labour force participation rate stood at 46% as compared to 85.4% in 2019. In the same vain 42.9% of those in full-time employment and 47.4% in part time employment have university degrees. The labour participation rate shows the number of employed and unemployed per 100 of the population. Women have a lower force participation than men; 27 percent among women and 48 percent among 10 years and older. The labour force participation is highest in the age group 30 -59 years, this applies both women and men. The nomadic population have the highest labour participation rate, 42 percent among and 60 percent among men⁵.

1.3.2 Vulnerable Employment ⁶

Vulnerable employment is defined as the sum of own account workers who do not hire paid employees on a continuous basis. The total percentage of vulnerable employment stands at 43.0% for men and 61.0% for women. Conversely, men are more likely to function as employers, where 11% of women and 7.4% of women are employers with 17% men employing at least one person as compared to 7% of the female.

³ Women and Men in Somaliland, Facts and Figures 2018, Statistics Sweden and Ministry of Planning and National Development

⁴ Women and Men in Somaliland book (p 53)

⁵ Women and Men in Somaliland book (p 53)and ILO, Labour Force Survey Somaliland 2012

⁶ Annual Report on Social Development for Member State(2019) : Social Development Indicators , Djibouti

1.3.3 Unemployment ⁷

Overall unemployment rate stands at 52.5% (52% rural and 53% urban. Among the youth (15-24), Borama's unemployment rates are 69% and 62% for urban and rural areas respectively. Hargeisa's unemployment rates were 34% and 41% for urban and rural areas while Burao had unemployment rates of 46% and 53% for urban and rural areas.

1.3.4 Underemployment ⁸

Only about 15% of males worked within the standard work week of 40-48 hours in both urban and rural areas. Among females, zero percent worked within this hour band. This suggests that employed persons tend to work for fewer than expected hours or excessive hours in a typical work week. In urban areas, about 8.8 percent of employed males and 14.3 percent of employed females worked for less than 25 hours in the last week. In addition, about 57% of males and 47% of females were desirous of more working hours in urban areas. Most individuals would have wished to work for 4 or 5 additional hours in the last week.

1. 4 Need for Employment Policy

A national employment policy is a vision and a practical, comprehensive plan for achieving a country's employment goals. Somaliland needs it because employment challenges are getting more and more complex as depicted by the following factors.

- Demographic trends are putting enormous pressure on labour markets.
- Structural change in Somaliland represents a formidable opportunity as well as a huge challenge, as people move out of the agricultural sector and into the manufacturing or service sectors in urban areas.
- Economic growth does not automatically translate into more decent jobs and more benefits for the poor.
- Informal employment (work that lacks social and legal protections and employment benefits) is still prevalent in Somaliland.
- Wage inequality is rising with workers benefitting less from economic growth.
- Secure, full-time employment with benefits is no longer the norm in Somaliland
- There are more women in the labour force, but their quality of employment, including wages, working conditions and prestige, still lags behind men.

⁷ ILO, Labour Force Survey, 2012

⁸ IGAD ,Annual Report on IGAD Economies (2018/19): Macro Economic Development, Djibouti

1.5 Approach and Methodology to Employment Policy Formulation

1.5.1 Situational Analysis

The situational analysis for employment in Somaliland was undertaken in order to identify the past, present and future employment trends for the period 2012-2018 in line with the best practice, NDP I (2012-2016), NDPII (2017-2021) and Vision 2030. The critical part of the situational analysis was the identification of priority themes for creation of decent and productive employment.

1.5.2 Consultation with the MDAs

Consultation was undertaken with the Ministries, Departments, Agencies (MDAs). Each of the MDA was required to review the draft National Employment Policy in terms of:

- Priority thematic areas for employment generation that is relevant to each MDA
- Critical issues for the priority thematic area
- Strategies required to overcome each identified challenge
- Policy framework (core values, core principles, policy goal)
- The role of the MDAs in the implementation of the policy

1.5.3 Consultation with Non-State Actors

The non-state actors were selected from employers and workers organizations, private sector, development partners, civil societies, NGOs, financial institutions and academia. The selected non-state actors were required to review the following information:

- Economic environment required to support productive employment
- Priority employment creation themes
- Situational analysis for each priority thematic area
- Overall policy framework
- The role of key non-state actors in employment creation

1.5.4 Validation Workshop

The senior members of staff from all the MDAs and CEOs / Managing Directors from stakeholders were involved in the validation of the draft national employment policy. The draft report was presented during the validation workshop and the participants were required to validate the following information.

- Economic environment, demographic trends, employment and labour context in Somaliland

- Priority employment thematic areas
- Situational analysis for priority thematic areas
- Policy objectives for each thematic area
- Institutional roles for the implementation of the national employment policy
- Challenges likely affect the implementation of the policy
- Recommendations and way forward

1.6 Employment Policy Content

The National Employment Policy is divided into the following seven (7) sections

Section 1: Economic trends and employment

This section reviews the trends on economic environment, demographic context and employment and labour for the period 2012-2017.

Section 2: Situational analysis

This section undertakes a situational analysis on thematic employment areas. The analysis assists in identification of the priority thematic employment areas and emerging issues.

Section 3: Policy framework

The policy framework provides information rational for the National Employment Policy, core values and guiding principles, policy goal and purpose including priority themes and policy objectives.

Section 4: Policy objectives and strategies for employment creation

This section covers information on policy objectives and strategies for each employment thematic area.

Section 5: Legal institutional framework, roles and responsibilities

In this section the critical institutions for facilitating the implementation of National Employment Policy are identified including their roles and responsibilities

Section 6: Potential challenges to the implementation of the policy

This section identifies the critical challenges likely to affect the implementation of the National Employment Policy

Section 7: Implementation arrangements

The structures for policy implementation, monitoring and evaluation are reviewed in this section

Section 8: Implementation plan

The implementation plan for the National Employment Policy is provided in this section.

2. SITUATIONAL ANALYSIS^{9,10}

2.1 Agriculture, Livestock and Fisheries Development

The production sector (agriculture, livestock and fisheries) is responsible for more than 40% of the country's GDP. Livestock contributes 29.5% to GDP followed by agriculture (13.4%) and fisheries (0.3%). The productive sector is a major contributor for employment, hiring around 27% of women and 20% of men in the labour force. The development of agriculture, livestock and fisheries is affected by the following constraints:

- Inadequate promotion for the use of labour-based methods in the construction and maintenance of rural feeder roads and other public infrastructure for supporting agri-business, livestock and fisheries development
- Inappropriate encouragement for investment in the production of agriculture, livestock and fisheries enterprises that have the greatest long-run potential to employ large numbers of wage workers while competing effectively on international markets
- Poor promotion for agro-processing and agri-enterprises to improve productivity and employment opportunities.
- Inappropriate access and provision for rural financial services for income generating activities
- Inadequate market access and poor management of cooperatives for supporting livestock, fisheries and agriculture development
- Pastoralist are facing challenges in accessing viable land for grazing mostly due to an increase in land enclosures, charcoal harvesting and environmental degradation

About half of the Somaliland population is engaged in crop production and/or rearing livestock. 60% of rural households, 15% of urban households and all nomadic pastoralists rear livestock. However, only 20% of rural households obtain income from their livestock indicating that many consume their own livestock's products to increase calorie consumption. In addition, 40% of adults in rural areas undertake crop production and/or rearing livestock as their main activity. Agricultural activities, especially livestock production, constitute a major source of calories and income for a large portion of the Somaliland population.

⁹ National Development II (NDPII) (2017-2021)

¹⁰ Somaliland Economic Update (2017) World Bank

2.2 Infrastructure and Labour Intensive Programmes

Energy and extractives sector contribute 1% to the country's GDP. However, labour intensive programmes are not adequately mainstreamed in all infrastructure, production and extractive development. The rural and urban infrastructure and housing investments are not constructed using labour-based techniques. In addition there are inappropriate mechanisms in place for supporting labour intensive enterprises and investments with a high and sustainable employment. Employment-intensive investments can be realized from infrastructure development, production, energy and extractive sectors. In using local labour and resources they can create much needed employment and income, reduce costs, save foreign currency, and support local industry while increasing the capacity of local institutions. Currently infrastructure contributes to almost 14% of national GDP which is attributed to construction and real estate (9.8%), transportation (1.9%) and (ICT 2.0%).

2.3 Private Sector Development

Private sector in Somaliland is involved in agri-businesses, industrial development and commerce among others and therefore a more conducive business environment is critical for development and employment creation. However, the private sector firms have faced considerable challenges in the forms of increased competition in the domestic and export markets and high production and distribution costs arising from, aged and obsolete equipment, inefficient infrastructural services and low productivity. Critical bottlenecks which hamper private sector competitiveness and accelerated growth include complexity and non-transparency of the regulatory environment, limited access to long-term credit facilities, inadequate physical infrastructure, ineffective capacity of businesses and limited entrepreneurial skills. The critical success factor in local production and distribution of goods is the availability of cost-competitive and quality raw materials and other inputs supply. Major local raw materials supplies are inadequate and expensive, and local fabrication of plant and machinery is virtually non-existent. Local manufacturers have to rely on imported raw materials and equipment.

2.4 Education and Training¹¹

Secondary school attendance in Somaliland is low given that only 20.5% of secondary school aged youth are attending school. The urban – rural gap is even more

¹¹ Republic of Somaliland, Education Sector Strategic Plan (2017-2021), Ministry of Education Science

pronounced with 30.3% attending in urban areas and only 6.6% in rural settings. Secondary enrolment stands at 9.5% (10.8% boys and 8.0% girls). In addition only 10% of secondary teachers are deployed in rural areas, while only 4% of the teachers are female.

Technical and vocational training (TVET) programmes in Somaliland are characterized by little standardization. There is very little Government coordination, with most TVET programmes being privately owned and administered, often dependent on donor funding or NGOs. TVET is supported by the National Vocational Qualification Framework (2011). The TVET Department of the Ministry Education and Higher Studies (MoEHS) offers training in technical schools in Hargeisa and Burao and has one technical agricultural school in Burao. Large companies such as Telesom run their own TVET programmes. It is estimated that 29.9% of secondary school leavers participate in vocational training of some sorts. Most of the TVET programmes are informal and lack standardisation, The TVET programmes are also limited, expensive, and therefore inaccessible especially to women. The availability of publicly funded TVET is affected by inadequate funds.

There are between about 26 recognized universities in Somaliland with a total population of 17,500 students out of which an average of 5,000 students graduate annually. However, only 40% of the graduates obtain formal employment and the balance of 60% have to be self-employed or remain unemployed. It is estimated that less than 2% of Somali youth will ever attend university. Access to university education remains unattainable for many young people as they cannot afford the fees without scholarship. The universities in Somaliland have yet to address the economic added value focusing on areas with sustainable growth potential including marine studies dryland agriculture, energy and mining. Due to poor mismatch between the supply and demand of skills firms and investors in Somaliland employ skilled foreigners and diaspora to address the skill gaps.

2.5 Research, Innovation and Technology Development ¹²

In Somaliland, research, innovation and technology development is undertaken by TVET institutions, universities and private sector organisations. The MESFA has established TVET centres in urban areas for supporting youth entrepreneurship. There are about 26 registered universities in Somaliland. These universities offer academic and research based programmes including engineering and science courses

¹² Republic of Somaliland, Education Sector Strategic Plan (2017-2021), Ministry of Education Science

for supporting technology development. The TVET institutions and universities also offer entrepreneurship courses for assisting business creation and development. However, facilitation of employment creation by TVET institutions and universities through research, innovation and technology development is hampered by: -

- Weak capacity for universities and TVET institutions to establish research, innovation and technology centres for supporting entrepreneurship development
- Inappropriate mechanisms for supporting MSMEs to adopt research based innovation and technology for facilitating business creation, expansion and diversification

The private sector in Somaliland includes informal sector operators, MSMEs and large enterprises involved in agri-businesses, manufacturing, commerce and tourism which constitute the sectors that require high levels of research, innovation and technology development. However, there are weak mechanisms for developing backward and forward linkages between informal sector and MSMEs and MSMEs and large enterprises for enhancing innovation and technology transfer.

The Government has established the Policy, Planning, Monitoring and Evaluation departments within the MDAs which are tasked with the responsibility of developing MDAs specific research, innovation and technology development programmes for supporting employment creation. In addition, the Government in collaboration with development partners and private sector has established business hubs for entrepreneurship development. The Government initiatives in research, innovation and technology development are hampered by: -

- Inappropriate development of MDAs specific research, innovation and technology development programmes for supporting employment creation
- Inadequate capacity for public and private sector institutions in research, innovation and technology development
- Limited allocation of funds to MDAs for facilitating research, innovation and technology development

2.6 Informal sector and MSMEs Development

The informal sector in Somaliland is estimated to employ about 90% of the workforce and it contributes significantly to the total output of the country. Economic activities particularly characterised by informal operations are agriculture, trade and

manufacturing. The informal sector is challenged in the areas of access to credit, high level of financial risk, income insecurity, unsafe working conditions, incidence of child labour, and lack of unionisation. These challenges need to be addressed to enable the informal sector realise its full potential. The improvement of informal sector is further affected by:

- Weak capacity of informal operators and their associations in coordination, networking and policy influence.
- Poor infrastructure and provision of business development services and conducive regulatory environment

Most MSMEs in Somaliland are newly established, family owned and operated by family members. The number of MSMEs registered under the Ministry of Industry, Commerce and Tourism increased from 246 in 2010 and to 871 in 2017. The development of MSMEs is affected by accesses to finance, land, electricity, transport and taxes. Due to dearth of formal financial institutions, many MSMEs (60%) depend on remittances from abroad.

2.7 Women Empowerment ¹³

Women empowerment is entrenched in the Constitution, Gender Policy of 2015, the draft Family bill of 2014 and the draft Sexual offence Bill of 2015. It is perceived that women are less likely to reach higher levels of education than men. The percentage of women who have received no-education stands at 50.7% compared to 25.8% of men. Only 9.5% of women have attended secondary school compared to 20.1% of men and 13.5% of female have obtained a university degree compared to 23.2% of men. In 2016 the public and private formal sectors employed only 8% of economically active women which constituted about one-quarter of the total formal sector workforce.

The Somaliland Women Chamber of Commerce has 5,230 members who are entrepreneurs. SLWCC in its study (2019) found that 60-65% of businesses in Somaliland out of which two thirds have expanded or diversified their businesses since the time of establishment. In addition 70% of these women enterprises had not obtained any form of education. However, only 7% of the women entrepreneurs employ at least one person. The report further the indicates that only 8.3% of the women entrepreneurs obtained credit from financial institutions even though over 78% applied for credit to start their enterprises. Article 2.2 in the National Constitution grants women equal rights to political participation and nomination by

¹³ NAAGAD Network (March 2019), Somaliland Gender Gap Assessment, OXFAM

political parties for political leadership. There are currently nine female representatives in the Local Council out of 365, one female Member of Parliament out of 8, no women in the Upper House, three female ministers out of 32 and no female judges.

The barriers that women face when striving to access education, formal employment, self-employment and political leadership

- Gender imbalances associated with opportunities in education
- Women's limited access to appropriate training towards formal employment
- Limited access to finance for business start-ups and diversification
- Pervasive socio- cultural norms that relegate women to the domestic sphere and place the ultimate decision power in the hands of men

Gender equality is highest in the field of education and lowest political representation. The depth and breadth of gender inequality demands that all stakeholders take coordinated and concerted action at both the policy and practice level to close the gender gap in Somaliland.

2.8 Youth Employment¹⁴

Youth employment creation is supported by the National Youth Employment Strategy and the National Youth Policy of 2014 both of which have been translated into the National Youth Act of 2015. On average, 20.1% of youth (15-24years) have attended secondary school and 23% have obtained a university degree. This implies that majority of the youth in Somaliland are not educated. The 2016 manpower survey revealed that population in the 18-35 years age bracket constitutes 43% of the total population. This means that the country has great potential for socio-economic development if the youth are engaged in productive ventures. There about 17, 500 students enrolled in institutions of higher learning out of which about 5,000 graduate annually but only 37% of these graduates get formal employment. The balance of 63% has to seek opportunities in self- employment. The labour force participation rate for youth (18-35 years) is 30% for males and 20% for females. The youth unemployment rate stands at 50% (males 23% and females 27%). This situation is attributable to a number of factors including:

¹⁴ Women and Men in Somaliland Facts and Figures 2018, Statistics Sweden, Ministry of Planning and National Development

- Weak linkage between the education system and productive sectors of economy
- Mismatch of skill acquired by the youth vis-a vis what is required by the job market
- Weak support systems for entrepreneurship and small-scale business development for self-employment
- High youth migration resulting into loss of human capital

In addition females and males marry at an early age and are less likely to be educated and unmarried youth is unable to obtain accurate and complete information on sex and reproductive health

2.9 Diaspora Investment and Employment

Somaliland Diaspora Agency (SLDA) was established in 2010 to mobilize, coordinate, and integrate technological and political development in Somaliland. Diaspora efforts are meant to foster the development in Somaliland and Diaspora communities abroad and bring economic prosperity to Somaliland through proper engagement of the Diaspora Community. The importance of Diaspora Community is demonstrated by the fact that about 60% of the firms in Somaliland depend on remittances from Diaspora. In addition, the remittances contribute towards household income and consumption. It is estimated that between USD 500-900 million in remittances per year are received in the country. Many firms choose to employ skilled foreigners to address technical skills gaps and that Diaspora identifies the lack of basic and specific technical skills as a major deterrent for investing in Somaliland. The participation of diaspora in economic and socio development is hindered by the following.

- Absence of guidelines for the private agencies licensed to facilitate employment for Somalilanders abroad.
- Inadequate administration of foreign employment that inhibits effective coordination and sourcing for investments and employment and protection of workers both locally and abroad
- Inadequate role of diaspora in both the domestic market investment and contribution to the public investment in Somaliland
- Weak capacity for the department responsible for employment services to regulate, guide, monitor and coordinate activities of various stakeholders involved in employment of Somalilanders abroad.
- Absence of a revolving fund to facilitate Somalilanders seeking employment abroad.

2.10 Persons with Disabilities

The PWDs are protected by the National Disability Policy of 2015. About 4.5% % of the total population are PWDs. Majority of the PWDs are currently inactive (69%) and the employed persons with disabilities constitute 20%. The National Disability Policy of 2012 sought to mainstream the needs of the disabled into the national development process. One important aspect is the amendment of the building code that makes office and public building accessible to the disabled. The main policy challenge for this segment of the population is how to improve their training skills development, increase their productivity and employability, and ensure adequate provision of medical and psychological support. The challenges faced by PWDs are not their impediments but rather the obstacle raised by the environment they live in, the institutions they need to rely on, the attitudes of others and economic barriers which hinder their contribution as equal citizens.

2.11 Child Labour^{15, 16}

Not all work done by children should be classified as child labour that is to be targeted for elimination. Children's or adolescents' participation in work that does not affect their health and personal development or interfere with their schooling is generally regarded as being something positive. This includes activities such as helping their parents around the home, assisting in a family business or earning pocket money outside school hours and during school holidays. These kinds of activities contribute to children's development and to the welfare of their families; they provide them with skills and experience, and help to prepare them to be productive members of society during their adult life.

The term "child labour" is defined as work that deprives children of their childhood, their potential and their dignity, and that is harmful to physical and mental development. It refers to work that is mentally, physically, socially or morally dangerous and harmful to children; and interferes with their schooling. In Somaliland the working children are involved in cleaning services, domestic work, selling in shops and, hawking. 60% of the working children are aged 15-17 while only 15% are aged between 9-11 years. 80% per cent of the working children do not attend school, while 20% of them combine schooling and work. Of those not attending school, 67% have never been to school, while 33% of them had dropped out. However, the working children experience risks and hazards which include long working hours, emotional torture, injuries, physical harassment and

¹⁵ Somaliland Demographic Statistics, 2017 Edition , Ministry of Planning and National Development

¹⁶ ILO (2011), Child Labour in Somaliland A Rapid Assessment in Hargeisa, Burao and Borama, ILO Geneva

exposure to chemical/dust. Nearly 60% of employed children are working for non-relatives, while 22% of them are working for their parents and 19% for other relatives.ⁱ

The Children's Act safeguards children's interest to ensure proper provision of needed standard services to the children and adolescents irrespective of their age, sex, religion, and occupation. In order to implement the Children's Act, the Ministry of Employment, Social and Family Affairs (MESFA) has a Child Protection Section within the Department of Social Affairs. Despite these measures child protection is mainly affected by lack of overarching policy on children and general lack of child rights, low resource allocation for sectors that have high impact on children's development.

2.12 Persons with HIV/AIDS

Government and Development Partners (DPs) have made tremendous efforts to reduce the national median prevalence rate of HIV/AIDS from 1.13 percent in 2011 to 0.71 in 2017. The median prevalence rate is expected to drop further to 0.65 percent by 2022. It is estimated that 75% of Somaliland citizens lack understanding and awareness on basic information on HIV/ AIDS. The immediate impact of illness and death affects the overall business in terms of productivity, productive job losses, loss of experienced and dedicated workers, increase in medical bills and negative impact on profitability. Productive job losses, loss of experienced and dedicated workers, increase in medical bills, and profit could be profoundly negative.

The fundamental rights of workers living with HIV/ AIDS virus or affected by HIV and AIDS may be compromised as discrimination and stigmatization becomes pervasive against them. The National HIV/ AIDS Act 2014 aims at addressing the challenges posed by HIV and AIDS at the workplace. The mainstreaming of the policy into both formal and informal employment establishments remains a challenge.

2.13 Occupation Health and Safety

Health and Safety in workplaces is one of the avenues for improving longevity of working life, labour productivity and organizational competitiveness. In Somaliland injuries at the workplace account for 30% of leg related disability, 22% of sight disability and 15% of mental disabilities. The statistics speak directly into the costs of occupational diseases and accidents to workers and their families, employers and the national economy. Hence the need for putting in place strategic interventions to promote safety and health in workplaces for enhanced longevity of working life, productivity, enterprise competitiveness and employment creation.

The existing Labour Code No. 31/2004, limits occupational health and safety issues to only factories, offices and shops to the exclusion of other work places. The Act is not comprehensive enough to address occupational health and safety issues at all workplaces because several employment sectors such as agriculture, fisheries, forestry and health services are not covered. Most fatal injuries occur in the road transport, mining and quarrying, as well as the agricultural sectors. The informal sector poses unique problems, as employment conditions remain unmonitored over the years, mainly due to inadequate capacity and logistical problems of the regulatory institutions as well as the unstructured nature of the enterprise activities.

2.14 Labour Market Information

Information about the structure of employment or its distribution between high- and low-paying jobs, as well as the various job opportunities is important in addressing the unemployment condition. Effective labour information is also affected by weak capacity for MESFA to play its role as the national and regional depository for labour and employment management information and absence of systems for documenting, disseminating and promoting best practices on LMI. In Somaliland, data collection has been identified as one of the basic problems, which affects the production of accurate and reliable labour market information (LMI). A lot of activities take place in the informal sector of the economy, but information on these is not collected. This information is therefore unavailable as credible LMI for use by policy makers to help assess and address the labour market situation.

An effective Labour Market Information System (LMIS) will depend on the improved capacity of Employment Information Unit of the Department of Employment in the Ministry of Employment, Social and Family Affairs, the Central Statistics Department and other labour organisations. Funding and human resource capacities currently do not exist to support the development of an efficient and effective LMI system.

2.15 Priority Employment Themes and Emerging Issues

The following are the key emerging issues that need to be addressed by the National Employment Policy for Somaliland.

PRIORITY EMPLOYMENT THEMES	EMERGING ISSUES
1. Agriculture, Livestock and Fisheries Development	1.1 Absence of investment in modernized agriculture, livestock and fisheries sectors of economy that have the potential for job creation
2. Infrastructure and Labour Intensive Programmes	2.1 Absence of labour intensive approaches in the production of public goods, public works and infrastructure development
3. Private Sector Development	3.1 Existence of bottlenecks that hamper private sector competitiveness, accelerated growth and business investment climate
4. Education and Training	4.1 Mismatch between supply and demand of skills for supporting productive and decent employment
5. Research, Innovation and Technology Development	5.1 Absence of appropriate research based sectoral innovation and technology development programmes for supporting productive employment
6. Improving informal sector and MSMEs	6.1 Unconducive enabling environment for the transforming informal sector and development of MSMEs for creating decent and productive jobs
7. Women Empowerment	7.1 Inadequate gender equity and equality at the work place
8. Promotion of Youth Employment	8.1 Absence of demand driven skills and competencies for youths for supporting productive wage and self-employment
9. Diaspora Investment and Employment	9.1 Absence of mechanisms for coordinating employment of Somaliland citizens living

	abroad and return of skilled Somalilanders to fill skills gaps in Somaliland
10. Employment for Persons with Disability (PWDs)	10.1 Inadequate access to employment opportunities and productive resources for PWDs
11. Employment Programmes for Persons with HIV/AIDS	11.1 High prevalence of HIV/AIDS and other diseases on employment creation and at the work place
12. Occupational Health and Safety (OHS)	12.1 Weak workplace safety and health standards and systems for supporting employers and employees in the formal and informal sectors of the economy to reduce or eliminate occupational hazards
13. Labour Market Information (LMI)	13.1 Absence of a LMI that adequately informs planning and decision making process.

3. POLICY FRAMEWORK

3.1 Rationale

The Government of Somaliland recognises that employment is key to socio-economic development, crosscutting in nature and must be central to the national development agenda. Accordingly, the NEP is designed to:

- Provide a framework for accelerated decent job creation through sustainable growth in all sectors of the economy and provide strategic direction to reduce unemployment among the youth, graduates, women and persons with disability as well as vulnerable groups
- Guide the process of prioritizing employment creation strategies through well targeted policies and programmes
- Promote an enterprise culture that shall induce entrepreneurship, self-reliance, and a national environment that rewards effort and initiative
- Facilitate mobilization of resources for employment-creation on programmes across all sectors of the economy
- Enhance competitiveness by matching supply and demand of skills

3.2 Core Values and Guiding Principles

The core values and guiding principles underpinning this policy are:

3.2.1 Good Quality Economic Growth

It is acknowledged that good quality economic growth increases opportunities for decent work. Growth that is sustainable, environmentally friendly, inclusive and that increases living standards can be an engine for job creation.

3.2.2 Social Justice

Social justice requires promoting social inclusion and elimination of discrimination of all forms in the labour market

3.2.3 Empowerment and Participation

Empowerment, participation and representation of the vulnerable and the marginalized in employment policy formulation, implementation and evaluation promotes social justice and equity.

3.2.4 Social Dialogue

Social dialogue can be promoted through tripartism. It is required to develop consensus and to create the process for mobilising social actors to manage conflicts, empower individuals and representative groups in order to achieve the goals of this policy.

3.2.5 Equity

This principle requires tackling all sources of discrimination in the labour market and giving priority attention to investing in people and developing entrepreneurial capacity. It also entails equality of access to productive assets, education and basic services.

3.2.6 Adherence to the Constitution

The rights of workers as prescribed by the Constitution of Somaliland will be safeguarded at all times. These include the following:

- Every person has the right to work under satisfactory, safe and healthy conditions, and to receive equal rights without discrimination of any kind.
- Every worker shall be assured of rest, leisure and reasonable limitation of working hours, and periods of holiday with pay
- Every worker has the right to form or join a trade union of their choice for the promotion and protection of their economic and social interests.
- The State shall safeguard the health, safety and welfare of all persons in employment and shall establish the basis for the full deployment of the creative potential of all Somaliland citizens
- The State shall encourage the participation of workers in the decision- making process at the work place.

3.2.7 Community-Driven Initiatives

Government shall encourage local participation and community intervention, which shall be implemented to address the employment and underemployment challenges identified at the community level.

3.2.8 Social Dialogue

This policy shall be anchored on the values and principles of strong social dialogue and effective tripartism.

3.2.9 Adherence to International Labour Standards

The implementation of this policy will adhere to international labour standards by ensuring that:

- There is work for all who want to work
- Such work should be as productive as possible
- There is freedom of choice of employment and the fullest opportunity for each worker to qualify for, and use his/her skills and endowments in a job for which he/she is well suited, irrespective of race, colour, sex, religion, political opinion, natural extraction or social origin; and
- Protection of children against child labour by enforcing local and international labour standards and regulations

3.2.10 Private Sector- led Growth and Employment Generation

The policy emphasizes the promotion and expansion of private sector investment in line with the Government strategy of a private sector-led economy. Private sector investment shall be promoted not only in the formal sector but also in the informal sector in order that wages and working conditions in the informal sector shall gradually converge with those in the formal sector.

3.2.11 Employment Creation as a Key Indicator for Economic Performance

The policy recognizes that creation of employment leads to stable incomes, savings and improved livelihoods thus contributing to economic growth. The policy shall emphasize improved labour market information and database for monitoring the trends in employment in key sectors as well as trends in real wage growth for vulnerable workers.

3.3 Policy Goal

The policy goal of the NEP is to create productive, gainful and decent employment opportunities for the growing labour force in order to improve their living conditions and contribute to economic growth and national development within the framework of equity, fairness, security and dignity.

3.4 Policy Purpose

The purpose of this policy is to guide all stakeholders on creation and enhancement of the quality and availability of gainful employment opportunities for the citizens of Somaliland.

3.5 Priority Themes and Policy Objectives

The key priority themes and policy objectives to be pursued in order to achieve the overall goal are as follows.

PRIORITY THEMES	POLICY OBJECTIVES
1. Agriculture, Livestock and Fisheries development	1.1 Promote investment in modernized agriculture, livestock and fisheries as the sectors of economy that have the potential for job creation
2. Infrastructure and Labour Intensive Programmes	2.1 Give priority to the use of labour intensive approaches in the production of public goods and services including the implementation of labour intensive public works and infrastructure
3. Private Sector Development	3.1 Remove operational and institutional bottlenecks that hamper private sector competitiveness and accelerated growth and improved business investment climate
4. Education and Training	4.1 Producing a cadre of professional capable of operating efficiently within the formal sector as well as creating employment for others.
5. Research, Innovation and Technology Development	5.1 Developing and institutionalizing research based sectoral innovation and technology development programmes for supporting productive employment
6. Improving informal sector and MSMEs	6.1 Transforming informal sector and developing MSMEs to create decent and productive jobs
7. Women Empowerment	7.1 Promoting gender equity and equality at the work place

8. Promotion of Youth Employment	8.1 Creation of human resource development opportunities for the youth to acquire demand driven skills and competencies for productive wage and self-employment
9. Diaspora Investment and Employment	9.1 Facilitating and coordinating employment of Somaliland citizens living abroad and return of skilled Somaliland professionals to fill skills gaps
10. Employment for Persons with Disability (PWDs)	10.1 Improving access to employment opportunities and productive resources for PWDs
11. Employment for Persons with HIV/AIDS	11.1 Reducing the impact of HIV/AIDS and other diseases on employment creation at the work place
12. Occupational Health and Safety (OHS)	12.1 Encouraging employers and employees in the formal and informal sectors of the economy to reduce or eliminate occupational health hazards
13. Labour Market Information (LMI)	13.1 To have labour market information that adequately informs planning and decision making process.

4. POLICY OBJECTIVES AND STRATEGIES FOR EMPLOYMENT CREATION

4.1 Agriculture, Livestock and Fisheries Development

4.1.1 Policy objective

Promote investment in modernized agriculture, livestock and fisheries as the sectors of economy that have the potential for job creation

Government acknowledges that agriculture, livestock and fisheries are currently the largest employer and still have the highest propensity to absorb labour in the rural area. Furthermore Government policy through the National Development Plan is to promote and encourage employment in construction of rural roads and other infrastructure, to compliment agriculture, livestock and fisheries activities. The rural sector with over 85 percent of the population has potential to bolster employment generation in the country.

4.1.2 Strategies

The Government will facilitate modernization of agriculture, livestock and fisheries through the following strategies.

- Establishing mechanisms for improving the production of high yield agricultural, livestock and fisheries products
- Establishing and strengthening farmers , livestock herders and fishermen cooperatives for improving access to inputs and finance and support services
- Establishing backward and forward linkages between farmers, livestock herders and fishermen, input suppliers, processors, marketers, financial institutions and business support providers
- Promoting agro-processing, and livestock and fisheries enterprises to improve value addition, productivity and employment opportunities.
- Developing and adopting appropriate technologies for supporting agriculture, livestock and fisheries development
- Encouraging provision of rural financial services for income generating activities
- Providing subsidized inputs for agriculture, livestock and fisheries cooperatives
- Upgrading skills for farmers, livestock herders and fisheries communities and promote attitudinal change for food production

- Improving marketing of farmers produce, livestock and fisheries products through cooperatives
- Improving extension services for supporting agriculture, livestock and fisheries development
- Promoting access to microfinance, micro-credit and small grants for the fishing communities and farmers
- Promoting access to market for farm, dairy, meat and fisheries produce
- Develop grazing areas for livestock production and encourage agro-pastoral communities to participate in farming
- Providing fishing communities with equipments and tools
- Enhance irrigation and water catchment for farming areas
- Discourage foreign fishing interventions by giving opportunity for local fishing communities

4.2 Infrastructure and Labour Intensive Programmes

4.2.1 Policy Objective

Give priority to the use of labour intensive approaches in the production of public goods and services including the implementation of labour intensive public works and infrastructure

Government is committed to promoting growth, increase employment, socio economic transformation and prosperity for all through employment intensive growth. In light of this commitment, employment creation will be at the centre of national policies, strategic plans and programmes.

4.2.2 Strategies

To achieve the above policy objective, the following strategies shall be pursued.

- Promoting the use of labour-based methods in the construction and maintenance of rural feeder roads and other public infrastructure for supporting the development of agriculture, livestock and fisheries
- Mainstreaming labour intensive programmes within productive and extractive sectors development
- Ensuring that rural and urban infrastructure and housing investments are constructed using labour-based techniques

- Supporting of new and existing labour-intensive enterprises and investments with high and sustainable employment generation potential.
- Mainstreaming labour intensive employment creation in the national development core projects
- Developing and enforcing regulatory frameworks for labour-intensive approaches and programmes

4.3 Private Sector Development

4.3.1 Policy Objective

Remove operational and institutional bottlenecks that hamper private sector competitiveness and accelerated growth and improved business investment climate

Government recognizes that the private sector is a key-actor in employment generation. Private sector activities cover agricultural production and processing, mining, manufacturing, distribution and marketing as well as services among others.

4.3.2 Strategies

The Government will facilitate the private sector participation in employment creation through the following strategies.

- Providing incentives to private sector initiatives, which provide job opportunities to vulnerable youth, women and PWDs.
- Institutionalize youth internship and apprenticeship programmes in collaboration with TVET institutions and universities
- Reducing the cost of doing business in Somaliland for the private sector so that it remains viable and increases its capacity to absorb more labour.
- Encouraging private sector investments to generate decent jobs that provide both social protection and economic gains
- Establishing backward and forward linkages between MSMEs and large enterprises
- Improving development and implementation of PPP programmes
- Developing integrated business development programme for supporting vertical growth of the MSMEs
- Encouraging viable joint ventures, between the Government and private sector in industries or sectors that have employment-generation potential, especially in the high value and processed agricultural commodity sectors.

- Establishing export processing zones (EPZs) and district industrial parks to absorb local labour.
- Encouraging local investment retention through improved investor confidence for promoting local investment
- Enforcing labour law to ensure that the rights of employers and employees in the private sector are protected
- Encouraging Foreign Direct Investment (FDI) and enforcing FDI laws

4.4 Education and Training

4.4.1 Policy Objective

Producing a cadre of professionals capable of operating efficiently within the formal sector as well as creating employment for others

The critical challenge for higher education is to produce a cadre of qualified professional capable of rendering more specialized and efficient services to the public and private sector for enhancing productivity competitiveness and diversification. The TVET and university should also endeavour to ensure that qualified professionals can also create employment for others.

4.4.2 Strategies

TVET and university education will be reformed in order to respond to the demand of industry players through the following strategies.

- Establishing and strengthening career guidance and counselling for school leavers
- Institutionalizing TVET and university bridging programme for enhancing progression to higher learning
- Increasing and strengthening TVET centres
- Harmonizing and standardising TVET and university courses to respond to the industry needs
- Ensuring that entrepreneurship is institutionalized as a core course in all TVET and university programmes
- Institutionalizing internship and apprenticeship programmes with industry players
- Institutionalizing business start-up programmes within TVET institutions and universities

4.5 Development of Research, Innovation and Technology

4.5.1 Policy Objective

Developing and institutionalizing research based sectoral innovation and technology development programmes for supporting productive employment

Over the years, academic and research institutions across the country conduct research into topical socioeconomic development issues. But the research conducted by the TVET institutions and universities are barely used by the private sector. In addition, most of the institutions carry out baseline studies that utilize primary data collected from the field and rarely use secondary data for their publications. Research based sectoral innovation and technology development provides a wide range of potentials for creation of employment opportunities. However, there is little linkage between research, innovation and technology development results and their application in Somaliland.

4.5.2 Strategies

The development and institutionalization of research based sectoral innovation and technology development programmes for supporting productive employment will be achieved through the following strategies.

- Allocating enough funds to MDAs, TVET institutions and universities for facilitating research, innovation and technology development.
- Mainstreaming research, innovation and technology development in economic and productive sectors for supporting sectoral employment creation
- Strengthening the Policy, Planning, Monitoring and Evaluation (PPME) departments within the MDAs to develop MDAs specific research, innovation and technology development programmes for supporting employment creation
- Assisting TVET institutions and universities to establish research, innovation and technology centres for supporting entrepreneurship development
- Strengthening the capacity for the research, innovation and technology centres for patenting and commercialisation of developed innovations and technologies
- Developing appropriate innovations and technologies for supporting value addition for agriculture, livestock, fisheries and extractive industries development
- Assisting MSMEs to adopt appropriate research based innovation and technology for facilitating business creation, expansion and diversification

- Providing incentives to private sector associations to develop backward and forward linkages between informal sector and MSMEs and MSMEs and large enterprises for enhancing innovation and technology transfer
- Facilitating capacity building of public and private sector institutions and professionals involved in research, innovation and technology development

4.6 Improving informal sector and MSMEs

4.6.1 Policy Objective

Transforming informal sector and developing MSMEs to create decent and productive Jobs

Majority of the Somalilanders are engaged in the informal sector and MSMEs. The greatest challenge is to assist the informal sector to operate formally in order to create decent jobs. The MSMEs should also be assisted to grow vertically and linked to large enterprises in order to create productive employment. The Government recognizes that both the informal sector and MSMEs create a seedbed for entrepreneurship development.

4.6.2 Strategies

The transformation of the informal sector and the development of MSMEs to create decent and productive employment will be achieved through the following strategies.

- Allocating fully serviced worksites for the informal sector
- Assisting informal sector operators to establish sectoral associations which can be used as financial intermediation for enhancing access to credit
- Developing and institutionalizing for formalizing informal sector operations
- Assisting MSMEs in developing sectoral clusters and providing the clusters with appropriate infrastructure
- Establishing business start-ups and growth programmes for MSMEs in collaboration with TVET institutions and universities
- Establishing credit programmes for financing MSMEs start-ups and growth
- Reviewing and harmonizing laws and regulations governing the operations of informal sectors and MSMEs
- Developing and institutionalizing demand driven business development services for supporting business start-ups and growth
- Developing and institutionalizing backward and forward linkages informal sector and MSMEs with large enterprises

- Assisting MSMEs to adopt appropriate research based innovation and technology for facilitating business creation, expansion and diversification
- Enforcing demarcation of business law to encourage growth of informal sector.
- Providing advisory information on tax compliance, the improvement of working conditions, safety and health issues

4.7 Women Empowerment

4.7.1 Policy Objective

Promoting gender equity and equality at the work place

While it acknowledged that positive action has been taken by the Government and other stakeholders towards addressing existing gender inequalities and disparities, these problems still present a serious challenge which prevents the society from realizing its full potential in all aspects of social, economic and political development. Likewise due to their multiple roles as producers, reproducers and providers of family care, women are severely limited in preparing for, and accessing formal employment opportunities and self-employment particularly in the private sector.

4.7.2 Strategies

To attain the policy objective of promoting gender equity and equality at the work place, the Government shall pursue the following strategies.

- Gender mainstreaming in order to ensure that gender perspectives and gender equality are central in policy development; research, advocacy /dialogue. legislation, resource allocation, planning and monitoring and evaluation
- Establishing scholarship funds and other support mechanisms to retain girls and young women in formal education
- Linking highly qualified young women with potential employers through internships and apprenticeships
- Allocating 15% in Local Council and 10% in House of Representatives
- Establishing business start-ups and diversification programmes for women entrepreneurs
- Organizing self-help groups into cluster level associations for enhancing financial intermediation as well as increasing women lobbying and networking
- Providing 25-30% gender opportunities at all levels of education
- Establishing 30% formal employment for women in public and private sectors

- Establishing favourable conditions for women at workplace
- Establishing a self-confidence programme for women

4.8 Youth Employment

4.8.1 Policy Objective

Creation of human resource development opportunities for the youth to acquire demand driven skills and competencies for productive wage and self-employment

Government is concerned about youth unemployment and under-employment in the country. The youth constitute the highest percentage of the labour force and vast majority of the new entrants to the labour market. Youth requires to be instilled with, among others, a positive work culture; commitment and dedication to work including discipline, career guidance and counselling and imparting of skills to enable them become relevant to the current needs of the labour market and employment creation.

4.8.2 Strategies

Youth employment will be enhanced through the following strategies.

- Promoting job-placement, volunteer schemes and or internship to enable young acquire the requisite job training and hands on experience.
- Establishing technical and entrepreneurial skills upgrading programmes within TVET institutions for school leavers unable to proceed to higher education
- Introducing entrepreneurship programmes within TVET institutions and universities
- Establishing business start-up programmes for youth from TVET institutions and universities as avenues for productive employment creation
- Encouraging the youth to form associations and cooperatives for the purpose of developing entrepreneurship and creating employment
- Providing support to young people to make transition from informal to formal employment through improved access to training, business development services, and access to credit
- Establishing of one stop centre to offer technical advisory services including information on existing investment opportunities to youth entrepreneurs.
- Strengthening existing regional youth skills centres through retooling, staffing and capitalization

- Expanding and upgrading sports facilities, promoting and developing sports as an alternative to drug use and linking sports to income generation
- Developing linkages between donors and private sector youth development for supporting employment creation for youth
- Creating awareness for employers to accept youth through transparent and fair recruitment systems according labour law

4.9 Diaspora Investment and Employment

4.9.1 Policy Objective

Facilitating and coordinating employment of Somaliland citizens living abroad and return of skilled Somalilanders to fill skills gaps

Government acknowledges that labour markets abroad provide employment opportunities for Somalilanders in the short run as the country develops its capacity to generate sufficient jobs for its labour force. Despite the country benefiting from other labour markets, it has also faced an influx of migrant workers. There are many employment opportunities in other countries which qualified Somaliland citizens could access if given the relevant assistance or facilitation. At the same time there is no coordination of those opportunities or those people who are already working abroad. Likewise there are numerous skill gaps in the country which could be filled by some of the skilled Somaliland citizens who live and work in foreign countries.

4.9.2 Strategies

Diaspora investment and employment shall be enhanced through the following strategies.

- Strengthening the ministry responsible for labour to source for opportunities and ensure that the rights of Somalilanders working abroad are protected.
- Establishing bilateral agreements with Governments of receiving countries.
- Strengthening the department responsible for employment services to regulate, guide, monitor and coordinate activities of various stakeholders involved in employment of Somalilanders abroad.
- Establishing a revolving fund to facilitate Somalilanders seeking employment abroad
- Developing guidelines for the private agencies licensed to facilitate employment for Somalilanders abroad

- Harmonizing and placing all the foreign investment and employment functions and activities under the national employment body
- Posting investment and employment attachés to Government's key and strategic missions abroad for sourcing of investments and employment outside the country
- Developing foreign employment and investment orientation and re-entry programmes for sensitizing public on the nature of investment and employment opportunities abroad, terms and conditions, rights, obligations and remedies of the workers in case of violations and pre-departure preparations for the investors and employees
- Reviewing and enforcing regulations for issuance of work permits to streamline employment of foreigners
- Developing programmes to mainstream the diaspora in the country's development agenda
- Increasing the role of diaspora for supporting the domestic market and public investment in Somaliland

4.10 Persons with Disabilities (PWDs)

4.10.1 Policy Objective

Improving access to employment opportunities and productive resources for PWDs

One of the factors contributing to the increasing impoverishment of PWDs is their difficulty in accessing employment opportunities and productive resources. They have special needs in terms of education, training and the jobs they are able to take. The introduction of free market economy and stiff competition in the labour market make it difficult for PWDs to access employment opportunities.

4.10.2 Strategies

In order to improve access to employment opportunities and productive resources for PWDs the following strategies will be implemented.

- Mainstreaming the needs of the PWD into the national development process including the amendment of the building code that makes offices and public buildings accessible to PWDs

- Improving their training and skills development for PWDs to increase their productivity and employability and ensuring adequate provision of medical and psychological support
- Ensuring that PWDs access equally both paid and self-employed opportunities
- Undertaking affirmative actions to enhance employability of PWDs
- Ensuring that user friendly infrastructures for PWDs are established to enhance their employability
- Sensitizing employers of their need to comply with the minimum set number of PWDs as required by the PWD law

4.11 Child Labour

4.11.1 Policy Objective

Establishing guidelines and implementing programmes and activities for effective elimination of child labour and particularly for combating the worst form of child labour country wide

The worst forms of child labour include commercial agriculture; mining and quarrying, domestic services and commercial sex which fundamentally deprives children and recreation in violation of international conventions. Currently, labour inspection services are provided on a limited basis due to the shortage of qualified manpower and logistic support. This has resulted in non-fulfilment of obligations and also complaints from stakeholders.

4.11.2 Strategies

The elimination and reduction of child labour practices will be achieved through the following strategies.

- Developing and implementing child sensitive social safety nets to combat extreme poverty
- Implementing child sensitive budgeting for social sectors, ministries and other institutions
- Institutionalizing cash transfers at all levels
- Establishing and strengthening strategies and programmes for improving child protection
- Ensuring that the employers comply with labour laws safeguarding the employment of minors

- Preparing the guidelines, programmes and activities for ensuring effective elimination of child labour and for combating the worst form of child labour in Somaliland

4.12 Persons with HIV/AIDS

4.12.1 Policy objective

Reducing the impact of HIV/AIDS and other diseases on employment creation at the work place

One of the major threats to labour force participation in Somaliland is the HIV/ AIDS pandemic and other related killer diseases such as malaria and tuberculosis. The worst aspect of HIV/AIDS is that the active working populations especially of the young people are particularly vulnerable to the pandemic. Labour market related impacts of the pandemic are absenteeism from work and decline in productivity, both of which are costly to employers in terms of medication, terminal benefits to the diseased, burial and replacement costs.

4.12.2 Strategies

The following strategies will be implemented in order to reduce the impact of HIV/ AIDS.

- Mainstreaming HIV/AIDS policy into both formal and informal employment establishments
- Mainstreaming HIV/AIDS to all services/sectors to increase awareness through education system, media and mass community awareness
- Increasing HIV/AIDS centres and diagnostic resources
- Establishing anti – discriminating policies and legislation in the workplace
- Continuing to facilitate the implementation of HIV/AIDs control measures at work places, leading to establishment of effective programmes to mitigate HIV/AIDS in the employment sector
- Intensifying efforts to implement the ILO/WHO guidelines to advocate for minimizing all forms of stigma and discrimination against HIV/AIDS affected workers at workplaces
- Supporting programmes that facilitate free voluntary screening at work places and providing counselling, nutrients and supplements to HIV/AIDS victims

4.13 Occupational and Health Safety

4.13.1 Policy Objective

Encouraging employers and employees in the formal and informal sectors of the economy to reduce or eliminate occupational health hazards

Somaliland faces the dual challenge of hazardous working environment and difficulty to enforce Occupational Health and Safety (OHS) standards. There is the challenge of enforcing employer responsibility to provide for occupational health and safety and employee responsibility to ensure their safety by complying with health and safety measures.

4.13.2 Strategies

Occupational Health and Safety will be improved through the following strategies.

- Improving working conditions, and occupational health and safety by strengthening the OHS system through effective coordination mechanisms
- Adopting adequate preventive OHS strategies to reduce industrial fatalities
- Improving training and disseminating OHS information to workers and employers, developing database on person-hours lost on ailments and injuries for planning purposes
- Protecting the vulnerable at the work place and especially adopting standards that are protective of the health of women during pregnancy after child birth and while breastfeeding
- Updating existing legislation on OHS
- Enhancing the capacity of labour officers to perform their duties efficiently regarding OHS
- Developing and promoting OHS standards to create a workplace environment that is conducive to high productivity

4.14 Labour Market Information

4.14.1 Policy Objective

To have a LMI that adequately informs planning and decision making process.

Accurate and timely labour market information on jobs, job seekers, labour mobility, employment levels, real wages, hours worked and desired skills among others in the public and private sectors, especially the small-scale unregistered private sector, is

essential to the policy makers. Labour market information enables the monitoring of the employment situation, trends and design of appropriate policies.

4.14.2 Strategies

The following strategies will be implemented in order to put in place LMI that adequately inform planning and decision making process.

- Strengthening MESAF to play its role as the national and regional depository for labour and employment management information
- Providing guidelines on data collection, processing and dissemination of information
- Establishing and supporting institutions in public and private sectors, including social partners, in the production of information on the labour market
- Studying the impact of multinational enterprises on employment in different industrial sectors
- Developing guidelines on operation of multinational enterprises with regard to social dialogue, employment and their impact on the labour market
- Improving the collection, analysis, storage and dissemination of reliable information relating to migration and its effects on employment
- Strengthening relationships with relevant Labour Market Information (LMI) producers to improve the information sharing process
- Determining the data and information needs, standards, methodologies to be used, the time frame and institutional linkages to ensure availability of current and reliable LMI
- Analysing collected data and disseminating it to the public, private sector and other stakeholders according to their needs
- Reviewing Somaliland Standard Classification of Occupation (SSCO) for supporting planning and decision making

5. LEGAL AND INSTITUTIONAL FRAMEWORK FOR POLICY IMPLEMENTATION

5.1 Legal Framework

A compendium of policies and laws supporting creation of employment was prepared alongside the preparation of the NEP. However, the current legal and regulatory frameworks do not provide necessary provisions that ensure effective and efficient employment promotion as demanded in the changing labour market. This requires appropriate measures that ensure compatibility with the current labour market. In this regard there will be need to have an appropriate legal framework that will enforce implementation of the National Employment Policy and facilitate employment creation and service deliveries at all levels. This will be achieved through the following strategies:

- The Government in collaboration with private sectors, workers' organizations, civil society organizations and other stakeholders will review Labour Law No.31/2004 and Somaliland Civil Service Law No. 07/1996 to be in alignment with implementation of National Employment Policy
- The Government in collaboration with other stakeholders will review other employment related laws that constraints employment creation initiatives

5.2 Institutional Framework for Policy Implementation

Formulation of the national employment policy is designed to contribute to the acceleration of employment growth and move the nation towards full employment and the reduction of poverty. This goal can be achieved only if the policy is vigorously pursued and fully implemented. Being a dynamic exercise, the employment policy implementation strategies need to be reviewed regularly to ensure their continued relevance to Vision 2030 and the National Development Plan (2017-2022). Given the multi-dimensional nature of the employment challenges, the implementation of the National Employment Policy requires the active participation and involvement of many actors, and their effective coordination by the Government. This will require establishing new institutions or further strengthening the existing ones at all levels.

The National Employment Policy implementation goal will be achieved with good and sound socio-economic, cultural and political environment that give priority to employment promotion as a central objective of national development plans. The

Government sees its role as that of creating an enabling environment for employment creation in which the private sector and other non- government actors will play the key role. The Government will assume the overall responsibility for coordinating all national and international efforts aimed at full human resources development and utilization.

This policy thereof, outlines the roles to be played by the major actors in policy implementation. These include the Central Government, Local Government Authorities, Employers and Workers Organizations, the Private Sector, Development Partners, and Civil Society Organizations (CSOs) including the NGOs and Community Based Organizations (CBOs), Financial Institutions, Academic, Training and Research Institutions and Mass Media.

5.2.1 Central Government

- Protecting all human rights duties and responsibilities during working hours
- Protecting and preventing power-abuse (harassments), against women and all kind of employee discrimination during the work places.
- Implementing the power of unions (institutions, firm and organizations staff and unions)
- Preventing all kinds of hazards caused by work injuries during the work
- Monitoring how the private sector implements rules, regulations, policies and other laws toward labour and human rights
- Putting in place the requisite infrastructure facilities which will provide basic support for the growth in the employment intensive investments in potential sectors
- Coordinating and monitoring the employment implications of national investment decisions, to ensure that socio-economic development policies and programmes are pro-employment intensive.
- Implementing vigorously and effectively the public current and development expenditures to be supportive to programmes with more employment creation impacts
- Ensuring that the electrification and other related services such as roads networks, communication and social services are readily available.
- Sensitizing the society on issues related to employment and need to emphasize on the positive attitudes and culture towards work.
- Providing to stakeholder monitoring and evaluation guidelines and maintain a central labour market database.

- Providing regular labour market information for informing the public on the trends of labour market characteristics.

5.2.2 The Private Sector

- Taking the leading role in employment creation hence become the potential major employer and key stakeholder in achieving the national employment policy objectives.
- Expanding investments and enhance productivity in employment intensive sectors for assurance of achieving the National Employment Policy objectives.
- Directing more of its investments to labour intensive programmes such as agro-processing industries with value addition to agricultural products, infrastructure development-roads construction, rehabilitation and maintenance, health and water infrastructures.
- Compiling with the labour standards as prescribed under the relevant laws so as to safeguard the national interests including that of the government, the employees to be engaged.
- Compiling and provide routine labour market statistics for feeding the central labour market database.

5.2.3 The Employers' Organizations

- Maintaining industrial peace for continuous production and employment, as well as improving the working environment at work places
- Advocating to all employers to comply with labour and employment standards
- Enhancing pro-employment intensive investments and increase labour productivity
- Strengthening social dialogue and improving labour relations at work places
- Ensuring better employment and income security for employees
- Promoting corporate governance and accountability at workplaces
- Providing up to date data and information on labour market trends on regular basis to be fed into the national labour market data base

5.2.4 Regional and Local Authorities

- Developing, monitoring, and coordinating employment creation initiatives in their areas of jurisdiction to achieve the objective of NEP
- Promoting employment intensive direct investments in sectors and areas with employment potentials

- Putting in place a system of collection, analysis and dissemination of relevant information on employment creation on a routine basis and feed it on to the national labour market information database
- Providing basic rural support services including rural roads, markets, skill training and business support to entrepreneurs for promoting and enhancing agricultural, livestock and fisheries production and non-farm activities

5.2.5 Workers' Organizations

- Maintaining industrial peace for continuous production and employment, as well as improving the working environment at work places
- Sensitizing and educating on rights and obligations of workers as prescribed in the National Employment Policy and respective employment and labour instruments
- Promoting industrial peace for continuous production and increased labour productivity at work places
- Advocating for pro-employment investments

5.2.6 Development Partners

Providing support in the implementation of the national employment policy, the national sector and local level employment creation strategies and programmes, for achieving the goal of accelerated job creation and the reduction of unemployment, under-employment rate, increase labour productivity and poverty reduction

5.2.7 Academic, Training and Research Institutions

- Providing relevant knowledge, values, attributes and training/skills that meet the demands of the labour market, in consultation with users of labour
- Adjusting their curricula from time to time to reflect labour market needs
- Designing and mainstreaming entrepreneurial culture in all levels of education and training system to impart business knowledge and culture to students
- Providing demand driven training and skills
- Undertaking researches and studies and recommend to policy makers and implementers, areas which can increase the capacity of the economy to absorb labour and increase employability of labour

5.2.8 Financial Institutions

- Providing user friendly credit facilities and services that are flexible on collateral requirement to support entrepreneurs of all status

- Expanding their services and introducing friendly services to reach the majority of the users

5.2.9 Civil Society

- Compliment Government and other stakeholder efforts in employment creation, raising national awareness and accountability, in support of employment creation and the reduction of unemployment and underemployment rates.
- Sensitization of the public on the need for changing culture towards income generation activities
- Provide up to date data and information on employment trends on routine basis in their areas of operations

5.2.10 Mass Media

- Promote advocacy and awareness on employment issues including the contents and operationalization of the National Employment Policy at all levels
- Provide information to the public on regular basis on employment development trends as well as the rights and obligation of the relevant stakeholders as prescribed under the respective laws and regulations guiding the employment and labour sector

6. POTENTIAL CHALLENGES TO THE IMPLEMENTATION OF THE POLICY

The successful implementation of the NEP shall depend on addressing the following potential challenges.

6.1 Commitment by all Actors

Government should continue to play its central role both directly and indirectly in decent job creation. All efforts should be made to encourage all stakeholders to mainstream employment strategies into their policies, plans and programmes. Actors should be called upon to internalize the policy and put in place the most appropriate mechanisms for increasing decent employment opportunities in the country.

6.2 Weakness in Administration

It is necessary to ensure that appropriate structures are put in place at the national, district level, and within the social partners' organizations. The relevant stakeholders who include employers, workers, Government department, local governments and members of the public should all be involved. Appropriate facilities and systems for the implementation of the policy needs should be strengthened. Respect for international labour standards, recruitment and retooling relevant staff must be given priority.

6.3 Synergy in Macro-Economic Policies

For the policy to be successfully implemented, all major policies need to be harmonized and brought into synergy. Interventions to promote economic growth need to be geared towards creation of decent jobs in order to eradicate poverty and attain prosperity for all.

6.4 Peoples' Attitude and Work Culture

The implementation of the policy shall require change in peoples' negative attitude and work culture. Poor work ethics such as unethical behaviour, time management, inappropriate managerial skills and lack of respect for work and workers' rights, which lead to low labour productivity, are detrimental. Promoting social dialogue and tripartism, solidarity, patriotism and respect for national values are essential for increased labour productivity.

6.5 Financing the Implementation of the Policy

Implementation of the policy needs adequate resources and requires priority budgetary allocation both at the national and local Government levels. Since employment is a cross-cutting issue, the policy promotes a multi-sectoral approach and integration of employment issues at all levels of Government and private sector programmes. The financing of the policy should therefore spread over the line Ministries, Departments and Agencies as well as Local Governments, social partners and Civil Society Organizations. Each sector ministry shall identify employment concerns, budget and fund them within their Medium Term Expenditure Framework (MTEF) ceilings.

7. IMPLEMENTATION ARRANGEMENTS

7.1 Introduction

The Government shall take the overall responsibility for the implementation of this policy. The implementation of the policy will require that all Government agencies to consciously integrate in their policies and programmes, the relevant policy principles and interventions that maximize productive employment and the improvement of the general working conditions. The policy implementation and evaluation framework discussed below will be put in place.

7.2 Structures for Policy Implementation

The objective for policy implementation is to have in place well defined structures, systems and implementation arrangement that will facilitate smooth implementation and deliveries of the national employment policy. Government ministries, agencies, regional and local Government authorities, and the tripartite social partners, shall adopt policies and strategies that are in line with the National Employment Policy. They will also maintain and produce up-to-date information, and analyze trends about the employment situation and potential for employment growth and achievements in their respective sectors.

The Government will establish a National Employment Council, chaired by the Minister of Employment, Social Affairs & Family. The composition of the members of the Council which will be tripartite in nature shall be drawn out of the Ministries and institutions which have a great role in employment creation but shall not exceed twelve members. The Government will also establish a National Employment Creation Committee chaired by the Director General of the Ministry of Employment, Social Affairs & Family, to oversee the implementation of the national employment policy, and the Labour, Economic and Social Council (LESCO) as an advisory body to the Ministry on matters patterning to employment. Regional and Local Authorities shall establish relevant participatory structures such as Employment Creation Committees for the implementation of the National Employment Policy.

7.3 Policy Monitoring and Evaluation

The Government structures responsible for the implementation of this policy will make quarterly, monitoring and annual evaluations and prepare progress reports on the implementation of the policy to the coordinating ministry. The national employment creation committee will make national annual evaluation and prepare a

report to LESCO and then to the Cabinet. Employment indicators will be developed and made available to enable stakeholders at all levels to monitor and assess employment creation outcomes on regular basis.

7.4 Review and Revision of the Employment Policy

An evaluation of the outcomes of this policy will provide information on the extent to which the policy is being implemented, and the progress being made in achieving the National Employment Policy objectives. An overall policy review will be undertaken after every three years. The responsibility for the overall review is assigned to the Ministry of Employment, Social Affairs & Family.

7.5 National Employment Programme

A national employment programme will be prepared for facilitating the implementation of NEP. The preparation of the national employment programme will include:

- ✓ Translating policy objectives and strategies into employment programmes for each of the fourteen thematic areas in NEP in collaboration with MDAs
- ✓ Developing objectives, outputs, baseline, performance indicators and means of verification for each of the priority employment programmes
- ✓ Developing clear institutional roles and responsibilities for the key actors involved
- ✓ Determining the required budget for each of the programmes and potential sources of funds
- ✓ Bench-marking the programmes with NDPII (2017-2021) priority economic and social development programmes
- ✓ Translating National Employment Policy into a Bill of Law for enactment by Parliament

8. IMPLEMENTATION PLAN FOR THE NATIONAL EMPLOYMENT POLICY

GOAL: *To create gainful and decent employment opportunities for the growing labour force to improve their living conditions and contribute to economic growth and national development within the framework of equity, fairness, security and dignity.*

PRIORITY EMPLOYMENT THEMES	POLICY OBJECTIVES	OUTPUTS	ACTION BY	COLLABORATORS	TIME FRAME	PERFORMANCE INDICATORS	MEANS OF VERIFICATION	EXPECTED IMPACT
1. Agriculture, Livestock and Fisheries Development	1.1 Promoting investment in modernized agriculture, livestock and fisheries as the sectors of economy that have the potential for job creation	Investments in modernized agriculture, livestock and fisheries promoted	- Ministry of Agriculture - Ministry of Livestock and Fisheries	- Ministry of Finance Development - Ministry of Investment and Development - Farmers - Cooperatives - Private Sector - Financial Institutions - Development partners	Annually	Number of investment in modernized agriculture, livestock and fisheries promoted	Annual investment programmes in modernized agriculture, livestock and fisheries	Improved employment in productive sectors

2. Infrastructure and Labour Intensive Programmes	2.1 Prioritizing the use of labour intensive approaches in the production of public goods and services including the implementation of labour intensive public works and infrastructure	The labour intensive approaches and programmes in public works and infrastructure development.	• Ministry of Public Works, Housing and Transportation	• Ministry of Finance Development • Ministry of Investment and Development • Private developers • MSMEs • Financial institutions • Development partners	Annually	Number of labour-intensive programmes	Annual labour-intensive programmes and reports	Enhanced productive employment creation in public works and infrastructure development
3. Private Sector Development	3.1 Removing operational and institutional bottlenecks that hamper private sector competitiveness and accelerated growth and improved business investment climate	Private sector operational and institutional competitiveness and investment promotion programmes	• Ministry of Industry, Commerce and Tourism	• Ministry of Finance Development • Private sector • MSMEs • Development partners	Annually	Number of private sector employment programmes	Private sector employment programmes and reports	Enhanced private sector participation in productive employment

4.Education and Training	4.1 Producing a cadre of professionals capable of operating efficiently within the formal sector as well as creating employment for others.	A cadre of professionals for formal and informal sector development	Ministry of Education and Science	- Ministry of Finance Development - MDAs - Private sector - Development partners	Annually	Number of professionals engaged in formal and informal sector development and employment	Reports of the cadre of professionals in formal and informal sector development	Improved employment of professionals in informal and formal sector development
5. Research, Innovation and Technology Development	5.1 Developing and institutionalizing research based sectoral innovation and technology development programmes for supporting productive employment	Research based innovation and technology development programmes	Ministry of Planning and National Development	- MDAs - Universities - TVET institutions - Private sector - MSMEs - Development partners	Annually	Number of research based innovation and technology development programmes	Research based innovation and technology development programme and reports	Increased employment through research, innovation and technology development
6. Improving informal sector and MSMEs	6.1 Transforming informal sector and developing MSMEs to create decent and productive jobs	Decent and productive jobs in informal sector and MSMEs	Ministry of Industry, Commerce and Tourism	- MDAs - Universities - TVET institutions	Annually	Number of decent and productive jobs created in informal sector and MSMEs	Decent and productive jobs creation programmes in informal	Improved decent and productive employment in informal and MSMEs sectors

				- Private sector - MSMEs - Development partners			sector and MSMEs	
7. Women Empowerment	7.1 Promoting gender equity and equality at the work place	Gender equity and equality at the work place promoted	Ministry of Employment, Social and Family Affairs	- MDAs - Women associations - Development partners	Annually	Number of gender equity and equality promotion programmes	Gender equity and equality promotion programmes and reports	Improved equity and equality in employment of women
8. Promotion of Youth Employment	8.1 Creating human resource development opportunities for the youth to acquire demand driven skills and competencies for productive wage and self-employment	Productive and decent formal and self-employment for youth	Ministry of Youth and Sports	- MDAs - Youth associations - Development partners	Annually	Number of productive and decent jobs for youth	Programmes and reports on productive and decent jobs for youth	Productive and decent formal and self-employment for youth
9. Diaspora Investment and Employment	9.1 Facilitating and coordinating employment of Somalilanders living abroad and return of skilled Somalilanders professionals to fill skills gaps	Diaspora investment and jobs created	Ministry of Foreign Affairs and International Cooperation	- Diaspora Agency - Ministry of Investment and Development	Annually	Number of diaspora investments and jobs created	Diaspora investments and jobs creation programmes and reports	Improved employment through diaspora investments and jobs creation

				- Ministry of Finance Development - Development partners				
10. Employment for the Persons with Disability (PWD)	10.1 Improving access to employment opportunities and productive resources for PWDs	Employment opportunities and productive resources for PWDs	Ministry of Employment, Social and Family Affairs	- PWD Agency - MDAs - Private sector - Development partners	Annually	Employment opportunities and productive resources for PWDs	PWD employment programmes and reports	Improved employment of PWDs
11. Employment Programmes for Persons with HIV/AIDs	11.1 Reducing the impact of HIV/AIDs and other diseases on employment creation at the work place	Impact of HIV/AIDs and other diseases on employment creation at the work place reduced	Ministry of Employment, Social and Family Affairs	- MDAs - Private sector - Development partners	Annually	Cases of HIV/AIDs and other diseases reduced	HIV/AIDs victims employment programmes and reports	Improved productivity at work place for persons with HIV/AIDs
12. Occupational Health and Safety (OHS)	12.1 Encouraging employers and employees in the formal and informal sectors of the economy to reduce or eliminate occupational hazards	Occupational hazards at the formal and informal sectors reduced	Ministry of Employment, Social and Family Affairs	- MDAs - Private sector - Development partners	Annually	Reduced number of occupational hazard cases at the formal and informal sectors levels	Occupational health and safety programme and reports	Improved work environment for sustainable employment

13. Labour Market Information (LMI)	13.1 To have a LMI that adequately informs planning and decision making process.	LMI system	Ministry of Employment, Social and Family Affairs	- MDAs - Private sector - Development partners	Annually	LMI system in place	LMI Base and annual reports	Improved planning and decision making in employment creation
-------------------------------------	--	------------	---	--	----------	---------------------	-----------------------------	--